

# **Course Contents SBMS** **2018**

**School of Business and Management Studies**

**CENTRAL UNIVERSITY OF HIMACHAL**

## **Internet Based Marketing (IBM)**

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**Course Code:**

MSC 520

**Course Coordinator:** Dr Bhagwan Singh, Dean, School of Commerce & Management Studies (SCMS)

**Course Name:** Internet Based Marketing (IBM)

**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**

**(4 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**

**(6 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**, 3<sup>rd</sup> 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, 7<sup>th</sup> Edition**, Maximum Press

### **Suggested Additional Readings:**

1. Ramaswamy V.S. & Namakumari S. (2009), Marketing Management: Global Perspective Indian Context, 4<sup>th</sup> 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, 2<sup>nd</sup> Edition, Pearson Education, New Delhi.
3. Kotler Philip; Keller Kevin Lane; Koshy Abraham & Jha Mithileswar (2009), Marketing Management: A South Asian Perspective, 13<sup>th</sup> Edition, Pearson Education, New Delhi.
4. Bose Biplab S. (2010), Marketing Management, 3<sup>rd</sup> Edition, Himalaya Publishing House Pvt. Ltd., Mumbai.

## **CENTRAL UNIVERSITY OF HIMACHAL PRADESH**

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES  
ACT 2009]

DHAULADHAR CAMPUS - II, DHARAMSHALA, DISTRICT KANGRA -  
176215 (HP)

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

### **Strategic Management**

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**Course Code:** MSO 506  
**Course Name:** Strategic Management  
**Faculty Name:** Dr. Bhagwan Singh, Head, Dept. of M&SCM

**Credits Equivalent:** 04 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 apply the strategies studied in the foundation and fundamental courses, its specific strategic knowledge in different functional areas.
- Enable the students to create, execute and evaluate different strategies in their everyday life as managers.

**Attendance Requirements: 75% AS PER NORMS OF CUHP**

**Evaluation Criteria:**

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%

### **Course Contents:**

#### **Unit – I: Introduction to Strategic Management (8 Hours)**

- Concept of strategy: Definition need and dimension of strategy, strategic planning and strategic decision making process
- Levels of strategy: Corporate, business, functional level
- Process of strategic management: Vision and mission of company, business vision models, objectives and goals, business policies and strategy. Strategic management models
- Establishment of strategic intent

#### **Unit – II: Strategic Formulation (8 Hours)**

- Environmental appraisal: The external assessment, Six Sigma, Mckinsey 7s frame work Model, Porters five force model, Gap Analysis etc.
- Organization appraisal: Dynamics of internal environment. Organizational capability factors.  
Methods and techniques used for organizational appraisal
- The internal analysis: Resource based view, value chain analysis, and internal factor evaluation
- Strategic Business Units (SBUs) strategy: Evaluating and choosing business strategies: BCG matrix, JoHarri Window, GE 9 cell model etc.

#### **Unit- III: Strategy Implementation (8 Hours)**

- Business level strategy in different industrial context
- Multi business strategy: Balanced score card, types of strategies & approaches (Synergy Approach etc)
- Implementing strategies: Management and operations issues
- Strategic analysis and choice

#### **Unit – IV: Corporate Level Strategy (8 Hours)**

- Strategies for domestic markets, global strategies and the multinational corporation, Vertical integration and the scope of firm, Growth strategies-I & II
- Market structures and network externalities
- Strategic alliances

#### **Unit – V: Current Strategic Evaluation & Innovation (8 Hours)**

- Strategic review, evaluation and control: SWOT, TOWS, Value Chain Analysis etc,
- Challenges in strategic management
- Structural & behavioral dimensions
- Information technology and strategy: Blue & Red Ocean Strategy etc.
- Knowledge management

### **Prescribed Text Books:**

1. Wheelen L. Thomas, J. David Hunger (2010). Concepts in Strategic Management and

Business

Policy. 12<sup>th</sup> Edition. Pearson Prentice Hall, New Delhi.

2. Grant M. Robert (2011). Contemporary Strategic Management. Sixth Edition. Wiley India Pvt. Ltd, New Delhi.

3. Arthur A. Thomson, A.J. Strickland III, John E. Campbell (2011). Crafting and Executing Strategy.

18<sup>th</sup> Edition. Tata McGraw Hill, New Delhi.

**Suggested Extra Readings:**

1. Cherunilam Francis (2011). Strategic Management: A book on Business Policy/Corporate Planning. 3<sup>th</sup> revised Edition. Himalaya Publishing Pvt. Ltd.

2. David R. Fred (2011). Strategic Management -Concepts and Cases. 13<sup>th</sup> Edition. PHI Learning,

New Delhi.

3. Kazmi Azhar (2011). Business Policy and Strategic Management. 3<sup>rd</sup> Edition. Tata McGraw Hill,

New Delhi.

4. Pearce A. John, Robinson B. Richard and Mital Amita (2008). Strategic Management-Formulation, Implementation and Control. 10<sup>th</sup> Edition. Tata McGraw Hill, New Delhi.

## **CENTRAL UNIVERSITY OF HIMACHAL PRADESH**

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

TAB SHAHPUR, DISTRICT KANGRA - 176206 (HP)

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

### **Integrated Marketing Communication (IMC)**

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**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:**

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. 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

**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*, 1<sup>st</sup> Edition, Anamika Publisher
3. Kitchen, P. J. & Pelsmaker, P.D., (2004). *Integrated marketing communications: A Primer*. Taylor & Francis.
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

**CENTRAL UNIVERSITY OF HIMACHAL  
PRADESH**

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT  
2009]

TAB – SHAPUR AND DHARAMSHALA (HQ), DISTRICT KANGRA - 176215  
(HP)



## Web Based Advertising (WBA)

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**Course Code:**

MSC 522

**Course Name:** Web Based Advertising (WBA)

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

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

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

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

### Attendance

#### Requirement:

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

### Evaluation

#### Criteria:

1. Mid Term Examination:

25%

2. End Semester Examination:

50%

3. Continuous Internal Assessment:

25%

- Class participation: 5% (No. of Classes attended / Total No. of Classes Delivered) X 100
- Presentations: 5% (No. of presentation given / Total Presentation) X 100 (+/- Teacher Remark)  
(Note: Marking base for above: 75-80%=1, 80-85%=2, 85-90%=3, 90-95%=4, 96-100%=5)
- Case studies & Survey: 10%
- Assignments/Surprise test/Activity: 5%

### Course

#### Content

#### UNIT – I: Starting with Foundation

**(3 Hours)**

- History of Internet
- A Marketing Perspective in the Internet Age
- Internet marketing v/s traditional marketing

- Need of Website for Business

**UNIT – II: Understanding Web Environment**

**(5 Hours)**

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

**UNIT – III: Web Based Advertising**

**(4 Hours)**

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

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

**(5 Hours)**

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

**UNIT – V: Recent Trends in Digital Marketing**

**(3 Hours)**

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

**Prescribed Text Books:**

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

**Suggested Text Books:**

1. Susan Sweeney, Andy MacLellan, Ed Dorey, 3G Marketing on the Internet: Third Generation Internet Marketing Strategies for Online Success, 7<sup>th</sup> Edition, Maximum Press
2. Catherine Juon, Dunrie Greiling & Catherine Buerkle (2012), Internet Marketing Start To Finish, Que Publishing House
3. Ramaswamy V.S. & Namakumari S. (2009), Marketing Management: Global Perspective Indian

4. Context, 4<sup>th</sup> Edition, Macmillan Publishers India Ltd., New Delhi.
5. Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan UI (2011), Principles of
6. Marketing: A South Asian Perspective, 2<sup>nd</sup> Edition, Pearson Education, New Delhi.
7. Bose Biplab S. (2010), Marketing Management, 3<sup>rd</sup> Edition, Himalaya Publishing House Pvt. Ltd., Mumbai.
8. Kotler Philip; Keller Kevin Lane; Koshy Abraham & Jha Mithileswar (2009), Marketing Management: A South Asian Perspective, 13<sup>th</sup> Edition, Pearson Education, New Delhi.

**Suggested web links:**

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

**CENTRAL UNIVERSITY OF HIMACHAL PRADESH**

[Established under the Central Universities Act 2009]

TAB – Shapur and Dharamshala (HQ), District Kangra - 176215 (HP)

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

## Digital Marketing

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**Course Code:** MSC 430 SD-4

**Course Name:** Digital Marketing

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

- During this course students will develop know how for digital marketing scenario.
- This course will provide you with an introduction to many of the concepts covered in subsequent modules.
- Enable the students to design effective digital marketing campaigns.
- Improve familiarity of the students with current issues and emerging trends in digital 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 Digital Marketing and its environment (5 Hours)**

- History of Internet
- Customers & Internet
- Digital Micro Environment
- Digital Macro Environment
- Basic Abbreviations of Digitalization

**UNIT – II: Foundations for Digital Marketing (5 Hours)**

- Why Business Needs Digitalization
- Digitalization and its evolution in Marketing
- Digital Marketing activities
- Online Value Proposition (OVP)
- Six Cs of OVP

**UNIT – III: Website Planning & Designing (4 Hours)**

- Reasons behind developing Websites
- Attribute of Websites
- Website Designing Phases
- Website Development Process

**UNIT – IV: Web Based Advertising (3 Hours)**

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

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

- Mobile Based Marketing

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

**Prescribed Text Books:**

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

**Suggested Text Books:**

1. Susan Sweeney, Andy MacLellan, Ed Dorey, 3G Marketing on the Internet: Third Generation Internet Marketing Strategies for Online Success, 7<sup>th</sup> Edition, Maximum Press
2. Catherine Juon, Dunrie Greiling & Catherine Buerkle (2012), Internet Marketing Start To Finish, Que Publishing House

**Suggested web links:**

3. [http://epgp.inflibnet.ac.in/view\\_f.php?category=1408](http://epgp.inflibnet.ac.in/view_f.php?category=1408) Module 20
4. <https://www.google.com/onlinechallenge/dmc/dmc-intro.html>
5. <https://www.coursera.org/specializations/digital-marketing>
6. <https://www.mica.ac.in/digital-marketing/curriculum>

**CENTRAL UNIVERSITY OF HIMACHAL  
PRADESH**

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT  
2009]

TAB – SHAPUR AND DHARAMSHALA (HQ), DISTRICT KANGRA - 176215  
(HP)

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

**Advance Topics in Strategic Marketing & Management**

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**Course**

**Code:**

MSC 607

**Course Name:** Advance Topics in Strategic Marketing & Management

**Course Coordinator:** Dr Bhagwan Singh, HoD, Dept. of Marketing & Supply Chain 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 marketing theory and concepts to what marketers do in "the real world".
- Enable the students to design effective marketing programs by selecting appropriate strategies for product, pricing, place and promotion.
- Improve familiarity of the students with current issues and emerging trends in marketing.

### **Attendance**

#### **Requirement:**

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

### **Evaluation**

#### **Criteria:**

1. Mid Term Examination:

25%

2. End Semester Examination:

50%

3. Continuous Internal Assessment:

25%

- Class participation: 5% (No. of Classes attended / Total No. of Classes Delivered) X 100
- Presentations: 5% (No. of presentation given / Total Presentation) X 100 (+/- Teacher Remark)  
(Note: Marking base for above: 75-80%=1, 80-85%=2, 85-90%=3, 90-95%=4, 96-100%=5)
- Case studies & Survey: 10%
- Assignments/Surprise test/Activity: 5%

### **Course**

#### **Contents:**

#### **UNIT – I: Strategy and Marketing**

**(8 Hours)**

- Strategy and Marketing Management
- What is Strategic Marketing and Management
- Need of Strategic Marketing
- Competitive positioning
- Brand Strategy
- Pricing and Distribution Channel

#### **UNIT – II: Tools of Strategic Marketing**

**(8 Hours)**

- Naming and Messaging
- Corporate Identity
- Internet Based Marketing
- Return on Investment (RoI)
- Customer Relationship Management (CRM)
- Customer Lifetime Value (CLV)

#### **UNIT – III: Sales & Customer Acquisition with new Tools**

**(8 Hours)**

- Sales Management & Sales Tools

- Roles, Players and Basic Medias of Advertising
- Marketing Planning & Budget
- Internet Based Marketing (IBM)
- Web Based Advertising (WBA)

**UNIT – IV: Strategic Marketing Management for various approaches**

**(8 Hours)**

- Customer retention
- Business Development
- 7P, 7C & 6 I
- Integrated Marketing Communication (IMC)
- Holistic Marketing approach

**UNIT – V: Recent Trends in Strategic Marketing & Management**

**(8 Hours)**

- Changing Marketing environment
- Virtual Reality Means of Advertising
- Green Marketing & Sustainability
- Online & Fashion Retailing
- Strategies for Online Education

**Prescribed Text Books:**

1. Dave Chaffey ,Fiona Ellis-Chadwick, Kevin Johnston & Richard Mayer (2009), Internet Marketing: Strategy, Implementation and Practice, 3rd Edition, Pearson Education
2. Singh Bhagwan, (2017), Web Based Advertising: A Tool of Digital and Internet Based Marketing, 1st Edition, Anamika Publisher
3. Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan Ul (2011), Principles of Marketing: A South Asian Perspective, 2nd Edition, Pearson Education, New Delhi.
4. Lara Fawzy & Lucas Dworski (2011), Emerging Business Online: Global Markets and the power of B2B Internet Marketing, Pearson Education

## Stock Market Operations

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**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:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. 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	<b>Basics of Financial Markets</b> Meaning & Functions of Financial System, Financial Assets- features & Type, Financial Markets, role and classifications. Overview of Market participants, Fundamentals of Financial Institutions, Financial Market and their Functions.	3
II	<b>Basics of Primary Capital Market</b> Meaning, Function, instruments and importance of Capital Markets. Dematerialisation and role of Depository System. New Issue Market: Functions, Eligibility Conditions for issue, offer documents and different method New Issue, Allotment process, Listing of securities, Advantages and Procedure.	5
III	<b>Basics of Stock Markets</b> 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, merchant bankers. Indian Stock Market- BSE and NSE.	5
IV	<b>Stock Market Trading Mechanics</b> 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: Introduction to Stock charts & Chart types, Trends and trend lines, Support & Resistance and Volume.	5
V	<b>Mutual Fund Basics</b> Meaning, structure, types, benefits, regulation and performance evaluation	2



	criteria of Mutual Funds.	
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**Prescribed Text Books:**

1. Pathak V. Bharati (2018), Indian Financial System, Pearson
2. Fabozzi and Modigliani (2010), Capital Markets Institutions and Instruments, Fourth Edition, PHI Learning, New Delhi.
3. Mishkin frederic S. (2013), Financial Markets and Institutions Tenth Edition, PHI Learning, New Delhi.
4. Sadhak, H. (2009). Mutual Funds in India: Marketing Strategies and Investment Practices (2<sup>nd</sup> ed.). New Delhi: Sage Publications.
5. Gordan and Natrajan (2011), Financial Market Operation, First Edition, Himalaya Publishing House, New Delhi.
6. Chakrabarti (2010) Capital Markets in India, Second Edition, Response Books (Sage), New Delhi.
7. 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](http://www.investopedia.com)

• [www.chartschool.com](http://www.chartschool.com)

• [www.stockcharts.com](http://www.stockcharts.com)

• [http://www.vtssystems.com/resources/helps/0000/HTML\\_VTtrader\\_Help\\_Manual/index.html?technicalindicators.html](http://www.vtssystems.com/resources/helps/0000/HTML_VTtrader_Help_Manual/index.html?technicalindicators.html)

Lectures No	Topics	Prescribed Text Book	Chapter No.
1.	<b>Financial System and Financial Markets:</b> Meaning & Functions of Financial System, Composition of Indian Financial System		
2.	Financial Instruments- features & Type, Basics of Financial Markets		
3.	types of Financial Market and their Functions		
4.	<b>Basics of Primary Capital Market</b> Meaning, Function, instruments and importance of Capital Markets		
5.	Dematerialisation and role of Depository System		
6.	New Issue Market: Functions, Eligibility Conditions for issue, offer documents and different method New Issue, Allotment process		
7.	Listing of securities, Advantages and Procedure.		
8.	<b>Basics of Stock Markets-I :</b> Stock market, functions, Organisation of Stock Exchanges in India		
9.	Reforms in Indian Stock Markets		
10.	Players in the stock Market i.e. Brokers and Sub brokers, Kinds of brokers, Dealers, custodian, clearing house, FIIs		
11.	Role of brokers and, merchant bankers		
12.	Indian Stock Market- BSE and NSE		
13.	<b>Stock Market Trading Mechanics :</b> Trading system, market segments, market functioning		
14.	type of trading, trading orders, Short selling		
15.	transaction cycle, Clearing and Settlement		
16.	,Online Trading, Speculative Transactions		
17.	Margin Trading, Stock Indices and Risk management in Sto		

	Markets		
18.	Technical Analysis basics: Stock charts & Chart types, Trend lines, Support & Resistance and Volume		
19.	<b>Mutual Fund Basics:</b> Meaning, structure, types, benefits		
20.	regulation and performance evaluation criteria of Mutual Fu		

## Managerial Economics

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**Course Code:** MSO- 413

**Course Name:** Managerial Economics

Course Coordinator: Dr. Mohinder Singh

**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.

### Course Outcome

After completing this course students will understand various economics theories and its application in managerial decision making. They will learn the theory of demand, supply, firm, market, pricing and production as well as understand the meaning of costs, its types, economies of the scale, profit volume relationship, features of different type of markets and macroeconomic factors that affect business.

### 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	Contents	Hours
I	<b>Basics of Managerial Economics</b> <ul style="list-style-type: none"> <li>• Meaning, Nature and Scope of managerial economics-relationship to other branches of learning-usefulness of managerial economics,</li> <li>• Basic Principles of Managerial Economics</li> <li>• Business Objective and Theory of firms</li> </ul>	5

<b>II</b>	<b>Demand Analysis</b> <ul style="list-style-type: none"> <li>• Demands, Determinants of Demand, Demand Function, Law of Demand</li> <li>• Elasticity of Demand- Price, Income, Cross and Advertising, Uses of Elasticity of Demand for managerial decision making and measurement of Elasticity of Demand.</li> <li>• Demand forecasting meaning, significance and methods.</li> </ul>	<b>10</b>
<b>III</b>	<b>Cost Analysis</b> <ul style="list-style-type: none"> <li>• Cost Analysis: Cost concept and analysis, short-run and long-run cost curves and its managerial use</li> <li>• Cost Volume &amp; Profit Analysis/ Break even Analysis</li> </ul>	<b>5</b>
<b>IV</b>	<b>Production Analysis</b> <ul style="list-style-type: none"> <li>• Production function, single variable, law of variable proportion, two variable, Law of returns to scale</li> </ul>	<b>10</b>
<b>V</b>	<b>Market Analysis</b>  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. Pricing Strategies; Price determination, full cost pricing, product line pricing, price skimming, penetration pricing.	<b>10</b>

**Prescribed Text Books:**

1. Jain TR and Khanna OP (2016), V K Publication, New Delhi
2. Christopher R. Thomas & S. Charles Maurice (2006), Managerial Economics, Tata McGraw Hill, New Delhi.
3. Ahuja H.L. (2012), Managerial Economics, S. Chand Publishing House, New Delhi
4. Salvatore, D. (2004). Managerial Economics in a Global Economy. Irwin, Mc Graw-Hill
5. Dwivedi D.N. - Managerial Economics (Vikas Publication, 7th Edition)
6. Truett & Truett (2004). Managerial Economics. John Wiley & Sons Inc.
7. Chaturvedi, D.D. & Gupta S.L. (2003). Managerial Economics: Text & Cases. Brijwasi Book Distributors and Publishers.

**Suggested Extra Readings:**

1. Ivan Png, (2013), Managerial Economics, Routledge, Taylor and Francis Group Publication, Fourth Edition)
2. Yogesh Maheswari, Managerial Economics, Phi Learning, New Delhi, 2012
3. Dholakia, R.H. & Oza, A.N. (2003). Micro Economics for Management Students. OUP, New Delhi.
4. Keating Berry and Wilson, J H. (2003). An Economic Foundation for Business Deciiion. Biztantra Publication, New Delhi.
5. Gupta, G.S. (2004). Managerial Economics: Micro Economic. McGraw Hill.

Lectures No	Topics	Prescribed Text Book	Chapter No.
1.	Meaning of Managerial Economics-its Nature & Scope	1, 2 & 5	1
2.	Relationship of Managerial economics with other branches & disciplines	1, 2 & 5	1-2
3.	Usefulness of Managerial Economics	3 & 5	2
4.	Basic Principles of Managerial Economics	2 & 6	3
5.	Theory of Firms & business objective of Firm	4, 6 & 7	4
6.	Meaning & Definition of Demand	4, 6 & 7	5
7.	Determinants of Demand	6 & 7	5
8.	Demand Function & Law of Demand & Exceptions to the Law of Demand	4, 5 & 6	5-6
9.	Elasticity of Demand- Meaning & Degrees of Elasticity of Demand	3, 4 & 7	6
10.	Price, Factors determining Price Elasticity & Income Elasticity of Demand	2, 3 & 7	7
11.	Cross and Advertising Elasticity of Demand	5 & 7	7
12.	Measurement Methods of Elasticity of Demand	2, 4 & 5	8
13.	Usefulness of Elasticity of demand for Managerial Decision Making	2, 3 & 5	8
14.	Demand Forecasting-Meaning & Significance	1, 5 & 6	9
15.	Methods of Demand Forecasting	2, 3 & 6	9
16.	Production Function- Meaning & understanding, Single & Two Variables	2 & 3, 4	10
17.	Factors of Production, Fixed & Variable Factors of Production	1, 4 & 7	11
18.	Law of Variable Proportions & Law of Returns to Scale, Difference	1, 5 & 7	12
19.	Law of Variable Proportions with help of Equal Product Curves	2, 4 & 3	12-13
20.	Iso-quants & Properties of Iso-Quants	1, 3, 6 & 7	14
21.	Marginal Rate of Technical Substitution	6 & 7	12-13

22.	Factor Elasticity of Substitution	1,3 &4	12
23.	Optimum Factor Combination & Product Mix	2,3 & 5	14
24.	Producer's Equilibrium	2,5, & 7	14-15
25.	Economies & Diseconomies of Scale	4 & 6	13
26.	Cost analysis-concept of Cost & Types of Costs	3,6 & 7	15
27.	Short & Long Run Cost Curves	3,6 & 7	15
28.	Break-even-Analysis- Introduction & its Assumptions	2 & 5	16
29.	BEP in terms of sales volume, Contribution & Margin of Safety	2, 5 & 6	16-17
30.	Managerial Uses of Cost Analysis	1 & 5	17
31.	Market Structure-Meaning & Types of Market Structure	2, 3 & 6	19
32.	Perfect Competition-Meaning & Features	4, 5 & 7	20
33.	Price Determination under Perfect Competition	1, 2 & 3	20-21
34.	Monopoly-Meaning & Features	2, 3 &4	22
35.	Price Discrimination & Pricing under Monopoly	1, 7 & 6	23
36.	Monopolistic Competition-Meaning & Features	2, 6 & 7	24
37.	Product Differentiation & Pricing under Monopolistic Competition	5, 6 & 7	24
38.	Oligopoly-Meaning & Features	3 & 7	25
39.	Kinked Demand Curve, Cartels & Price Leadership, Pricing Strategies	1, 4 & 6	25-26
40.	Price Determination, Full cost & product line Pricing, Price Skimming & Penetration Pricing	3,5 & 7	26

## Financial Management

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**Course Code:** AFA 403

**Course Name:** Financial Management, Dr Mohinder Singh

Faculty Name : Dr Manpreet Arora

**Year of Introduction /Revision :2018**

**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

**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%
- Library Work Assignment: 5%
  - Subjective Assignment: 5%
  - Quizzes/Games/Puzzles: 5%
  - Personality Assessment: 5%
  - Live Projects: 5%

**Course Contents:**

**UNIT - I: An overview of Financial Management (6 Hours)**

- Introduction to Financial Management, Meaning of Financial Management, Scope of Financial Management
- Objectives of Financial Management, Financial Goal: Profit Versus Wealth Maximization, Finance Functions, Financial Decisions, Sources of Finance

- Interrelationship between Financial Management and other functional areas of business, Functions /Role of Finance Manager in the Changing Scenario, Risk-Return Trade-off

**UNIT - II: Time Value of Money (6 Hours)**

- Concept of Time Value of Money, Technique of Time Value of Money, Compounding Technique, Discounting Technique, Present Value of Annuity and Annuity Due
- Future Value of an Annuity, Compound Value of an Annuity Due
- Elementary valuation of Bonds and Stocks

**UNIT – III: Investment Decisions (10 Hours)**

- Meaning of Capital Budgeting, Importance of Capital Budgeting, Methods of capital budgeting
- Investment Evaluation Criteria: Traditional Techniques: Pay Back Period, ARR
- Modern Techniques: NPV, IRR and PI

**UNIT - IV: Cost of Capital, Leverages and Capital Structure (12 Hours)**

- Meaning, Concept and Definition of Cost of Capital, Significance of Cost of Capital
- 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 (2014) Financial Management, Tenth Edition, Vikas Publishing House, New Delhi.
2. Horne & Dhamija (2014) Financial Management, Twelfth Edition, Pearson, New Delhi.
3. Prasanna Chandra (2014) Financial Management, Eighth 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.

Lectures No	Topics	Prescribed Text Book
1,2	<b>Introduction to Financial Management</b> Nature and Scope of Finance, Financial Management, Objective of the firm	1&2
3,4	Finance Functions, Sources of Finance, Forms of business Organisation and their financial decisions	1&2
5,6	Valuation- Compounding, present value and Discounting	1&2
7,8	<b>Valuation</b> Time value of Money: Interest rate, simple and compounded	1&2
9,10	The valuation of long term security, Bond and Equity shares Risk and return	1&2
11,12	<b>Corporate Investment Decisions</b> Introduction, Capital budgeting process, Cash Flow Projection, Capital budgeting Technique	1&2
13,14	Capital Rationing, Adjusted Net Present Value	1&2
15,16	Replacement decisions and Impact of inflation	1&2
17,18	exchange rate on capital budgeting decisions	1&2
19,20	<b>Financing and Dividend Decisions</b> Calculating Cost of Capital, Calculating Cost of Specific Funds	1&2
21,22	Calculating Weighted Average Cost of Capital	1&2
23,24	Capital Structure Decision, Modigliani-Millar propositions I and II, Capital structure theories	1&2
25,26	Dividend policy and issue of bonus shares	1&2
27,28	<b>Working Capital Management</b> , Working Capital Planning	1&2

<b>29,30</b>	Monitoring and Control of Working Capital	<b>1&amp;2</b>
<b>31,32</b>	Working Capital Financing, Managing the Components of Working Capital	<b>1&amp;2</b>
<b>33,34</b>	Cash Management, Receivable Management, Inventory Management	<b>1&amp;2</b>
<b>35,36</b>	<b>Operating and Financial Leverage</b> Foreign Direct Investment, Foreign Institutional Investment	<b>1&amp;2</b>
<b>37,38</b>	Raising of capital abroad - American Depository Receipts, Global Depository Receipts	<b>1&amp;2</b>
<b>39,40</b>	External Commercial Borrowings and Foreign Currency Convertible B International Capital Budgeting	<b>1&amp;2</b>

# Corporate Governance & Social Responsibility

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**Course Code:** CSR 403

**Course Name:** Corporate Governance & Social Responsibility

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

## **Year of Introduction /Revision :2018**

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

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

The course is designed:

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

## **Attendance Requirement:**

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

## **Evaluation Criteria:**

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

Unit	Topic	Duration
I	<b>Ethics and Business</b>	<b>(4 Hours)</b>
	<ul style="list-style-type: none"> <li>• Business Ethics and its importance</li> <li>• Morality of profits, theories of Ethic</li> <li>• Ethical practices in Business: Program, code of conduct, Credo, Ethics Training And Communication, Ethics Committee, Integrity Pact, Whistle Blower Policy and Vigil Mechanism, Social and Ethical Accounting, Ethics Audit, Ethical Dilemma</li> </ul>	
II	<b>Conceptual Framework of Corporate Governance</b>	<b>(5 Hours)</b>
	<ul style="list-style-type: none"> <li>• Introduction, Need and Scope</li> <li>• Elements of Good Corporate Governance</li> <li>• Evolution of Corporate Governance</li> <li>• Developments in India</li> <li>• Corporate Governance Theories and Models</li> </ul>	
III	<b>Legislative Framework and agents in Corporate Governance</b>	<b>(4 Hours)</b>
	<ul style="list-style-type: none"> <li>• Legal and Regulatory Aspects of the Corporate Governance</li> <li>• Shareholders- The prime stakeholders</li> <li>• Other Stakeholders of the Company</li> <li>• The role of Board of Directors in Corporate Governance</li> <li>• The role of Board of Auditors in Corporate Governance</li> </ul>	
IV	<b>Components and Facilitation of Corporate Governance</b>	<b>(4 Hours)</b>
	<ul style="list-style-type: none"> <li>• Financial Reporting and Corporate Governance</li> <li>• Whistle Blowing Mechanism and Corporate Governance</li> <li>• Role of Government in Corporate Governance</li> <li>• Media and Corporate Governance</li> </ul>	
V	<b>Corporate Social Responsibility</b>	<b>(3 Hours)</b>
	<ul style="list-style-type: none"> <li>• Meaning, Definitions, Need, Factors,</li> <li>• Principles of CSR, CSR in India, CSR under the Companies Act, 2013</li> <li>• Corporate Governance and CSR</li> <li>• Environment Concern and Corporate</li> </ul>	

#### **Books recommended**

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

#### **Suggested Readings**

##### **A. Online Journals**

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

#### B. Articles

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

<b>Lecture Plan</b>			
<b>Lectures No</b>	<b>Topics</b>	<b>Prescribed Text Book</b>	<b>Chapter No.</b>
21.	Business ethics & its importance, Morality of Profits	1, 2 & 5	2
22.	Theories of Ethics	3,5, 8 & 9	2-3
23.	Ethical practices in Business: Program, code of conduct, Credo, Ethics Training And Communication, Ethics Committee, Integrity Pact,	4,7,8 & 9	3-4
24.	Whistle Blower Policy & Vigil Mechanism, Social and Ethical Accounting, Ethics Audit, Ethical Dilemma	1,5,7 & 8	3-5 & 11
25.	Corporate Governance- Meaning, Need & its Scope	2,4 & 5	7
26.	Elements of Good Corporate Governance	1,2 & 4	7
27.	Evolution of Corporate Governance	1,3 & 6	10
28.	Development of Corporate Governance in India	3,6 & 7	6
29.	Legislative Framework of Corporate Governance in India	4, 6 & 9	5
30.	Board of Directors- Introduction & Types of BODs	2,5 & 6	8
31.	Board Composition	4, 7 & 9	8-9
32.	Board Committee	1, 2 & 3	9
33.	Responsibilities of Board in Corporate Governance	6, 7 & 8	11
34.	Rights of Shareholders & Protection of Rights of Minority Shareholders	2, 5 & 6	12
35.	Investor Protection in India & Shareholder Activism	3,4 & 5	12-13
36.	Stakeholders-Introduction & Types of Shareholders	7, 8 & 9	13
37.	Evolution of Stakeholders' theory	8 & 9	14
38.	Corporate Social Responsibility-Meaning, Needs & Factors	5, 7 & 8	15

39.	Principles of CSR, CSR in India (under Companies Act, 2013)	4, 8 & 9	15, 16
40.	CSR Audit , Performance Evaluation & CSR Reporting	2, 3,7 & 8	9

## Research Methodology for Business

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**Course Code:** MSO 601

**Course Name:** Research Methodology for Business

**Faculty Name:** Dr. Mohinder Singh and Dr. Chaman Kashyap, Assistant Professor(s), SBMS

### Year of Introduction /Revision :2018

**Credits Equivalent:** 04 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 the students to the basics of scientific methodology of business research
- Develop the analytical skills of students to conduct the business research
- Enable students to communicate the results scientifically for business decision making

### Attendance Requirement:

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

### Evaluation Criteria:

4. Mid Term Examination: 25%
5. End Term Examination: 50%
6. Continuous Internal Assessment : 25%
  - a. Class participation = 5%

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

- b. Research Paper Development=20%

### Course Contents

#### UNIT – I: Overview of Research & Research Designs (7 Hours)

- Motivation in Research and Why to Conduct Research
- Meaning of Research, Components of Research Work and Criteria of a good research
- Research Process and Types of Research
- Research Design, types and errors in research design
- Problem Identification and problem statement formulation
- Literature review, Formulation of research objectives and research hypothesis

#### UNIT – II: Measurement and Sampling (7 Hours)

- Variables in Research
  - Measurement and Scaling and different scales
  - Construction of instrument and its validity and reliability
  - Data collection methods and validation of instruments
  - Sample design, sampling techniques and sample size determination
- UNIT – III: Data Collection and Preparation (8 Hours)**
- Field Work and Data Collection
  - Data Preparation: Editing, coding and classification of data
  - Frequency distribution, Tabulation and Graphical Presentations of the Data
  - Descriptive Analysis : Central Value, Dispersion, Symmetry
- UNIT – IV: Bi-variate, Multivariate analysis and Theoretical Distribution (9 Hours)**
- Correlation and Regression Analysis
  - Theoretical Distribution: Discrete and Continuous, sampling Distribution (Basics)
- UNIT – V: Inferential Analysis (9 Hours)**
- Basics of Hypothesis Testing
  - Parametric and Non Parametric Tests
  - Factor Analysis, Discriminate analysis, Cluster analysis and Conjoint analysis

**Prescribed Text Books:**

1. Chawla D. & Sondhi N, (2011), Research Methodology Concepts and Cases, Vikas Publishing House Pvt Ltd, New Delhi.
2. Malhotra N.K & Dash S, (2011), Marketing Research: An applied orientation, 6<sup>th</sup> Edition, Pearson, India.
3. Cooper, Donald R & Schindler, Pamela S (2010), Business Research Methods, 9<sup>th</sup> Edition, McGraw-Hill Companies, New Delhi.
4. Bajpai N., (2013), Business Research Methods, Fourth Impression, Dorling Kindersley(India) Pvt. Ltd of Pearsons Education, New Delhi.
5. Cooper, Donald R & Schindler, Pamela S (2010), Business Research Methods, 9<sup>th</sup> Edition, McGraw-Hill Companies, New Delhi
6. Black Ken. (2009). Business Statistics for Contemporary Decision Making. Wiley India, New Delhi
7. Ramamurthy G.C., (2012), Research Methodology, Dreamtech Press, New Delhi.
8. Sachdeva JK (2009), Business Research Methodology, Himalyan Publishing House Pvt Ltd, New Delhi.

**Suggested Additional Readings:**

1. Lee Nick & Lings Ian. (2010). Doing Business Research: A Guide to Theory and Practice, Sage Publications India Pvt Ltd, New Delhi.
2. Krishnaswamy K N; Sivakumar Appa Iyer & Mathirajan M (2006), Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson, New Delhi.
3. Kothari CR(2006), Research Methodology Method and techniques, New Age International Publishers, New Delhi.
4. Gupta SP (2010), Statistical Methods, Sultan chand and Sons, New Delhi.
5. Malhotra Naresh K & Das Satyabhusan (2011), Marketing Research: An Applied Orientation, 6<sup>th</sup> Edition, Pearson Education, New Delhi.

6. Krishnaswamy K N; Sivakumar Appa Iyer & Mathirajan M (2006), Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson, New Delhi.
7. Paneerselvam, 2013, (e. book) Research Methodology, Prentice Hall of India Private Limited
8. Dooley, 2013 4<sup>th</sup> , edition, Social Research Methods, Prentice Hall of India Private Limited
9. Gupta and Gupta, 2013, (e. book) Research Methodology, Prentice Hall of India Private Limited
10. Taylor, 2013, Research Methodology a guide for Management and Social Sciences, Prentice Hall of India Private Limited
11. Ghauri, Latest edition, Research Methods in Business Studies, Pearson, New Delhi.
12. Weblinks  
<https://www.youtube.com/watch?v=KiiC92ynGfM&list=PLZDZwPW7xRmFHK1ak8xK1dRowlv1pm3tS>

Lectures No	Topics	Prescribed Text Book	Chapter no.
41.	Research-Definition, types	3	1
42.	Different Approaches to Research	2&3	1
43.	Research Process	1&2	2
44.	Formulation of Research Problem	1&3	3-4
45.	Nature of Research Design & its formulation	1&2	4-5
46.	Classification of Research Design	1&3	5
47.	Sources of Secondary Data	1&2	7
48.	Methods of Primary Data Collection	1&3	6
49.	Meaning of Scaling & its types	2 & 3	7-8
50.	Questionnaire Designing, Reliability & Validity	2 & 3	6
51.	Sampling-meaning, sampling design	2 & 3	9
52.	Sampling Process	1&3	9-10
53.	Random sampling methods	2 & 3	10
54.	Non-random sampling methods	3	10-11
55.	Sampling & non-sampling Errors	1& 3	12
56.	Data processing-meaning & coding of Data	2 & 3	13
57.	Entering data in software	2 & 3	14
58.	Significance of Report-writing	1 & 3	15
59.	Different types of Research Report	3	15
60.	Layout of Research Report	2 & 3	15-16





MONSOON 2018

**CENTRAL UNIVERSITY OF HIMACHAL PRADESH**  
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## Organizational Behaviour

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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:

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

### Course Contents

#### UNIT I Introduction to Organizational Behaviour

4 Hours

- Definition and Importance of OB
- Multidisciplinary Nature of OB

- Roles and Skills of a Manager
- Challenges , Opportunities and Models of OB

**UNIT II Perception, Attitude and Job Satisfaction** **4 Hours**

- Perception, 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 and Behavioural 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** **4 Hours**

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

**Text Books**

1. Robbins, P.; Judge, A. and Vohra, N .(2012), Organizational Behaviour, Pearsons. 14<sup>th</sup> 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.

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## Leadership Development

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**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:**

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. 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: SKILLS FOR DEVELOPING YOURSELF AS A LEADER (4 Hours)**

- Leadership Traits and Behaviors
- Learning from Experience and Building Technical Competence
- Building Effective Relationship with Superiors and Peers
- Development Planning

**UNIT III: BUILDING CREDIBILITY AND INFLUENCING OTHERS****(4 Hours)**

- Building Credibility
- Effective Stress Management
- Problem Solving
- Improving Creativity

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

- Methods of Leader Development
- Setting Goals, 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:**

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



## Diversity & Cross Cultural Management

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**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:**

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

**Course Contents**

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

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

**UNIT II Communicating across Cultures** **4 Hours**

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

**Unit III Negotiating across Cultures** **4 hours**

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

#### **UNIT IV Managing Global Teams**

**4 Hours**

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

#### **Unit V International Assignments and Expatriate Management**

**4 Hours**

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

#### **Text Book**

1. Madhavan, Shobhana (2011), Cross Cultural Management, Oxford University Press, 12<sup>th</sup> 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:
15. International Journal Of Cross Cultural Management, International Journal of Human Resources Management, Harvard Business Review

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## Leadership- Concept and Theories

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**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:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
  - Presentation - 10%
  - Class Participation- 5%
  - Quiz/Role Play-5%
  - 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. Hughes, Ginnett and Curphy. 2013. Leadership- enhancing the lessons of experience, Edition 7e, McGraw Hill, New Delhi.
4. All India Management Association. 2012. Leaders on Leadership: Insights from Corporate India, Sage Publications India Pvt Ltd, New Delhi.
5. Vijayaragavan, G. 2014. High Performance Leadership: Text, Cases, Games & Practical Tools for High Performance Managers, Himalaya Publishing House, Mumbai.
6. Maxwell, John C. 2005. The 3600 Leader: Developing Your Influence from Anywhere in the Organization, Pearson, New Delhi.
7. Mohan, A. Chandra. 2013. Leadership and Management: Text, Cases and Exercises), Himalaya Publishing House, Mumbai.
8. Singh, Kavita. 2013. Organizational Behaviour: Text and Cases, 2nd Edition, Pearson, New Delhi.
9. Chitale, Avinash K., Mohanty, Rajendra Prasad and Dubey, Nishith Rajaram. 2013. Organizational Behaviour: Text and Cases, PHI Learning Private Limited, Delhi.
10. Robbins, Stephen P., Judge, Timothy A. and Vohra, Neharika. 2012. Organizational Behavior, 14<sup>th</sup> Edition, Pearson, New Delhi.



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## Compensation Management

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**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:

4. Mid Term Examination: 25%
5. End Term Examination: 50%
6. Continuous Internal Assessment: 25%
  - Attendance: 5%
  - Class Participation: 5%
  - Library Assignment: 5%
  - Presentation: 5%
  - Quiz/Role Play/ Any other activities: 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 and Tripartite
- 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**

4. Armstrong, Michael, and Murlis, Helen, “Reward Management: A Handbook of Remuneration Strategy and Practice”, 5th Edition, 2005, Hay Group, London.
5. Deb, Tapomoy, “Compensation Management”, 2009, Excel Books, New Delhi.
6. Henderson, Richard I., “Compensation Management in a Knowledge-Based World”, 2006, Dorling Kindersley (India) Pvt. Ltd., New Delhi.
7. Goel, Dewakar, “Performance Appraisal and Compensation Management: A Modern Approach”, 2008, PHI Learning Private Limited, New Delhi.
8. Milkovich, George T, and Jerry M. Newman, “Compensation”, 2005, McGraw Hill/Irwin, New York.
9. Belchor, David W, “Compensation Administration”, 1973, Prentice Hall, Englewood Cliffs NT.
10. Memoria, C.B., “Personnel Management”, 2012, Himalaya Publishing House, New Delhi.

**International Business Environment**


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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	MIB 411
<b>Course Name:</b>	International Business Environment
<b>Designed by Faculty</b>	Dr Manpreet Arora

**Year of Introduction /Revision :**

**2018**

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

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

- Enable the student to know about global trade environment and the factors influencing international trade.
- It also emphasizes on the role of GATT, WTO and other international organizations influencing international trade majorly.

**Attendance Requirements:**

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

**Evaluation Criteria:**

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

**Course Contents**

**UNIT I Overview of International Business (5 Hours)**

- Factors effecting environment- Micro and Macro
- The Growing relevance of globalization, International/Global Marketing, Why go International?
- International orientations, internationalization stages and orientations, Drivers and Restrainers of Globalization
- Internationalization Business Decisions
- Types of International Business
- Case Study

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

- Determinants of Entry Mode, the trade mode,
- Economic Environment, Economic Structures, Socio/Cultural Environment: Meaning of culture, cultural adaptation, cultural shock, cultural transmission, cultural conformity, cultural lag, Cultural Traits: low and high context cultures, masculine and feminine culture, Monochronic and polychromic cultures, universalism and particularism, individualism and communitarism, neutral v/s emotional cultures, specific v/s diffuse

culture, cultural stereotypes , Religion, Language, O Culture and OB, Demographic, Political, Regulatory, Natural, Technological Environment

**UNIT III International Trading Environment**

**(3 Hours)**

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

**UNIT IV Dropping Barriers to World Trade**

**(4 Hours)**

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

**UNIT V International Institutions and their Workings**

**(3Hours)**

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

**Case Study:**

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

**Text Books:**

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

**Additional Readings:**

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

## LECTURE PLAN

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>
Lecture – 1	Factors effecting environment- Micro and Macro	Book – 1
Lecture – 2	The Growing relevance of globalization, International/Global Marketing, Why go International?	Book – 1
Lecture – 3	International orientations, internationalization stages and orientations, Drivers and Restrainers of Globalization	Book – 1
Lecture – 4	Internationalization Business Decisions	Book – 1
Lecture – 5	Types of International Business Case Study	-----
Lecture – 6 & 7	Determinants of Entry Mode, the trade mode,	Book –1,2&3
Lecture – 8	Economic Environment, Economic Structures, Socio/Cultural	Book – 1&2
Lecture – 9 & 10	Environment: Meaning of culture, cultural adaptation, cultural shock, cultural transmission, cultural conformity, cultural lag, Cultural Traits: low and high context cultures, masculine and feminine culture, Monochronic and polychronic cultures, universalism and particularism, individualism and communitarism, neutral v/s emotional cultures, specific v/s diffuse culture, cultural stereotypes , Religion, Language, O Culture and OB, Demographic, Political, Regulatory, Natural, Technological Environment	Book – 3
Lecture –11&12	Trade strategies, Free Trade, Methods of Protection, Dumping, Tariffs, Quantitative Restrictions, other non Tariff barriers Forms of Integration,	Book – 1
Lecture – 13	Types of Tariff and Non tarrif barriers Case study	Book – 2&3

Lecture – 14	Gatt to WTO, Regional Trade agreements and their necessity, European Union, NAFTA, South-South Cooperation	Book – 1&3
Lecture – 15	SAARC, SAPTA, GATT, WTO	Book – 1
Lecture –16&17	WTO and India Case study	Book – 1&3
Lecture – 18	Bretton woods system, breakdown of Bretton woods system	Book – 1&3
Lecture –19& 20	IMF and World Bank UNO and UNESCO	Book – 3

## Mergers and Acquisitions

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**Programme of Study**            MBA  
**Course Code:**                AFA 508  
**Course Name:**                Mergers and Acquisitions  
**Designed by Faculty**        Dr Manpreet Arora

**Year of Introduction /Revision :**                **2018**

**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:**

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
  - i. Library Work Assignment: 5%
  - ii. Media watch: 5%
  - iii. Quizzes/Games/Puzzles: 5%
  - iv. Case study: 5%
  - v. Group Presentation: 5%

#### **Course Contents:**

##### **UNIT – I:      The Causes of Mergers and Acquisitions                                  (4 Hours)**

- Motives for mergers and acquisitions
- Forms of Mergers and Acquisitions
- Theories of Mergers
- Case Study: Merger of ICICI Ltd. With ICICI Bank
- Case Study: Merger of Reliance Petroleum Ltd. With Reliance Industries Ltd.

##### **UNIT - II:      History and Strategic approaches to Mergers and Acquisitions      (5 Hours)**

- Strategies for entering into new markets.
- Value creation Strategy in Mergers and Acquisitions.
- Strategic approaches –BCG Matrix Analysis, Ansoff Matrix Analysis, Product Life Cycle Analysis
- Divestment, LBO’S, Spin offs

##### **UNIT - III:      Valuation of Mergers and Acquisitions                                          (6 Hours)**

- Basics of Valuation
- Various expressions of value-Fair market value, intrinsic value, market value and other types of values used in the field of mergers and acquisitions
- Objectives of valuation, comparison in New Asset development and Mergers and acquisitions
- Public sector valuation

- Case Study: Corporate Valuation and Indian Politics: Privatization of Balco
- Approaches to Corporate Valuation
- Corporate valuation techniques: Net Asset Valuation Model, Optimized Deprival Valuation Model, Price Earning Valuation Model, Tobin'S Q Model, The Free Cash Valuation Model
- Case Study: Swap Ratio and the failed Merger Between Global Trust Bank and UTI Bank

**UNIT - IV:      Takeover Tactics      (3 Hours)**

- Preliminary Takeover steps, Establishing a Toehold
- Bidding Strategies, Bear Hugs
- Tender Offers, Proxy Fights
- Case lets on takeover strategies
- Review of increasing Mergers in online business (Flipkart, Mantra, Snapdeal)

**UNIT – V:      Review of Research Papers      (2 Hours)**

- Review of Trends and prospective on Corporate Mergers in Contemporary India
- Review of Types of Merger
- Review of Mergers in Telecom Sector

**Prescribed Text Books:**

1. Ray Ghosh Kamal, (2010).Mergers and Acquisitions Strategy, Valuation and Integration. Eastern Economy Edition. PHI, New Delhi.
2. Gaughan A. Patrick. (2011). Mergers Acquisitions and Corporate Restructurings. Fifth Edition.Wiley India (P) Ltd. New Delhi.
3. Kumar Rajesh B., (2011). Mergers and Acquisitions: Text and Cases. Tata McGraw Hill, New Delhi.

**Suggested Additional Readings:**

1. Sudarsanam Sudi., (1985). Creating Values from Mergers and Acquisitions: The Challenges. Pearson Education, Delhi.
2. Boeh, Beamish, (2009). Mergers and Acquisitions: Text and Cases. Sage South Asia Edition. New Delhi.
- 3.Sofat, Hiro,(2011). Strategic Financial Management. PHI Private Limited,New Delhi.
- 4.Weston, Chung,Hoag,(1990). Mergers, Restructiuring and Corporate Control. PHI Private Limited,New Delhi.



## LECTURE PLAN

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>
Lecture – 1	Motives for mergers and acquisitions	Book – 1
Lecture – 2	Forms of Mergers and Acquisitions, Theories of Mergers	Book – 1
Lecture – 3	Case Study: Merger of ICICI Ltd. With ICICI Bank	Book – 1
Lecture – 4	Case Study: Merger of Reliance Petroleum Ltd. With Reliance Industries Ltd.	Book – 1
Lecture – 5	Strategies for entering into new markets.	-----
Lecture – 6	Value creation Strategy in Mergers and Acquisitions.	Book –1,2
Lecture – 7&8	Strategic approaches –BCG Matrix Analysis, Ansoff Matrix Analysis, Product Life Cycle Analysis	Book – 1,2&3
Lecture – 9 & 10	Divestment, LBO'S, Spin offs	Book – 3
Lecture –11&12	Basics of Valuation Various expressions of value-Fair market value, intrinsic value, market value and other types of values used in the field of mergers and acquisitions Objectives of valuation, comparison in New Asset development and Mergers and acquisitions	Book – 1
Lecture – 13	Public sector valuation Case Study: Corporate Valuation and Indian Politics: Privatization of Balco	Book – 2&3
Lecture – 14&15	Approaches to Corporate Valuation Corporate valuation techniques: Net Asset Valuation Model, Optimized Deprival Valuation Model, Price Earning Valuation Model,Tobin'S Q Model, The Free Cash Valuation Model	Book – 1&3
Lecture – 16	Case Study: Swap Ratio and the failed Merger,Between Global Trust Bank and UTI Bank	Book – 1
Lecture –17	Preliminary Takeover steps, Establishing a Toehold	Book – 1&3

	Bidding Strategies, Bear Hugs, Tender Offers, Proxy Fights	
Lecture – 18	Case lets on takeover strategies, Review of increasing Mergers in online business (Flipkart, Mantra, Snapdeal)	Book – 1&3
Lecture –19& 20	Review of Trends and prospective on Corporate, Mergers in Contemporary India, Review of Types of Merger, Review of Mergers in Telecom Sector	Book – 3

## PERSONAL FINANCE

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	AFA 404
<b>Course Name:</b>	Personal Finance
<b>Designed by Faculty</b>	Dr Manpreet Arora
<b>Year of Introduction/Revision :</b>	<b>2018</b>

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

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

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

### Attendance Requirement:

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

### Evaluation Criteria:

4. Mid Term Examination: 25%
5. End Term Examination: 50%
6. Continuous Internal Assessment : 25%

- i. Library Work Assignment: 10%
- ii. Case study: 5%
- iii. Group Presentation: 10%

**Course Contents:**

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

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

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

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

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

- Risk reward trade off
- Rational choices
- Diversification
- Investment timing
- Direct investments

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

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

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

- Deductions and rebates for individuals
- Tax Saving Schemes
- Behavioural Financial Aspects of Individual
- Provident funds

**Prescribed Text Books:**

1. Indian Institute of Banking and Finance. Introduction to financial planning. Taxmann’s publishing House, New Delhi.
2. Kapoor et al. Personal Finance. Eighth Edition. McGraw Hill Education (India) Pvt Ltd.
3. Kishore M. Ravi, Financial Management. Seventh Edition. Taxmann’s publishing House, New Delhi.

**Suggested Additional Readings:**

1. 1. Dhamija, Horne. Financial Management and Policy. Twelfth Edition. Pearson, New Delhi.
2. Khan and Jain, Financial Management: Text and Problems. Third Edition Tata McGraw-Hill Publishing House, New Delhi.
3. Chandra. Prasanna, (2009).Financial Management: Theory and Practice.Sixth Edition.Tata McGraw- Hill Publishing House, New Delhi.
4. Pandey. I M, (2009).Essential of Financial Management.Third Edition.Vikas Publishing House, New Delhi.

### LECTURE PLAN

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>
Lecture – 1	The financial planning process	Book – 1
Lecture – 2	Developing personal finance goals	Book – 1
Lecture – 3	Opportunity cost and time	Book – 1
Lecture – 4	Risk management by Insurance	Book – 1
Lecture – 5	General insurance , Types of general Insurance policies available in market, Major players in general insurance in market	-----
Lecture – 6	Commercial insurance- Types of commercial insurance, various players and the available insurance policies relating to commercial insurance	Book –1,2
Lecture – 7&8	Life insurance- Nature, Principles and various players and the available insurance policies relating to life insurance	Book – 1,2&3
Lecture – 9 & 10	Risk reward trade off, Rational choices , Diversification	Book – 3
Lecture –11&12	Investment timing, Direct investments	Book – 1
Lecture – 13	Managed funds Mutual Funds-Types, nature	Book – 2&3
Lecture – 14&15	Portfolio management schemes Insurance bonds	Book – 1&3

	Examples of managed funds	
Lecture – 16	Evaluating managed funds	Book – 1
Lecture –17	Deductions and rebates for individuals	Book – 1&3
Lecture – 18	Tax Saving Schemes	Book – 1&3
Lecture –19& 20	Behavioural Financial Aspects of Individual , Provident funds	Book – 3

## Management of Financial Institution

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**Programme of Study**                    MBA

**Course Code:**                            AFA 411

**Course Name:**                            Management of Financial Institutions

**Designed by Faculty**                    Dr Manpreet Arora

**Year of Introduction/Revision :**                    **2018**

**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 Indian Financial System
- Enable students to understand a framework for working of Financial Markets
- Enable the students to know about various Financial Intermediaries

### Attendance Requirement:

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

### Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
  - I.            Group Activity :10%
  - II.           Individual Presentation : 10%
  - III.          Quiz: 5%

### Course Contents:

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

- The Indian Financial System
- Components of formal financial system,
- Functions of a financial system
- Pillars of financial system

**UNIT - II: Financial markets, Regulatory and Promotional Institutions (6 Hours)**

- Financial Markets : The Money market ; Functions,
- Money market Instruments: T Bills, Commercial Bills, Commercial Papers, Certificate of Deposits, Call and short notice
- Tools for managing liquidity in money markets (CRR, SLR, REPOS, Interest rates, Refinance, LAF)
- Capital Markets : Functions, Primary Capital market, Secondary Capital market,
- The Reserve Bank of India, Roles of RBI, Techniques of monetary Control
- The Securities and Exchange Board of India – Genesis, Organisation, Objectives and Functions

**UNIT - III: Development and other Financial Institutions (2 Hours)**

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

**UNIT - IV: Banking Institutions (4 Hours)**

- Banking Institutions, Functions of a Bank, Scheduled Commercial Banks
- Cooperative Banking

**UNIT – V: Overview of Emerging concepts in Banking Concepts (4 Hours)**

- Micro finance, Financial Inclusion, Bancassurance, Merchant banking, Retail Banking

**Prescribed Text Books:**

1. Pathak Bharti. V (2011). The Indian Financial System.3rd Edition. Pearson India. New Delhi.
2. Bhole L M, Mahakhud Jitendra (2012).Financial Institutions and Markets. Tata McGraw Hill, New Delhi.

**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.

### LECTURE PLAN

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>
Lecture – 1	The Indian Financial System	Book – 1
Lecture – 2	Components of formal financial system	Book – 1
Lecture – 3	Functions of a financial system	Book – 1
Lecture – 4	Pillars of financial system	Book – 1
Lecture – 5	Financial Markets : The Money market ; Functions	-----
Lecture – 6	Money market Instruments: T Bills, Commercial Bills, Commercial Papers, Certificate of Deposits, Call and short notice	Book –1,2
Lecture – 7&8	Tools for managing liquidity in money markets (CRR, SLR, REPOS, Interest rates, Refinance, LAF) Capital Markets : Functions, Primary Capital market, Secondary Capital market	Book – 1,2&3
Lecture – 9 & 10	The Reserve Bank of India, Roles of RBI, Techniques of monetary Control The Securities and Exchange Board of India – Genesis, Organisation, Objectives and Functions	Book – 3
Lecture –11&12	Developments Financial Institutions – Development Banks, IFCI	Book – 1
Lecture – 13	EXIM BANK, NABARD	Book – 2&3
Lecture – 14&15	Banking Institutions, Functions of a Bank	Book – 1&3
Lecture – 16	Scheduled Commercial Banks	Book – 1
Lecture –17	Cooperative Banking	Book – 1&3
Lecture – 18	Micro finance, Financial Inclusion, Bancassurance	Book – 1&3
Lecture –19& 20	Merchant banking, Retail Banking	Book – 3

## Financial Management

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	AFA 403
<b>Course Name:</b>	Financial Management
<b>Designed by Faculty</b>	Dr Manpreet Arora

**Year of Introduction/Revision :**                   **2018**

**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

**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%
  - Library Work Assignment: 5%
  - Subjective Assignment: 5%
  - Quizzes/Games/Puzzles: 5%
  - Personality Assessment: 5%
  - Live Projects: 5%

### **Course Contents:**

#### **UNIT - I: An overview of Financial Management (6 Hours)**

- Introduction to Financial Management, Meaning of Financial Management, Scope of Financial Management
- Objectives of Financial Management, Financial Goal: Profit Versus Wealth Maximization, Finance Functions, Financial Decisions, Sources of Finance
- Interrelationship between Financial Management and other functional areas of business, Functions /Role of Finance Manager in the Changing Scenario, Risk-Return Trade-off

#### **UNIT - II: Time Value of Money (6 Hours)**

- Concept of Time Value of Money, Technique of Time Value of Money, Compounding Technique, Discounting Technique, Present Value of Annuity and Annuity Due
- Future Value of an Annuity, Compound Value of an Annuity Due
- Elementary valuation of Bonds and Stocks

#### **UNIT – III: Investment Decisions (10 Hours)**

- Meaning of Capital Budgeting, Importance of Capital Budgeting, Methods of capital budgeting
- Investment Evaluation Criteria: Traditional Techniques: Pay Back Period, ARR
- Modern Techniques: NPV, IRR and PI

#### **UNIT - IV: Cost of Capital, Leverages and Capital Structure (12 Hours)**

- Meaning, Concept and Definition of Cost of Capital, Significance of Cost of Capital
- 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 (2014) Financial Management, Tenth Edition, Vikas Publishing House, New Delhi.
2. Horne & Dhamija (2014) Financial Management, Twelfth Edition, Pearson, New Delhi.
3. Prasanna Chandra (2014) Financial Management, Eighth 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.

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>
Lecture – 1	Introduction to Financial Management, Meaning of Financial Management	Book – 1
Lecture – 2	Scope of Financial Management	Book – 1
Lecture – 3	Objectives of Financial Management, Financial Goal: Profit Versus Wealth Maximization	Book – 1
Lecture – 4	Finance Functions, Financial Decisions, Sources of Finance	Book – 1
Lecture – 5	Interrelationship between Financial Management and other functional areas of business	-----
Lecture – 6	Functions /Role of Finance Manager in the Changing Scenario, Risk-Return Trade-off	Book –1,2
Lecture – 7&8	Concept of Time Value of Money, Technique of Time Value of Money, Compounding Technique	Book – 1,2&3
Lecture – 9 & 10	Discounting Technique, Present Value of Annuity and Annuity Due, Future Value of an Annuity	Book – 3
Lecture –11&12	Compound Value of an Annuity Due, Elementary valuation of Bonds and Stocks	Book – 1
Lecture – 13	Meaning of Capital Budgeting, Importance of Capital Budgeting	Book – 2&3
Lecture – 14,15&16	Methods of capital budgeting	Book – 1&3
Lecture – 17,18,19&20	Investment Evaluation Criteria: Traditional Techniques: Pay Back Period, ARR	Book – 1&3
Lecture – 21,22&23	Modern Techniques: NPV, IRR and PI	Book – 1&3
Lecture – 24&25	Meaning, Concept and Definition of Cost of Capital, Significance of Cost of Capital	
Lecture – 26	Classification of Cost, Computation of Cost of Capital, Weighted Average Cost of Capital	-----
Lecture – 27&28	Marginal Cost of Capital, Under and Over Capitalization, Leverages, Types of Leverages	Book –1,2
Lecture – 29	Financial Leverage or Trading on Equity, Operating Leverage, Composite Leverage, Introduction to Capital Structure	Book – 1,2&3

Lecture – 30	Capitalization, Capital Structure and Financial Structure, Forms of Capital Structure	Book – 3
Lecture – 31&32	Importance of Capital Structure, Optimal Capital Structure Theories of Capital Structure	Book – 1
Lecture – 33	Net Income Approach, Net Operating Income Approach	Book – 2&3
Lecture – 34	The Traditional Approach, Pecking order theory, Modigliani-Miller Approach	Book – 1&3
Lecture – 35&36	Dividend Policy, Types of Dividend Policy	Book – 1
Lecture – 37	Factors Influencing Dividend Policy	Book – 1&3
Lecture – 38	Dividend Policy and Firm Value	Book – 1&3
Lecture – 39&40	Dividend Theories: Walter’s Model, Gordon’s Model, Modigliani-Miller	Book – 3

## Strategic Management

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**Programme of Study**                      MBA

**Course Code:**                              MSO 506

**Course Name:** Strategic Management

**Designed by Faculty** Dr Manpreet Arora

**Year of Introduction/Revision :** 2018

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

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

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

**Attendance Requirement:**

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

**Evaluation Criteria:**

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. 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, 2<sup>nd</sup> 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.

## LECTURE PLAN

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>
Lecture – 1,2&3	Strategic Planning and strategic Management	Book – 1&2
Lecture – 4	The Strategic Management Process	Book – 1
Lecture – 5,6&7	Strategic Intent: Vision, Mission and Objectives	Book – 1,2&3
Lecture – 8	Case Studies	Book – 2
Lecture – 9	Environmental Analysis	-----
Lecture – 10	Industry Analysis	Book –1
Lecture – 11	Competitive Analysis	Book – 2
Lecture – 12	Internal Analysis	Book – 1
Lecture –13&14	Sun Tzu: Art of War, application in Business	Book – 2&3
Lecture – 15&16	Kautilya Arthsastra: Relevance in today's Business	Book – 2&3
Lecture – 17	Case Studies	Book – 1&3
Lecture – 19&20	Corporate Level Strategy	Book – 1&3
Lecture – 21	Global Strategy	Book – 1&3
Lecture – 22	Business Level Strategy	Book –1,2
Lecture – 23&24	Strategic Analysis and Choice	Book – 1&3
Lecture – 25	Case Studies	-----
Lecture – 26&27	Strategy Implementation : Structural Issue	Book – 1,2&3
Lecture – 28,29&30	Behavioural Issues in Strategy Implementation	Book – 3
Lecture – 31&32	Functional Strategies	Book – 1
Lecture – 33	Case Studies	Book – 2&3
Lecture – 34,35,36&37	Strategic Leadership	Book – 1&3
Lecture – 38,39&40	Strategy Evaluation and Control	Book – 1&2

## Project Management

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	AFA 502
<b>Course Name:</b>	Project Management
<b>Designed by Faculty</b>	Dr Manpreet Arora

**Year of Introduction/Revision :**                   **2018**

**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%
  - Library Work Assignment: 5%
  - Subjective Assignment: 5%
  - Quizzes/Games/Puzzles: 5%
  - Personality Assessment:5%
  - Live Projects: 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:**

1. Maylor Harvey (2012). Project Management. Pearson Education.
2. Desai Vasant, (2011). Project Management. Third Edition. Himalaya Publishing House, New Delhi.
3. Goel,B.B,(2009). Project Management-Principles and Techniques. First Edition. Deep & Deep Publications Pvt Ltd., New Delhi.
4. 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.

### LECTURE PLAN

Lectures	Topics	Prescribed Text Book
Lecture – 1	Project Management –Project hierarchy, Project Lifecycle, Project and Strategic Management	Book – 1
Lecture – 2	Project Origination – Political, Legal, Economic	Book – 1
Lecture – 3	Socio-demographic, Technological factors	Book – 1
Lecture – 4	Project Feasibility – Market Analysis, Technical Analysis	Book – 1
Lecture – 5	Financial Analysis, Project Appraisal and Selection	-----
Lecture – 6	Project Definition – Project Scope, Project Planning model, Work Breakdown Structure, Organizational Breakdown Structure	Book –1,2
Lecture – 7	Estimating Time and Cost – Factors affecting quality of Estimate, Estimating Guidelines, Cost estimate	Book – 1,2&3
Lecture – 8	Scheduling, Networking, Theoretical aspects of PERT, CPM	Book – 3
Lecture –9	Resource Allocation – Types of Project Constraints	Book – 1
Lecture – 10	Risk Management – Process, Identifications, Analysis <b>Case let discussions</b>	Book – 2&3
Lecture – 11	Project Organization Structure and Culture – Traditional or Functional Organizations, Project management through dedicated team, Matrix Organizations	Book – 1&3
Lecture – 12	Choice of Organizations, Organizational Culture, Staffing and related issues, Project Monitoring and Control – Setting a Baseline, Monitoring and Controlling Time	Book – 1

	Performance	
Lecture –13	Indices to Monitor Progress, Forecasting Final Project Cost  <b>Case study</b>	Book – 1&3
Lecture – 14	Financing of the Project – Capital Structure, Menu of Financing, Internal Accruals	Book – 1&3
Lecture – 15	Equity Capital, Preference Capitals, Debentures, Term Loans, Working Capital Advances	
Lecture – 16&17	Venture Capital and Private Equity – Venture Capital Investor, VC & PE comparison, The VC investment appraisal	
Lecture – 18	Project Audit – When to audit, How to audit, Who should audit	
Lecture – 19	The Audit Report, Project Closure	
Lecture – 20	Project Closure Process, Performance Evaluation	

## Legal Aspects of Business

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	MSO 402
<b>Course Name:</b>	Legal Aspects of Business
<b>Designed by Faculty</b>	Dr Manpreet Arora

**Year of Introduction/Revision :**                   **2018**

**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
- Modes of Discharge of Contract

**UNIT- II:      SPECIAL CONTRACTS      (4 Hours)**

- Indemnity and Guarantee
- Bailment and Pledge

**UNIT-III:      THE SALE OF GOODS ACT 1930      (3 hours)**

- Sales contract : Characteristics, Difference in Sale and Agreement to Sell
- Guarantees and Warranties in sales contract
- Doctrine of *Caveat Emptor*
- Delivery and Rules regarding Delivery

**UNIT – IV:      ELEMENTARY COMPANY LAW      (3 hours)**

- Major principles – Characteristics of a company and types of companies
- Lifting of the Corporate Veil

**UNIT – V:      PARTNERSHIP ACT, 1932      (3 hours)**

- Nature of Partnership

- Rights and Duties of Partners
- Types of Partners

**Prescribed Text Books:**

1. Sulphey, Basheer (2011). Laws for Business. Eastern Economy Edition. PHI. New Delhi.
2. Maheshwari & Maheshwari, (2009). Elements of Corporate Laws. Himalaya Publishing House Pvt. Limited, India.

**Suggested Extra Readings:**

1. Gogna P.P.S., (2008). Mercantile Law. 4th Edition. S. Chand & Co. Ltd., India.
2. Pathak Akhileshwar, (2010). Legal Aspects of Business. 4th Edition. Tata McGraw Hill.
3. Shukla M.C., (2007). Mercantile Law. First Edition. S. Chand & Company Ltd.
4. Kapoor N. D., (2009). Elements of mercantile Law. Latest Edition. Sultan Chand and Company, India.
5. Ramachandra K., Chandrashekara B., Kanakatte Chandrakant, (2010). Legal Aspects of Business Text and Cases. 1<sup>st</sup> Edition. Himalaya Publishing House Pvt. Limited, India.
6. Ramtirthkar R.R. (2009). Legal Aspects of Business. 2009 Edition. Himalaya Publishing House Pvt. Limited, India.
7. Kuchhal M C, (2010). Mercantile Law. Seventh Edition. Vikas Publishing House. New Delhi.
8. Bulchandani K.R, (2010). Business Law for Management. 6<sup>th</sup> Edition. Himalaya Publishing House Pvt. Limited, India.

**LECTURE PLAN**

Lectures	Topics	Prescribed Text Book
Lecture – 1	Law its nature, Sources of Law	Book – 1
Lecture – 2	Law of Contract : Valid Contract and its elements	Book – 1
Lecture – 3	Nature and kinds of Contract	Book – 1
Lecture – 4	Offer and acceptance	Book – 1
Lecture – 5	Capacity of parties to contract	-----
Lecture – 6	Free consent of parties : Coercion, Undue Influence, Fraud, Misrepresentation, Mistake	Book –1,2
Lecture – 7	Lawful Consideration and elements of consideration, Modes of Discharge of Contract	Book – 1,2&3
Lecture – 8&9	Indemnity and Guarantee	Book – 3
Lecture –10&11	Bailment and Pledge	Book – 1
Lecture – 12	Sales contract : Characteristics, Difference in Sale and Agreement to Sell	Book – 2&3

Lecture – 13	Guarantees and Warranties in sales contract	Book – 1&3
Lecture – 14	Doctrine of <i>Caveat Emptor</i> , Delivery and Rules regarding Delivery	Book – 1
Lecture –15&16	Major principles – Characteristics of a company and types of companies	Book – 1&3
Lecture – 17	Lifting of the Corporate Veil	Book – 1&3
Lecture – 18	Nature of Partnership	Book – 2&3
Lecture – 19	Rights and Duties of Partners	Book – 1
Lecture – 20	Types of Partners	Book – 1

## Accounting for Managerial Decisions

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**Programme of Study**                    MBA

**Course Code:**                         AFA 407

**Course Name:**                        Accounting For Managerial Decisions

**Designed by Faculty**                Dr Manpreet Arora

**Year of Introduction/Revision :**                **2018**

**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, Limitations of Accounting, Meaning of Management Accounting

#### **UNIT - II Financial Statements Analysis (4 hours)**

- Financial Statements: Meaning and type of financial statements;
- Objectives and Methods of preparing Financial Statement Analysis;
- (Comparative and Common Size Statements, Trend Analysis)

#### **UNIT - III Ratio Analysis (4 hours)**

- Ratio analysis;
- Classification of Ratios; Liquidity ratios, Profitability ratios, Solvency ratios, Turnover Ratios
- Advantages and Limitations of Ratio Analysis.

#### **UNIT - IV Cost Volume Profit Analysis (6 hours)**

- Marginal costing and Profit planning
- P/V ratio, Break Even point, Marginal cost equation, Margin of Safety,
- Calculation of Desired Profit and Desired Sales

#### **UNIT - V Budgeting (2 hours)**

- Budgeting for profit planning and control: Meaning of Budget and Budgetary control;
- Objectives; Merits and Limitations of Budgeting;
- Cash Budget
- Zero Base Budgeting,

### **Prescribed Text Books:**

1. Bhattacharyya Debarshi, (2013). Management Accounting. Pearson Education.
2. Khan, Jain, (2013). Management Accounting: Text, Problems and Cases. Tata McGraw Hill Education Pvt. Limited, India.

3. Maheswari S.N. (2012). Financial & Management Accounting. Sultan Chand & Sons Pvt. Ltd, New Delhi.

**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 McGraw Hill Education Pvt. Limited, India.
6. Maheswari S.N. (2004). Financial & Management Accounting. Sultan Chand & Sons Pvt. Ltd, New Delhi.
7. Arora M.N. (2009). Management Accounting Theory: Problem and Solutions. Himalaya Publishing House Pvt. Limited, India.
8. Kuppapally, (2011). Accounting for Managers. Eastern Economy Edition. PHI India.
9. Jiambalvo, (2011). Managerial Accounting. Wiley India.
10. Jawaharlal, (2011). Cost and Financial Analysis. Himalaya Publishing House Pvt. Limited, India.
11. Proctor Ray, (2010). Managerial Accounting For Business Decisions. Pearson India.
12. Gupta Ambrish, (2012). Financial Accounting for Management: An Analytical Perspective. Pearson India.
13. Ghosh T P. (2007). Accounting and Finance for Managers. Taxmann.
14. Mathur Satish B. (2011). Accounting For Management. Tata McGraw Hill Education Pvt. Limited, India.

**LECTURE PLAN**

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>
Lecture – 1	Meaning and Objectives of Working Capital, Operating Cycle Concept, Types of working capital	Book – 1
Lecture – 2	Working Capital Requirement, Determination of Working Capital: Internal and External Factors	Book – 1
Lecture – 3	Working capital management strategies, Planning and financing of working capital	Book – 1
Lecture – 4	Sources of Working Capital	-----
Lecture – 5&6	Liquidity and Its role, Measurement of Liquidity through ratios, Liquidity Ratios	Book – 1,2
Lecture – 7	Investment in Marketable Securities, Working Capital Financing	Book – 1,2&3



Lecture – 8	Kingfisher Failure an evaluation of Liquidity aspects	Book – 3
Lecture –9	Meaning of Cash, Motives of Holding Cash, Objective of Cash Management.	Book – 1
Lecture – 10&11	Factors Determining the Cash Needs, Management of Cash Balance.	Book – 2&3
Lecture – 12	Sources and Types of Float, Cash Management Models.	Book – 1&3
Lecture – 13	Case Study on Issues and Management of Cash	Book – 1
Lecture –14&15	Meaning and Concept of Cash Budgeting, Technique of Preparation of Cash Budget	Book – 1&3
Lecture –16&17	Cash Flow Statement : Operating, financing and investing activities, Theoretical Aspects Only.	Book – 2&3
Lecture –18	Types and Need of holding Inventory.	Book – 1&3
Lecture – 19	Inventory Control Techniques.EOQ, Order point, Monitoring and control of Inventories, Inventory Control Ratios	Book – 1
Lecture – 20	Inventory System and ABC Analysis, Credit terms, Monitoring of Accounts receivable	Book – 1

## Working Capital Management

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**Programme of Study**                   MBA  
**Course Code:**                        AFA 507  
**Course Name:**                       Working Capital Management  
**Designed by Faculty**                Dr Manpreet Arora

**Year of Introduction/Revision :**                 **2018**

**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:**

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
- iv. Library Work Assignment: 10%
- v. Case study: 5%
- vi. 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
- Sources of Working Capital

**UNIT - II:      Liquidity and sources of working capital finance      (4 Hours)**

- Liquidity and Its role
- Measurement of Liquidity through ratios, Liquidity Ratios
- Investment in Marketable Securities
- Working Capital Financing
- **Kingfisher Failure an evaluation of Liquidity aspects**

**UNIT - III:      Cash Management and Relevant Case Study      (5Hours)**

- Meaning of Cash
- Motives of Holding Cash
- Objective of Cash Management.
- Factors Determining the Cash Needs.
- Management of Cash Balance.
- Sources and Types of Float.
- Cash Management Models.
- **Case Study on Issues and Management of Cash**

**UNIT - IV:      Cash Budgeting and the theoretical concepts of Cash Flow Statement**

**(4 Hours)**

- Meaning and Concept of Cash Budgeting.
- Technique of Preparation of Cash Budget.
- Cash Flow Statement : Operating, financing and investing activities, Theoretical Aspects Only.

**UNIT - V      Inventory and Receivable Management      (3 Hours)**

- Types and Need of holding Inventory.
- Inventory Control Techniques.EOQ, Order point, Monitoring and control of Inventories, Inventory Control Ratios
- Inventory System and ABC Analysis
- Credit terms, Monitoring of Accounts receivable

**Prescribed Text Books:**

1. Kishore M. Ravi, Financial Management. Seventh Edition. Taxmann's publishing House, New Delhi.
2. Dhamija, Horne. Financial Management and Policy. Twelfth Edition. Pearson, New Delhi.
3. Khan and Jain, Financial Management: Text and Problems. Third Edition Tata McGraw-Hill Publishing House, New Delhi

**Suggested Additional Readings:**

1. Rao P. Mohana, and Alok K. Pramanik. Working Capital Management. Deep and Deep Publishing House, New Delhi

2. Chandra. Prasanna, (2009).Financial Management: Theory and Practice. Sixth Edition.Tata McGraw- Hill Publishing House, New Delhi.
3. Pandey. I M, (2009).Essential of Financial Management. Third Edition. Vikas Publishing House, New Delhi.
4. Dr. Periasamy .P, (2010).Working Capital Management. Second Edition. Himalaya Publishing House, New Delhi.

### LECTURE PLAN

Lectures	Topics	Prescribed Text Book
Lecture – 1	Law its nature, Sources of Law	Book – 1
Lecture – 2	Law of Contract : Valid Contract and its elements	Book – 1
Lecture – 3	Nature and kinds of Contract	Book – 1
Lecture – 4	Offer and acceptance	Book – 1
Lecture – 5	Capacity of parties to contract	-----
Lecture – 6	Free consent of parties : Coercion, Undue Influence, Fraud, Misrepresentation, Mistake	Book –1,2
Lecture – 7	Lawful Consideration and elements of consideration, Modes of Discharge of Contract	Book – 1,2&3
Lecture – 8&9	Indemnity and Guarantee	Book – 3
Lecture –10&11	Bailment and Pledge	Book – 1
Lecture – 12	Sales contract : Characteristics, Difference in Sale and Agreement to Sell	Book – 2&3
Lecture – 13	Guarantees and Warranties in sales contract	Book – 1&3
Lecture – 14	Doctrine of <i>Caveat Emptor</i> , Delivery and Rules regarding Delivery	Book – 1
Lecture –15&16	Major principles – Characteristics of a company and types of companies	Book – 1&3
Lecture – 17	Lifting of the Corporate Veil	Book – 1&3
Lecture – 18	Nature of Partnership	Book – 2&3
Lecture – 19	Rights and Duties of Partners	Book – 1
Lecture – 20	Types of Partners	Book – 1

## Marketing Management

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Course Code: MSC 401

**Course Name:** Marketing Management

**Faculty Coordinator:** Dr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2018

**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 conceptual framework of marketing and its application in decision making under various environmental constraints.
- Enable the students to design effective marketing programs by selecting appropriate strategies for product, pricing, place and promotion.
- Improve familiarity of the students with current issues and emerging trends in marketing.

**Attendance Requirement:**

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

**Evaluation Criteria:**

4. Mid Term Examination: 25%
5. End Term Examination: 50%
6. Continuous Internal Assessment : 25%
  - c. Class participation = 5%
  - d. Assignments = 5%
  - e. Presentations =5%
  - f. Case studies =5%
  - g. Surprise test/Activity =5%

**Course Contents:**

**UNIT - I: Introduction to Marketing**

**(8**

**Hours)**

- 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  
***Environmental Analysis (Case Studies): ITC in Rural India***

**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

***Pricing (Case Study): Arvind Mills: Re-evaluating Profitability***

***Advertising, Alternative and Direct Marketing (Case Study): Shoppers Stop – Targeting the Young***

**UNIT - V: Marketing Mix-II and Contemporary Marketing (7 Hours)**

**Distribution Decisions:**

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

**Promotion Decisions:**

- Marketing Communication, IMC and Its Determinants

**Contemporary Marketing:**

- Emerging Trends in Marketing
- Technology implications on Modern Marketing: IT implication (Customer Relationship Management, e-CRM, Web Based Marketing, e-commerce, etc.), Impact of Artificial Intelligence & Cloud Computing on Marketing
- Ethical Issues in Marketing

***Website and Internet Management (Case Study): The Entrepreneurs at Twitter: Building a Brand, a Social Tool, or a Tech Powerhouse?***

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

1. Clow, Kenneth E. and Donald Baack (2012). **Case Studies in Marketing Management**, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
2. Ellis, Nick; James Fitchett, Matthew Higgins, Gavin Jack, Ming Lim, Michael Saren and Mark Tadajewski (2012). **MARKETING: A Critical Textbook**, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
3. Kotler, Philip; Kevin Lane Keller; Abraham Koshy and Mithileswar Jha (2013). **Marketing Management: A South Asian Perspective, 14 e.**; Pearson Education, New Delhi.
4. Kumar Arun and Meenakshi N (2011). **Marketing Management, 2nd Edition**, Vikas Publishing House Pvt. Ltd., New Delhi
5. Research Articles:
  - a. Wilkie, William L. and Elizabeth S Moore (2006). **Macromarketing as a Pillar of Marketing Thought**, Journal of Macromarketing, Vol.26 No.2, December 2006, pg: 224-232.
  - b. Wilson Brown, D. B. A (1979). **The Family and Consumer Decision Making: A Cultural View**, Academy of Marketing Science, Vol.7 No.4, Fall 1976, pg: 335 - 345.
  - c. Shaw, Eric H and D. G Brian Jones (2005). **A history of schools of marketing thought**, Marketing Theory, Vol.5 No.3, pg: 239 - 281.

#### **Suggested Additional Readings:**

1. Balakrishna Sidharth (2011). **Case Studies in Marketing, 1<sup>st</sup> Edition**, Pearson Education, New Delhi.
2. Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan Ul (2011). **Principles of Marketing: A South Asian Perspective, 12 e.**; Pearson Education, New Delhi.
3. Karunakaran, K. (2012). **Marketing Management: Text and Cases in Indian Context**; Himalaya Publishing House Pvt. Ltd., Mumbai.
4. Kumar, S. Ramesh; ed. (2012). **Case Studies in Marketing Management**; Pearson, New Delhi.
5. Govindarajan M. (2009). **Marketing Management: Concepts; Cases; Challenges and Trends, 2/e**, Prentice Hall of India.
6. Maclaran, Pauline; Michael Saren, Barbara Stern and Mark Tadajewski; ed. (2010). **The Sage Handbook of MARKETING THEORY**; SAGE Publications India Pvt Ltd., New Delhi.
7. Ramaswamy; V.S. and S. Namakumari (2013). **Marketing Management: Global Perspective – Indian Context, 5e**; McGraw Hill Education (India) Pvt. Ltd., New Delhi.
8. Sherlekar, S. A. (2010). **Marketing Management, 14/e.**; Himalaya Publishing House Pvt. Ltd., Mumbai.

## LECTURE PLAN

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book(s)</b>	<b>Chapter No.</b>
Lecture – 1	Meaning and Importance of Marketing	Book-1	Chapter-1
Lecture – 2	Core Marketing Concepts and Philosophies	Book-1	Chapter-1
Lecture – 3	An effective marketer and Customer-oriented Company	Book-3	Chapter-2
Lecture – 4	An Effective Marketing Mix	Book-3	Chapter-2
Lecture – 5&6	Case Study	Reference material to be provide	
Lecture – 7	Analyzing the Marketing Environment	Book-1	Chapter-2
Lecture – 8&9	Impact of Environmental factors on marketing Decision	Book-2&3	Chapter-2&3
Lecture – 10&11	Marketing Information System	Book-3	Chapter-4
Lecture – 12&13	The changing face of consumer markets and role of marketing	Book-3	Chapter-3
Lecture – 14&15	Case Study	Reference material to be provide	
Lecture – 16&17	The Buying Decision Process and Factors Influencing the Consumer Behavior	Book-1&3	Chapter-4&3
Lecture – 18	Market Segmentation	Book-1&3	Chapter-6&5
Lecture – 19	Market Targeting	Book-1&3	Chapter-7
Lecture – 20&21	Market Positioning	Book-1	Chapter-8
Lecture – 22&23	Product Classification, Product Levels, Product Line and Product-Mix Decisions	Book-1&3	Chapter-9&7
Lecture – 24	Product Differentiation and Brand Positioning	Book-1	Chapter-10
Lecture – 25&26	Product Life Cycle	Book-1&3	Chapter-11&12
Lecture – 27	Pricing Strategies	Book-1&3	Chapter-12&13
Lecture – 28	Distribution Strategies	Book-1&2	Chapter-13&14
Lecture – 29	Promotion Mix	Book-1&2	Chapter-14&15
Lecture – 30	Competitive Marketing Strategy	Book-1&2	Chapter-16&17



# Retail Management

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**Course Code:** MSC 440

**Course Name:** Retail Management

**Faculty Coordinator:** Dr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2018

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

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

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

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

**Course Contents:**

**UNIT – I: Retail Scenario (6 Hours)**

- Overview of Retailing
- Retail Formats
- Global and Indian Retail Scenario
- Retail Consumer
- Emerging Trends in Indian Retailing

**UNIT – II: Retailing Strategy (6 Hours)**

- Retail Market Strategy
  - Financial Strategy
  - Retail Location
  - Retail Information system
  - Customer Relationship Management
  - Case Study
- UNIT – III: Merchandise Management (5 Hours)**
- Managing Merchandise Assortments
  - Merchandise Planning Systems
  - Buying Merchandise
  - Retail Pricing
  - Retail Communication Mix
- UNIT – IV: Store Management and CVM (7 Hours)**
- Managing the Store.
  - Store Layout, Design & Visual Merchandising
  - Customer Value Management.
  - Technology in Retailing
- UNIT – V: Rural & e-Retailing (6 Hours)**
- 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, 11<sup>th</sup> Edition, Pearson Education, New Delhi.
3. Sharma, D.P. (2009), e-Retailing, 1<sup>st</sup> Edition, Himalaya Publishing House, New Delhi.

**Suggested Additional Readings:**

1. Cox Roger, Brittain Paul (2011), Retailing, 5<sup>th</sup> Edition, Pearson Education, New Delhi.
2. Srinivasan R. Srin, Srinivasan K. R. (2009), Cases in Retail Management, Bizantra.
3. Varley Rosemary, Retail Product Management, 2<sup>nd</sup> 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.

**LECTURE PLAN**

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>	<b>Chapter No.</b>
Lecture – 1&2	Introduction to Retailing	Book 1 Book 2	Chapter 1 Chapter 1
Lecture – 3	Retail Formats	Book 1 Book 2	Chapter 2 Chapter 4,5,& 6
Lecture – 4&5	Retail Scenario: Global and Indian and Retail Consumers	Book 1	Chapter 4
Lecture-6	Emerging trends in Indian Retailing	Journals	Research Papers
Lecture – 7	Retail Market Strategy	Book 1	Chapter 5
Lecture – 8	Financial Strategy	Book 1	Chapter 8
Lecture – 9&10	Location Selection for retail store and Retail Information System	Book 1 Book 2	Chapter 7&10 Chapter 10
Lecture – 11	CRM Strategies for retailing	Book 1 Journals	Chapter 5 Research Papers
Lecture – 12	Case Study		
Lecture – 13&14	Assortments and Merchandise Planning	Book 1 Book 2	Chapter 12&13 Chapter 14&15
Lecture – 15&16	Purchase of Merchandise and Retail Pricing	Book 1 Book 2	Chapter 14&15 Chapter 17
Lecture – 17	Retail promotion	Book 2 Book 1	Chapter 19 Chapter 16
Lecture – 18&19	Store operations and evaluation of store performance	Book 1	Chapter 17
Lecture – 20&21	Store Design objectives, Space Management and Category Management	Book 1	Chapter 18
Lecture – 22 & 23	Customer Value Management	Book 1	Chapter 19
Lecture – 24	Technology and Retailing	Journals	Research Papers
Lecture – 25	Rural Retailing	Journals	Research Papers
Lecture – 26	E-Retailing	Book 3	Chapter 1

Lecture – 27&28	e-tailing: Applications	Book 3 Journals	Chapter 3&4 Research Papers
Lecture – 29	Current Trends in e-retailing	Journals	Research Papers
Lecture – 30	Case Study		

## Rural Marketing

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**Course Code:** MSC 507

**Course Name:** Rural Marketing

**Faculty Coordinator:** Dr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2018

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

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

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

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

**Course Contents:**

**UNIT - I: Rural Marketing  
Hours)**

**(6**

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

**UNIT - II: Rural Market Environment and Segmenting and Attracting Rural Markets (5 Hours)**

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

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

**(7**

- 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

**UNIT - IV: Rural Marketing Mix-II  
Hours)**

**(6**

**Distribution Decisions: -**

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

**Promotion Decisions: -**

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

**UNIT – V: Applications**

**(6 Hours)**

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

**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.

- Balram, Dogra and Ghuman Kharminder (2008), Rural Marketing: Concept and Practices, Tata McGraw Hill, New Delhi.

**Suggested Additional Readings:**

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

**LECTURE PLAN**

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book(s)</b>	<b>Chapter No.</b>
Lecture – 1	Meaning of Rural Markets, Characteristics of Rural Markets and Rural Marketing	Book 1 Book 2 Book 3	Chapter 1 Chapter 1 Chapter 1
Lecture – 2	Evolution of Rural Marketing and Difference between Rural and Urban Marketing	Book 1 Book 2 Book 3	Chapter 1 Chapter 2 Chapter 1&4
Lecture – 3	Need for Exploring the Rural Markets and Go Rural Decisions	Book 1	Chapter 1
Lecture – 4&5	Rural Marketing Models and Rural Marketing: Challenges and Opportunities	Book 1 Book 3	Chapter 1 Chapter 1&5
Lecture – 6	Rural Marketing Mix	Book 1 Book 2	Chapter 1 Chapter 1

Lecture – 7	Rural Marketing Environment and their Influences on Marketing Operations	Book 1	Chapter 2
Lecture – 8&9	Need for Rural Market Segmentation, emerging segments and Bases for Market Segmentation	Book 1 Book 3	Chapter 6 Chapter 3
Lecture – 10&11	Rural Market Segmentation, Targeting and Positioning Strategies and Cases: Rural Experiences	Book 2 Book 1	Chapter 5 Chapter 6 & 3
Lecture – 12&13	Rural Consumer Behaviour, Need for Studying Rural Consumer Behaviour and Factors Affecting Rural Consumer Behaviour	Book 1 Book 2 Book 3	Chapter 4 Chapter 3 Chapter 7
Lecture – 14&15	Models of Consumer Behaviour, Shopping Habits of Rural People and Buying patterns	Book 1 Book 3 Book 2	Chapter 4 Chapter 7 Chapter 3
Lecture – 16	4As in Rural Marketing	Book 3	Chapter 8
Lecture – 17 & 18	Product & Pricing Strategies in Rural Markets	Book 1 Book 2	Chapter 7&8 Chapter 6&7
Lecture – 19	Distribution Decisions and Logistics in Rural Markets	Book 1 Book 2	Chapter 9 Chapter 8
Lecture – 20&21	Guidelines for Achieving Efficiency in Retail Operations	Book 1 Book 2	Chapter 10 Chapter 8
Lecture – 22&23	Rural Promotion Mix, Promotion Strategies	Book 1 Book 2	Chapter 11 Chapter 9
Lecture – 24	Rural Specific Promotion Methods	Book 2	Chapter 9
Lecture – 25&26	Marketing of Consumer Goods and Services	Book 1 Book 2	Chapter 12&14 Chapter 10
Lecture – 27	Social and Agricultural Marketing	Book 1 Book 3	Chapter 13&16 Chapter 18&19
Lecture – 28	Marketing of Rural Industrial Products	Book 1 Book 3	Chapter 17 Chapter 21

Lecture – 29	Marketing in Small Towns	Book 2	Chapter 11
Lecture – 30	Future of Rural Marketing in India	Book 1 Book 2	Chapter 18 Chapter 12

## Industrial Marketing

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**Course Code:** MSC 404

**Course Name:** Industrial Marketing

**Faculty Coordinator:** Dr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2018

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

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

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

**Attendance Requirement:**

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

**Evaluation Criteria:**

1. Mid Term Examination: 25%



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

**Course Contents:**

**UNIT - I: Introduction to 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:**

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

**Suggested Additional Readings:**

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

**Articles:**

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

**LECTURE PLAN**

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book(s)</b>	<b>Chapter No.</b>
Lecture – 1	Nature of Industrial/ Business Markets, and Need to study Industrial Marketing.	Book 1 Book 2 Book 3	Chapter 1 Chapter 1 Chapter 1
Lecture – 2	Market Structure and Differences in Marketing Practices	Book 1 Book 2 Book 3	Chapter 1 Chapter 2 Chapter 1&4
Lecture – 3	Classifications of Industrial Products	Book 1	Chapter 1
Lecture – 4&5	Economics of Industrial Demand and Organizational Customers	Book 1 Book 3	Chapter 1 Chapter 1&5
Lecture – 6	Unique Characteristics of Organizational Procurement	Book 1 Book 2	Chapter 1 Chapter 1
Lecture – 7	Industrial Marketing Environment	Book 1	Chapter 2

Lecture – 8&9	Strategies for Managing the Industrial Environment	Book 1 Book 3	Chapter 6 Chapter 3
Lecture – 10&11	The Buygrid Model, Buying Centers and Buying Influencers	Book 2 Book 1	Chapter 5 Chapter 6 & 3
Lecture – 12&13	Organizational Buying and Joint Decision Making	Book 1 Book 2 Book 3	Chapter 4 Chapter 3 Chapter 7
Lecture – 14&15	Buying Committee and Supplier Choice	Book 1 Book 3 Book 2	Chapter 4 Chapter 7 Chapter 3
Lecture – 16	Case Study	Book 3	Chapter 8
Lecture – 17 & 18	Strategies Over Buying Situations and Phases	Book 1 Book 2	Chapter 7&8 Chapter 6&7
Lecture – 19	Partnering Marketing	Book 1 Book 2	Chapter 9 Chapter 8
Lecture – 20&21	Macro, Micro, Intermediate, and Nested Approach to Segmentation	Book 1 Book 2	Chapter 10 Chapter 8
Lecture – 22&23	Business-to- Business Targeting, differentiation, and positioning	Book 1 Book 2	Chapter 11 Chapter 9
Lecture – 24	Case Study	Book 2	Chapter 9
Lecture – 25&26	Industrial Product Decisions	Book 1 Book 2	Chapter 12&14 Chapter 10
Lecture – 27	NPD	Book 1 Book 3	Chapter 13&16 Chapter 18&19
Lecture – 28	Competitive Bidding	Book 1 Book 3	Chapter 17 Chapter 21
Lecture – 29	Reaching and Satisfying Customers	Book 2	Chapter 11

Lecture – 30	Dual-Channel Strategies and Choosing the Right Distributor	Book 1	Chapter 18
		Book 2	Chapter 12

## Entrepreneurship Development

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**Course Code:** EDM 413

**Course Name:** Entrepreneurship Development

**Faculty Coordinator:** Dr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2019

**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 Entrepreneurship 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:**

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

1. Hisrich, R.D., Peters, M.P. & Shepherd, D.A., (2008), Entrepreneurship, Sixth Edition, Tata McGraw-Hill, New Delhi.
2. Charantimath P.M., (2008), Entrepreneurship Development & Small Business Enterprise, Third Edition, Pearson Education, New Delhi.
3. Khanka, S.S., (2012), Entrepreneurial Development, First Edition(Revised). S. Chand & Company Ltd., 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, Mu

### LECTURE PLAN

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book(s)</b>	<b>Chapter No.</b>
Lecture – 1&2	Meaning, Concept, Characteristics and Qualities of Entrepreneur	Book-1	Chapter-1
Lecture – 3	Nature and Importance of Entrepreneurship	Book-3	Chapter-1
Lecture – 4	Theories of Entrepreneur and Entrepreneurship	Book-2	Chapter-2
Lecture – 5	Classification of Entrepreneurship and Types of Entrepreneurs	Book-3	Chapter-2
Lecture – 6	Cases: Successful Entrepreneurs	Reference material to be provide	
Lecture – 7&8	Entrepreneurship Development and Factors influencing Entrepreneurship Development	Book-3	Chapter-3
Lecture – 9	Entrepreneurial Process and Development Models	Book-1	Chapter-3
Lecture – 10&11	Entrepreneurship Development Programme and Emerging areas for entrepreneurship	Book-3	Chapter-4
Lecture – 12&13	Creativity, Idea Generation, Identification, Classification of Ideas and Environmental Scanning	Book-1	Chapter-5
Lecture – 14	Legal Issues for the Entrepreneurs	Book-3	Chapter-5
Lecture – 15&16	Feasibility Analysis and Project Planning	Book-3	Chapter-7
Lecture – 17&18	Business Plan	Book-3	Chapter-8
Lecture – 19	Selection of types of ownership	Book-2	Chapter-6
Lecture – 20	Strategies for Growth	Book-1	Chapter-7
Lecture – 21&22	Entrepreneurial Sickness	Book-1	Chapter-9
Lecture – 23& 24	Cases: Best Management Practices	Reference material to be provide	
Lecture – 25&26	Central Level Support Institutions	Reference material to be provide	

Lecture – 27&28	State Level Support Institutions	Reference material to be provide	
Lecture – 29	SIDBI, NABARD and Other Agencies	Reference material to be provide	
Lecture – 30	Clustering	Book-3	Chapter-10

## Customer Relationship Management

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**Course Code:** MSC 508

**Course Name:** Customer Relationship Management

**Faculty Coordinator:** Dr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2019

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

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

- Acquaint students with the basic issues in Customer Relationship Management (CRM).
- Enable students to apply concepts of CRM in creating and building of customer value, satisfaction and loyalty.
- Understand the strategies of attracting and retaining the customers.

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

**Course Contents:**

**UNIT - I: Introduction to Customer Relationship Management**

**(6 Hours)**

- Relationship in Business, Theoretical Perspective, Models/Levels, Issues in Relationship

- CRM, Factors Responsible for Growth of CRM, CRM Cycle, Stakeholders of CRM Objectives, Significance and Benefits of CRM
- Components of Successful Relationship
- CRM: Organization's Biggest Asset

**UNIT - II: Customer Experience and CRM Strategies (6 Hours)**

- Emotion and Customer Experience
- 3Ds of Customer Experience and Customer Experience Management
- Attributes of CRM, Strategic Framework for CRM Success
- Building Blocks of CRM
- Relationship Brands
- Components of CRM Programme and CRM Process

**UNIT - III: Creating/ Building Customer Value, Satisfaction and Loyalty (7 Hours)**

- Data Warehousing, Data Mining, Sales Force Automation
- Customer Value, Customer Perceived Value, Customer Life Time Value
- Customer Satisfaction, Monitoring Satisfaction, and Customer Loyalty
- Customer Equity
- Case Study

**UNIT - IV: Service Quality and CRM Implementation (6 Hours)**

- Service Quality
- Service Failure and Recovery
- Customer Retention
- Steps of CRM Implementation
- Case Study

**UNIT – V: Other Issues of CRM (5 Hours)**

- eCRM
- Employee Factor in CRM
- Social Networks: C2C Exchanges and Relationships
- CRM Practices in Indian Service Business
- Emerging Concepts and Perspectives

**Prescribed Text Books:**

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

**Suggested Additional Readings:**

1. Gosney John W and Thomas P Boehm, Customer Relationship Management Essentials, Prentice Hall, New Delhi.



2. Buttle Francis (2009), Customer Relationship Management: Concepts and Technologies, Second Edition, Elsevier and Taylor & Francis Group.
3. Kotler, Keller, Koshy and Jha (2009), Marketing Management: A South Asian Perspective, Thirteenth Edition, Peason Education, India.
4. Seth Jagdish N et. al, Customer Relationship Management, Tata McGraw Hill Publishing Co., New Delhi.
5. Bhatt K Govinda (2010), Customer Relationship Management, First Edition, Himalaya Publishing House.

### LECTURE PLAN

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>	<b>Chapter No.</b>
Lecture – 1	Evolution & Theoretical Perspective	Book 3 Book 1	Chapter 1 Chapter 1
Lecture – 2	Types, Stages and Issues in Relationship	Book 1	Chapter 1
Lecture – 3	Meaning, Factors Responsible for Growth of CRM, CRM Cycle	Book 1 Book 2	Chapter 2 Chapter 1
Lecture – 4	Stakeholders of CRM, Objectives, Significance and Benefits of CRM	Book 1 Book 2 Book 3	Chapter 2 Chapter 1 Chapter 2
Lecture – 5&6	Components of Successful CRM, Reasons for Customer Loss	Book 2 Book 3	Chapter 1 Chapter 2
Lecture – 7	Attributes of CRM, Strategic Framework for CRM Success	Book 1 Book 2	Chapter 3 Chapter 2
Lecture – 8	Building Blocks of CRM, CRM Strategies	Book 2	Chapter 2
Lecture – 9&10	Types of CRM, CRM in Marketing	Book 2	Chapter 3&4
Lecture – 11	Components of CRM Programme, CRM Process	Book 1	Chapter 4
Lecture – 12	Data Warehousing, Data Mining, SFA, Call Centre	Book 1 Book 2	Chapter 10 Chapter 11
Lecture – 13	Customer Value, Customer Perceived Value, Customer Life Time Value	Book 2 Book 1	Chapter 5 Chapter 15
Lecture – 14&15	Customer Satisfaction, Monitoring	Book 1	Chapter 6&7

	Satisfaction, Customer Loyalty	Book 3	Chapter 3
Lecture – 16	Service Quality, Building a Relationship with Rural Customer	Book 1	Chapter 8&17
Lecture – 17&18	Retaining Customer, Customer Experience Management, Service Recovery	Book 1 Book 2	Chapter 12&13 Chapter 13
Lecture – 19,20&21	CRM Implementation Model, Steps of CRM Implementation, Framework of Successful CRM	Book 1 Book 2	Chapter 4 Chapter 8
Lecture – 22&23	CRM Implementation, Right CRM Solution Decision	Book 2	Chapter 8
Lecture – 24&25	CRM Practices in Indian Service Business	Book 1	Chapter 18
Lecture – 26&27	eCRM	Book 2 Book 1	Chapter 6 Chapter 9&11
Lecture – 28	hCRM	Book 1 Book 2	Chapter 14 Chapter 12
Lecture – 29	Social Networks: C2C Exchanges	Book 3 Book 1	Chapter10 Chapter 16
Lecture – 30	CRM-Opportunities and Challenges	Book 1	Chapter 14

## Sales & Distribution Management

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**Course Code:** MSC 514

**Course Name:** Sales & Distribution Management

**Faculty Coordinator:** Dr. Chaman Lal

**Year of Introduction/Revision of Course Contents** 2019

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

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

- Acquaint students with the fundamentals of sales and distribution management.
- Enable students to manage the sales, sales force and distribution functions.
- Provides experience to handle to real time situations

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

**Course Contents:**

**UNIT - I: Introduction to Sales Management**

**(7 Hours)**

- Overview of Sales Management
- Role and Success factors of Professional Salespeople
- Sales Management Positions
- Modern Selling/ Changing Role of a Sales Force
- Theories of Selling
- Buyer Behaviour: Organizational Vs Consumer

**UNIT – II: Sales Process, Sales Planning and Sales Organization**

**(6 Hours)**

- Sales Preparation and Process
- Sales Planning and Sales Forecasting
- Budgeting
- Management of Key Accounts, Sales Territories and Quotas
- Case study

**UNIT - III: Sales Force Management**

(6

Hours)

- Sales Force Management
- Recruitment and Selection
- Training, Motivating and Compensating Sales Personnel
- Managing Expenses of Sales Personnel, Sales Meeting and Contests
- Sales Control and Case study

**UNIT - IV: Distribution Management-I**

(5 Hours)

- Marketing Channels: Structure and Functions
- Adding Value through Channels
- Channel Institutions
- Case: Distribution Management

**UNIT - V: Distribution Management-II**

(6 Hours)

- Designing Channel Systems
- Channel Power and Management
- Channel Information Systems and Implementation
- Logistics and Supply Chain Management
- International Sales and Distribution Management

**Prescribed Text Books:**

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

**Suggested Additional Readings:**

1. Coughlan, Anderson, Stern, El-Ansary and Natarajan (2011), Marketing Channels, Seventh Edition, Pearson Education, India.
2. Allen, R Y, Selling Dynamics, Tata McGraw Hill, New Delhi.
3. Gupta Vaswar Das, Sales Management-The Indian Perspective, Prentice Hall, Delhi.
4. Kotler, Keller, Koshy and Jha (2009), Marketing Management: A South Asian Perspective, Thirteenth Edition, Pearson Education, India.
5. Kumar Arun and Meenakshi N (2011), Marketing Management, Second Edition, Vikas Publishing House Pvt. Ltd.
6. Stern, Adell and Anne, Marketing Channels, Prentice Hall, Delhi.

**LECTURE PLAN**

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>	<b>Chapter No.</b>
Lecture – 1&2	Overview of Sales Management	Book 1 Book 2	Chapter 1 Chapter 2
Lecture – 3&4	Role & Success factors of professional sales people	Book 3 Book 2	Chapter 1 Chapter 1
Lecture – 5&6	Selling, Modern Selling and Theories of Selling	Book 2 Book 1 Book 3	Chapter 2 Chapter 2 Chapter 1
Lecture-7	Organizational Vs Consumer Buyer Behaviour	Book 3	Chapter 3
Lecture – 8	Sales Planning & Sales Forecasting	Book 1	Chapter 3
Lecture – 9	Sales Budgets	Book 1 Book 2	Chapter 3 Chapter 20
Lecture – 10&11	Management of Key Accounts, Sales Territories and Quotas	Book 1 Book 2 Book 3	Chapter 4 Chapter 21&22 Chapter 9
Lecture – 12&13	Sales Organisation and Relationship Selling Case Study	Book 1 Book 2 Book 3	Chapter 5 Chapter 7 Chapter 10
Lecture – 14	Personnel Management in the Selling Field	Book 1 Book 2	Chapter 5 Chapter 10
Lecture – 15	Recruiting and Selecting Sales Personnel	Book 2	Chapter 11&12
Lecture – 16	Training, Motivating and Compensation	Book 1 Book 2	Chapter 6 Chapter 13-16
Lecture – 17&18	Managing Expenses of Sales Personnel, Sales Meeting and Contests	Book 2 Book 1	Chapter 17&18 Chapter 7
Lecture – 19	Sales Control	Book 1 Book 2 Book 3	Chapter 7 Chapter 19 Chapter 16
Lecture – 20&21	Meaning and Need of Distribution Channel,	Book 1	Chapter 8

	Distribution Channel Strategy		
Lecture – 22	Marketing Channels, Prominent Channel Systems	Book 1	Chapter 9
Lecture – 23&24	Channel Institutions and Case Study	Book 1	10&11
Lecture – 25	Channel Design, Planning Process, Channel Design Implementation	Book 1	Chapter 12
Lecture – 26	Channel Management	Book 1	Chapter 13
Lecture – 27&28	Elements of a Channel Information Systems, Performance Evaluation, Implementation and IT Systems for Channels	Book 1	Chapter 14
Lecture – 29	Logistics and SCM	Book 1	Chapter 15
Lecture – 30	International Sales and Distribution Management	Book 1	Chapter 16

### **Research Advances in Supply Chain and Retail Management**

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**Course Code** : MSC 604

**Course Name** : Research Advances in Supply Chain and Retail Management

**Course Instructors** : **Dr. Chaman Lal and Dr. Sarvesh Kumar**

**Year of Introduction/Revision of Course Contents** 2019

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

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

- Acquaint students with the advance issues in Supply Chain and Retail Management.
- Enable students to apply the concepts in marketing research.
- Acquire the skills for marketing data analysis.

**Attendance Requirement:**

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

**Evaluation Criteria:**

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
  - a. Class participation = 5%  
(Note: Below 75%=0, 75-80%=1, Above 80- 85%=2, Above 85-90%=3, Above 90-95%=4, Above 95%=5)
  - b. Assignments/Presentations= 10%
  - c. Case studies = 10%

**Course Contents:**

**UNIT - I: Logistics, Supply Chain Management and retailing (6 Hours)**

- Introduction to SCM, Understanding Supply Chain
- Supply Chain vs. Demand Chain
- Value Creation Through Supply Chain
- Logistics, Logistics as flow of information, Role of Logistics in Supply Chain, Changing role of Logistics in New Millennium reconfiguring SCM , Retail Logistics, New Directions in Logistics
- The anatomy of retail buying, Logistics Integration of SCM and retailing

**UNIT - II: Strategic Approach in SCM decision (8 Hours)**

- Theoretical Debates on Strategic supply Management
- Theory of Complexity: Guideline for Strategic Management and Supply Management
- Time Compression in Supply Chain, Postponement strategy, SCOR
- Formulating Logistics Strategy, Logistics as competitive strategy: Logistics Strategy Vs Strategic Logistics; Green Logistics
- Role of IT in Logistics, 3PL, 4PL
- Retail and Supply Chain Integration Strategies; Hub & Spoke model, Warehouse
- "IT Integration with Retail SCM: DBMS, MIS, CRM, ERP", RFID
- The emergence of supply chain management as a critical success factor for retail organisation

**UNIT - III: Retail Management Strategies and Role of CRM (8 Hours)**

- Retail Scenario: Global Vs Indian; Liberalization and its impact on Retail Industries
- Determinants of Retail Store Choice, Retail Location and Merchandise Management Strategies

- Retail Communication Mix, Retail Atmospherics, Store Layout, Design & Visual Merchandising
- CVM, technology in retailing, e-tailing and rural retailing
- Managing retail dynamics through relationship marketing
- Components of CRM and managerial issues

**UNIT - IV: Understanding Rural Market and Management Approaches**

**(8 Hours)**

- Untapped and unexplored nature of rural market, Rural Marketing myths, Approaches and 4As of Rural Marketing
- Rural segments and models of effective segmentation
- Rural shopping habits, product, price, distribution and communication strategies
- Application of rural marketing concepts, small town marketing and future of rural marketing

**UNIT - V: SCOPE OF RETAILING AND SCM RESERCH IN CONTEMPRORY INDIAN CONTEXT**

**(6 Hours)**

- Sustainable Supply Chain Management: A Literature Review and Future Research Directions.
- The scope of e-commerce in retail strategy
- Food and Life Science Supply Chain and retailing:
  - Food Grain Supply Chain: FCI and Food Security as case study for Food Supply Chain,
  - Cold Chain Networking:, Milk transportation, Vegetable supply chain (Case study: Changing role of middleman), Modern necessity for Biotechnology and Life Science related industry.
- Future research exploration in the field of SCM: Supply Chain Risk Management - Disaster Mitigation, Herbal Supply Chain, Green Supply Chain
- Supply Chain Management reconfiguring organized retailing

**UNIT – VI: Application of Marketing Research and Retail Supply Chain Analytics**

**(4 Hours)**

- Application of IT in Retail and Supply Chain Research
- Introduction to Supply Chain Analytics
- Introduction to Data mining for Retail and Supply Chain Research

**Prescribed Text Books:**

1. Biswas, Supriya (2011). **Relationship Marketing: Concepts, Theories and Cases**, PHI Learning, Delhi.



2. Bruce, Margret, Christopher Moore and Crete Birtwistle; eds (2006). **International Retail Marketing: A Case Study Approach**, Butterworth-Heinemann: An imprint of Elsevier (Elsevier Ltd, Indian reprint edition), New Delhi.
3. Chopra, Sunil; Peter Meindl and D. V. Kalra (2010). **Supply Chain Management: Strategy, Planning and Operation**, Pearson: New Delhi.
4. Christopher, Martin (2011). **Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Service, 2/e**, Pearson: New Delhi.
5. Liebowitz, Jay; ed. (2014). **Business Analytics: An Introduction**, CRC Press: Boca Raton.
6. Harland, Christine, Guido Nasimbeni and Eugene Schneller; eds(2013). **The SAGE Handbook on Strategic Supply Management**, Sage Publication Ltd: London.
7. Harvard Business Review (2011). **HBR on Managing Supply Chain**, Harvard Business Review Press, Boston
8. Havaldar Krishna and Cavale Vasant (2011). **Sales and Distribution Management**, Tata McGraw Hill Education.
9. Kashyap, Pradeep (2012). **Rural Marketing, 2/e**, Pearson Education, India.
10. Levy M., Weitz B.A and Pandit A. (2008). **Retailing Management, 6/e**, Tata McGraw Hill, New Delhi.
11. Rai, Alok Kumar (2013). **Customer Relationship Management: Concepts and Cases, 2/e**, PHI Learning Pvt. Ltd., Delhi.
12. Simchi-Levi, David; Philip Kaminsky, Edith Simchi-Levi and Ravi Shankar (2008): **Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies (Third Edition)**, McGraw-Hill Publishing Company Ltd, New Delhi.

#### **Suggested Additional Readings:**

1. Baron, Conway and Warnaby (2010). **Relationship Marketing: A consumer Experience Approach**, SAGE Publications Ltd.
2. Buttle Francis (2009). **Customer Relationship Management: Concepts and Technologies, 2/e**, Elsevier and Taylor & Francis Group.
3. Chase, Richard B.; Ravi Shankar, F. Robert Jacobs, and Nicholas Aquilano (2010). **Operations and Supply Management, 12/e**, McGraw-Hill Publishing Company Ltd: New Delhi
4. Berman B., Evans J. R. and Mathur, Mini (2011). **Retail Management, 11/e**, Pearson Education, New Delhi.
5. Ellis, Nick; James Fitchett, Matthew Higgins, Gavin Jack, Ming Lim, Michael Saren and Mark Tadajewski (2012). **MARKETING: A Critical Textbook**, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
6. Gosney John W and Thomas P Boehm (). **Customer Relationship Management Essentials**, Prentice Hall, New Delhi.
7. Green, Paul E., Donald S. Tull and Gerald Albaum (2009). **Research for Marketing Decisions, 5/e**, PHI: New Delhi.
8. Karlsson, Christed; ed. (2009). **Researching Operations Management**, Routledge: New York.
9. Kotler, Keller, Koshy and Jha (2009). **Marketing Management: A South Asian Perspective, 13/e**, Peason Education, India.
10. Krajewski, Lee J.; Larry P. Ritzman, Samir K. Srivastava and Manoj K. Malhotra (2014, seventh Impression). **Operations Management: Processes and Supply Chains, 9/e**, Pearson: New Delhi.
11. Krishnamacharyulu C S G and Ramakrishnan Lalitha (2011). **Rural Marketing: Text and Cases, 2/e**, Pearson Education, India.

12. Lowson, Robert H. (2009). **Strategic Operations Management: The Competitive Advantage**, (First Indian Reprint), Routledge: New Delhi.
13. Maclaran, Pauline; Michael Saren, Barbara Stern and Mark Tadajewski; ed. (2010). **The Sage Handbook of MARKETING THEORY**; SAGE Publications India Pvt Ltd., New Delhi.
14. Malhotra, Naresh K. and Satyabhushan Dash (2011). **Marketing Research, 6/e**, Pearson: New Delhi.
15. Seth Jagdish N et. al,(.). **Customer Relationship Management**, Tata McGraw Hill Publishing Co., New Delhi.
16. Shaw, Eric H and D. G Brian Jones (2005). **A history of schools of marketing thought**, Marketing Theory, Vol.5 No.3, pg: 239 - 281.
17. Tadajewski, Mark and D. G. Brian Jones; ed. (2016). **Historical Research in marketing Management**; Routledge and Westburn Publishers Ltd., New York.

## Research Methodology for Business

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**Course Code:** MSO 601

**Course Name:** Research Methodology for Business

**Faculty Name:** Dr. Mohinder Singh and Dr. Chaman Kashyap, Assistant Professor(s), SBMS

**Year of Introduction/Revision of Course Contents** 2019

**Credits Equivalent:** 04 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 the students to the basics of scientific methodology of business research
- Develop the analytical skills of students to conduct the business research
- Enable students to communicate the results scientifically for business decision making

**Attendance Requirement:**

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

**Evaluation Criteria:**

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%

a. Class participation = 5%

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

b. Research Paper Development=20%

### Course Contents

#### **UNIT – I: Overview of Research & Research Designs (7 Hours)**

- Motivation in Research and Why to Conduct Research
- Meaning of Research, Components of Research Work and Criteria of a good research
- Research Process and Types of Research
- Research Design, types and errors in research design
- Problem Identification and problem statement formulation
- Literature review, Formulation of research objectives and research hypothesis

#### **UNIT – II: Measurement and Sampling (7 Hours)**

- Variables in Research
- Measurement and Scaling and different scales
- Construction of instrument and its validity and reliability
- Data collection methods and validation of instruments
- Sample design, sampling techniques and sample size determination

#### **UNIT – III: Data Collection and Preparation (8 Hours)**

- Field Work and Data Collection
- Data Preparation: Editing, coding and classification of data
- Frequency distribution, Cross-Tabulation and Hypothesis Testing

#### **UNIT – IV: Data Analysis and Tools-I (9 Hours)**

- Univariate statistical techniques: Applications and limitations
- Bivariate and Multivariate statistical techniques: Applications and limitations

#### **UNIT – V: Data Analysis and Tools-II (9 Hours)**

- Factor Analysis, Discriminant analysis, Cluster analysis and Conjoint analysis
- Application of statistical software for data analysis
- Interpretation and result presentation
- Ethics in research

### Prescribed Text Books:

1. Chawla D. & Sondhi N, (2011), Research Methodology Concepts and Cases, Vikas Publishing House Pvt Ltd, New Delhi.
2. Malhotra N.K & Dash S, (2011), Marketing Research: An applied orientation, 6<sup>th</sup> Edition, Pearson, India.
3. Cooper, Donald R & Schindler, Pamela S (2010), Business Research Methods, 9<sup>th</sup> Edition, McGraw-Hill Companies, New Delhi.
4. Bajpai N., (2013), Business Research Methods, Fourth Impression, Dorling Kindersley(India) Pvt. Ltd of Pearsons Education, New Delhi.
5. Cooper, Donald R & Schindler, Pamela S (2010), Business Research Methods, 9<sup>th</sup> Edition, McGraw-Hill Companies, New Delhi
6. Black Ken. (2009). Business Statistics for Contemporary Decision Making. Wiley India, New Delhi
7. Ramamurthy G.C., (2012), Research Methodology, Dreamtech Press, New Delhi.
8. Sachdeva JK (2009), Business Research Methodology, Himalyan Publishing House Pvt Ltd, New Delhi.

**Suggested Additional Readings:**

1. Lee Nick & Lings Ian. (2010). Doing Business Research: A Guide to Theory and Practice, Sage Publications India Pvt Ltd, New Delhi.
2. Krishnaswamy K N; Sivakumar Appa Iyer & Mathirajan M (2006), Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson, New Delhi.
3. Kothari CR(2006), Research Methodology Method and techniques, New Age International Publishers, New Delhi.
4. Gupta SP (2010), Statistical Methods, Sultan chand and Sons, New Delhi.
5. Malhotra Naresh K & Das Satyabhusan (2011), Marketing Research: An Applied Orientation, 6<sup>th</sup> Edition, Pearson Education, New Delhi.
6. Krishnaswamy K N; Sivakumar Appa Iyer & Mathirajan M (2006), Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson, New Delhi.
7. Paneerselvam, 2013, (e. book) Research Methodology, Prentice Hall of India Private Limited
8. Dooley, 2013 4<sup>th</sup> , edition, Social Research Methods, Prentice Hall of India Private Limited
9. Gupta and Gupta, 2013, (e. book) Research Methodology, Prentice Hall of India Private Limited
10. Taylor, 2013, Research Methodology a guide for Management and Social Sciences, Prentice Hall of India Private Limited
11. Ghauri, Latest edition, Research Methods in Business Studies, Pearson, New Delhi.

## Human Resource Management

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	HRM-402
<b>Course Name:</b>	Human Resource Management
<b>Designed by Faculty</b>	Dr Rita Devi
<b>Year of Introduction/Revision of Course Contents</b>	2019

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

**Suggested Extra Readings:**

1. Aswathappa, K., 2007, Human Resource Management: Text and Cases, 5th Edition, Tata McGraw-Hill Publishing Ltd., New Delhi
2. Saiyadain, 2009, Human Resource Management, 4th 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.

**Lecture Plan**

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Evolution- Genesis and Growth of HRM	Book – 1 Book – 2 Book - 3	Chapter – 1 Chapter – 1 Chapter -1
Lecture – 2	Evolution- Genesis and Growth of HRM	Book – 1 Book – 2 Book - 3	Chapter – 1 Chapter – 1 Chapter -1
Lecture – 3	Difference between Personnel Management and HRM	Book – 1 Book – 2	Chapter – 1 Chapter – 1

Lecture –4	Strategic Human Resource Management	Book- 1 Book – 2	Chapter – 2 Chapter – 2
Lecture – 5	Objectives and Importance of HRM	Book- 1 Book – 2	Chapter – 2 Chapter – 2
Lecture – 6	Functions of HRM	Book- 1 Book – 2	Chapter- 2 Chapter – 2
Lecture – 7	Role of HR Manager	Book – 1 Book – 2	Chapter – 2 Chapter – 2
Lecture – 8	Jobs and Careers in HR	Book – 1 Book – 2	Chapter – 2,3 Chapter – 2
Lecture – 9	Importance and Process of Human Resource Planning	Book – 1 Book – 2 Book -3	Chapter – 3 Chapter – 3 Chapter -2
Lecture – 10	Demand and Supply forecasting Techniques- Managerial Judgment	Book – 1 Book -3	Chapter – 4 Chapter – 3
Lecture – 11	Trend Analysis, Ratio Analysis	Book – 1 Book – 2 Book -3	Chapter – 4 Chapter – 4 Chapter -3
Lecture – 12	Delphi Techniques, Replacement Chart	Book – 1 Book – 2 Book -3	Chapter – 4 Chapter – 4 Chapter -3
Lecture – 13	Job Analysis Process and Methods - Interview, Questionnaires	Book – 2 Book – 3	Chapter – 5 Chapter – 4
Lecture – 14	Observation, Participant diary/log	Book – 2	Chapter –5
Lecture – 15	Job Description; Job Specification	Book – 1 Book – 3	Chapter – 6 Chapter –5
Lecture – 16	Job Design and its Approaches- Job Rotation, Job Enlargement and Job Enrichment	Book – 1 Book – 3	Chapter – 6 Chapter – 5
Lecture – 17	Meaning and process of recruitment	Book -3	Chapter – 6
Lecture – 18	Sources of recruitment, developing and using application forms	Book -3	Chapter – 6
Lecture – 19	Selection - Tests, Interviews	Book – 2 Book -3	Chapter – 6 Chapter – 6
Lecture – 20	Types of interviews	Book – 2 Book -3	Chapter – 6 Chapter – 6
Lecture-21	Difference between Recruitment and Selection	Book – 2 Book -3	Chapter – 6 Chapter – 6
Lecture-22	Concept and contents of induction and orientation, objectives of induction	Book – 1	Chapter – 8
Lecture-23	Training and Development- Importance of training, training methods	Book – 1	Chapter – 8
Lecture-24	Management Development -	Book – 1	Chapter – 8

	methods and techniques of management development		
Lecture-25	Performance Appraisal- Traditional Techniques of Performance Appraisal	Book – 2 Book -3	Chapter – 9 Chapter – 8
Lecture-26	Annual Confidential Report	Book – 2 Book -3	Chapter – 9 Chapter – 8
Lecture-27	Checklist Method	Book -3	Chapter – 9
Lecture-28	Forced Choice Method, Forced Distribution Method	Book -3	Chapter – 9
Lecture-29	Critical Incident, Field Review, Essay Method	Book -3	Chapter – 9
Lecture-30	Modern Techniques of Performance Appraisal- 3600 appraisal	Book – 1 Book –3	Chapter – 10 Chapter – 10
Lecture-31	Assessment Centers, MBO	Book – 1 Book –3	Chapter – 10 Chapter – 10
Lecture-32	Bias in Performance Appraisal	Book – 1 Book –3	Chapter – 10 Chapter – 10
Lecture-33	Methods of Job Evaluation-	Book – 1 Book – 2	Chapter –11 Chapter – 11
Lecture-34	Ranking Method	Book – 1 Book – 2	Chapter –11 Chapter – 11
Lecture-35	Job Grading Method	Book – 1 Book – 2	Chapter –11 Chapter – 11
Lecture-36	Point Rating Method	Book – 1 Book – 2	Chapter –11 Chapter – 11
Lecture-37	Factor Comparison Method	Book – 1 Book – 2	Chapter –11 Chapter – 11
Lecture-38	Base Compensation and Supplementary Compensation	Book – 3	Chapter – 14
Lecture-39	Factors affecting Employee Remuneration	Book – 3	Chapter – 14
Lecture-40	Industrial Relations–Definition and Importance of Industrial Relations	Book – 3	Chapter – 14
Total -40			



## Management Principles & Practices

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	MSO 401
<b>Course Name:</b>	Management Principles & Practices
<b>Designed by Faculty</b>	Dr Rita Devi
<b>Year of Introduction/Revision of Course Contents</b>	2019

**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 examination.

### Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
  - i. Library Work Assignment: 5%
  - ii. Media watch: 5%
  - iii. Quizzes/Games/Puzzles: 5%
  - iv. Case study: 5%
  - v. Group Presentation: 5%

### Course Contents:

**UNIT - I: Introduction to Management (4 Hours)**

- Meaning and Importance of Management

- Nature and Functions of Management, Levels of Management
  - Managerial Roles, Skills of Managers, Kinds of Managers
  - Evolution of Management Theory
  - Social Responsibilities and Ethics of Business
- UNIT - II: Planning and Decision Making (4 Hours)**
- Planning: An Overview, Importance of Planning at Organizations
  - Steps in Effective Planning
  - Hierarchy of Organization Plans
  - Decision Making, Types of Decisions
  - Steps to Rational Decision Making
- UNIT - III: Organizing (4 Hours)**
- Meaning of Organizing, Four Building Blocks of Organizing
  - Organizational Design and various approaches
  - Types of Organizational Structures
  - Elements of Structure: Work Specialization, Unity of Command, Span of Control, Authority and Responsibility, Centralization and Decentralization, Departmentalization
- UNIT - IV: Leading (4 Hours)**
- Teams and Teamwork
  - Motivating and Rewarding Employees
  - Leadership and Trust
  - Communication and Negotiation
- UNIT – V: Controlling (4 Hours)**
- Meaning and Need of Control
  - Steps in Control Process
  - Types of Control, Financial Control, Budgetary Control System, Auditing
  - Essentials of Effective Control System

**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. HimaBindu (2010), Management Theory and Practice, 1<sup>st</sup> Edition, Himalaya Publishing House, New Delhi

### LECTURE PLAN

<b>Lectures</b>	<b>Topics</b>	<b>Prescribed Text Book</b>	<b>Chapter No.</b>
Lecture – 1	Meaning and Importance of Management	Book – 1 Book – 2	Chapter – 1 Chapter – 1
Lecture – 2	Nature and Functions of Management	Book –1 Book –2	Chapter – 1
Lecture – 3	Roles of Managers, Types of Managers	Book – 1 Book – 2	Chapter – 1
Lecture –4	Evolution of Management Thought	Book- 1 Book – 2	Chapter – 2
Lecture – 5	Social Responsibilities of Business	Book- 1 Book – 2	Chapter – 3 Chapter – 4
Lecture – 6	Nature and Importance of Planning	Book- 1 Book – 2	Chapter- 4 Chapter – 5
Lecture – 7	Steps in Effective Planning and Limitations of Planning	Book – 1 Book – 2	Chapter – 4 Chapter – 5
Lecture – 8	Decision Making, Steps to Rational Decision Making	Book – 1 Book – 2	Chapter – 5 Chapter – 5
Lecture – 9	Models of Decision-Making Behaviour, Difficulties in Decision Making	Book – 1 Book – 2	Chapter – 6 Chapter – 5
Lecture – 10	Meaning and Importance of Organization, Principles of Organizing	Book – 1	Chapter – 7
Lecture – 11	Formal and Informal Organization, Span of Management	Book – 1	Chapter – 7
Lecture – 12	Organizational Structures	Book – 2	Chapter – 9
Lecture – 13	Line, Staff and Functional Authority	Book – 1	Chapter – 7
Lecture – 14	Delegation of Authority and Decentralization of Authority	Book – 1	Chapter – 7
Lecture – 15	Need for Coordination, Requisites for Effective Coordination	Book – 1	Chapter – 9
Lecture – 16	Types and Techniques of Coordination, Problems in Coordination	Book – 1	Chapter – 9
Lecture – 17	Steps in Control process	Book – 1	Chapter – 18
Lecture – 18	Types of Control methods	Book – 1	Chapter – 18
Lecture –	Control Techniques	Book – 2	Chapter –

19			18
Lecture – 20	Problems in Control Process	Book – 2	Chapter – 18

## Self –Management Principles and Development

<b>Programme of Study</b>	MBA
<b>Course Code:</b>	CSR 405
<b>Course Name:</b>	Self -Management Principles and Development
<b>Faculty Name:</b>	Dr. Rita Devi
<b>Year of Introduction/Revision of Course Contents</b>	2019

**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:

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

### Course Content

UNIT (5hours)	I:	Understanding	Self-Management

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

- Managing self – emotions, ego, pride.

**UNIT II: Developing Soft Skills (4hours)**

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

**UNIT III: Understanding Self Development (2hours)**

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

**UNIT IV: Art of Communication (4hours)**

- Definition and Process
- Formal and Informal communication
- Barriers to communication
- Art of listening, reading and writing

**UNIT V: Career Management Process and Development (5hours)**

- 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

**Lecture Plan**

Lectures	Topics	Chapter and Book
1.	Self-Management and Self-Evaluation	Chapter 2, Book 3
2.	Self-Discipline	Chapter 2, Book 3
3.	Self-Awareness, Identifying one’s strengths and weaknesses	Chapter 2, Book 2

4.	Planning & Goal setting	Chapter-3 Book 3
5.	Managing self – emotions, ego, pride.	Chapter-1, Book 1
6.	Developing Positive Attitude	Chapter-4, Book 2
7.	Team building and Teamwork	Chapter 1, Book 3
8.	Time Management	Chapter 1, Book 1
9.	Stress Management	Chapter 5, Book 3
10.	Concept of Self Development, Personal Development	Chapter 5, Book 3
11.	Theories of Self Development: Cooley's Theory, Mead's Theory, Freud's Theory	Chapter-7, Book 2
12.	Definition and Process	Chapter 6, Book 1
13.	Formal and Informal communication	Chapter 8, Book 2
14.	Barriers to communication	Chapter 7, Book 1
15.	Art of listening, reading and writing	Chapter 9, Book 2
16.	Process of career management	Chapter 10, Book 2
17.	Career Path and Development	Chapter 9, Book 1
18.	Career development interventions	Chapter 9, Book 1
19.	Contemporary issues in career management: work- family conflict	Chapter 12, Book 3
20.	Career management and quality of life	Chapter 12, Book 3

## Total Quality Management

**Programme of Study**

MBA

**Course Code:**

POM 505

**Course Name:**

Total Quality Management

**Designed by Faculty**

Dr Rita Devi

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

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

- Enable the students to understand basic concepts of Total Quality Management.

- To impart philosophies of Quality with business studies keeping in view the Total Quality movement and contextual contribution of Japanese Management Practices and thinkers.
- Help the students to use the understanding of total quality management in current dynamic business environment.

**Attendance Requirement:**

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

**Evaluation Criteria:**

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
  - i. Library Work Assignment: 5%
  - ii. Media watch: 5%
  - iii. Quizzes/Games/Puzzles: 5%
  - iv. Case study: 5%
  - v. Group Presentation: 5%

**Course Contents:**

**UNIT - I: TQM Movement – Thinkers, philosophies and contributions by thinkers (4 Hours)**

- Definition of TQM, TQM framework
- Benefits of TQM, Obstacles in successful implementation of TQM
- Contribution of Japanese management and rise of quality as a business philosophy.
- Contributions of Dr. W. Edwards Deming: Fourteen points, PDSA cycle.
- Contributions of Dr Joseph Juran: Juran’s Trilogy (Quality Planning, Quality Control & Quality Improvement)

**UNIT - II: Building and Sustaining Global Total Quality Organizations (4 Hours)**

- Concept of ‘zero defect’, four absolutes of quality and six C’s.
- Quality Function Deployment (QFD): Introduction, Benefits of QFD, Voice of the customer, House Of Quality (HOQ), Building HOQ
- Six Sigma: Concept, Phases in six sigma: DMAIC, application to manufacturing and service sector

**UNIT - III: Quality Improvement Tools and technique (4 Hours)**

- Kaizen (Continuous Improvement), Cellular manufacturing
- Poka yoke, Benchmarking: Reason to benchmark, Benchmarking process
- Quality Circles, Quality Control and quality assurance

**UNIT – IV: Tools of TQM (Measurement Tools) (4 Hours)**

- Cause-and-effect diagram ("fishbone" or Ishikawa diagram)
- Pareto’s Diagram, Check Sheets
- Meaning and Significance of Statistical Process Control: Construction of control charts for variables and attributed

**UNIT – V:Quality Management Systems****(4 Hours)**

- Introduction, Benefits of ISO Registration
- ISO 9000 Series of standards: Requirements, Implementation, Documentation, Registration
- ISO 14000 Series Standards: Requirements and Benefits

**Prescribed Text Books:**

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

**Suggested Readings:**

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

**Lecture Plan**

Lectures	Topics	Chapter
1.	Definition of TQM, TQM framework	Chapter 1
2.	Benefits of TQM, Obstacles in successful implementation of TQM, Contribution of Japanese management and rise of quality as a business philosophy.	Chapter-1
3.	Contributions of Dr. W. Edwards Deming: Fourteen points, PDSA cycle.	Chapter-4
4.	Contributions of Dr Joseph Juran: Juran’s Trilogy (Quality Planning, Quality Control & Quality Improvement)	Chapter-4
5.	Concept of ‘zero defect’, four absolutes of quality and six C’s.	Chapter-5



6.	Quality Function Deployment (QFD): Introduction, Benefits of QFD	Chapter-12
7.	Voice of the customer, House Of Quality (HOQ), Building HOQ	Chapter-12
8.	Six Sigma	Chapter-7
9.	Kaizen (Continuous Improvement)	Chapter-6
10.	Cellular manufacturing, Poka yoke,	Chapter-7
11.	Benchmarking	Chapter-8
12.	Quality Circles, Quality Control and quality assurance	Chapter-9
13.	Cause-and-effect diagram	Chapter-5
14.	Pareto's Diagram	Chapter-6
15.	Check Sheets	Chapter-6
16.	Statistical Process Control	Chapter-11
17.	Quality Management Systems	Chapter-14
18.	ISO 9000 Series of standards	Chapter-14
19.	ISO 14000 Series Standards	Chapter-14
20.	ISO 14000 Series Standards	Chapter-14

## **Organizational Theory, Design and Effectiveness**

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	HRM 408
<b>Course Name:</b>	Organizational Theory, Design and Effectiveness
<b>Designed by Faculty</b>	Dr Rita Devi

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

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

- Provide students with the most up-to-date and contemporary treatment of the way managers attempt to increase organizational effectiveness.
- To make the connection between concepts and real world implications of organizational design; recent development in organizational structure; origins of organizational culture; relationship between international strategy and global organizational design.

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

**Evaluation Criteria:**

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

**Course Content:**

**UNIT I: Organizations and the Emergent Paradigm 4 Hours**

- Organization, Types of organization, Organizational Environment
- Classical Theories: Scientific Management Theory, Administrative Management Theory, Theory of Bureaucracy
- Classical Theories: Assumptions and Limitations

**UNIT II: Organization Theories: An Overview 4 Hours**

- Behavioral Science Theories: Human Relations Approach
- Management Science Theory
- System Theory: General System Theory, Open and Closed system, Organization and its sub systems
- Contingency Approach

**UNIT III: Organization Design: Principles and Dimensions 4 Hours**

- Organization Design, Components of Organization Design
- Organization Structure, Eight Dimensions of Structure
- Types of Organization Structure: Functional Organization, Matrix Organization, Strategic Business Unit, Adhocracy- Mintzberg Framework, Multidimensional (MD) Structure, Knowledge Process Outsourcing, Virtual Organization

**UNIT IV: Organization Design: Process and Culture 3 Hours**

- Organizational Conflict, Conflict and Organization Design
- Power and Authority
- Organizational Culture: Dimensions and Types

**UNIT V: Organization Effectiveness 5 Hours**

- Introduction, Organizational Efficiency and Effectiveness
- Approaches to Effectiveness
- Perspectives of Organizational Effectiveness
- Monitoring Organizational Effectiveness
- Criteria for Organizational Effectiveness

**Prescribed Text Books:**

- Organizational Theory, Design and Change: Global Edition, Gareth R Jones, Pearson Education Limited

- Organizational Effectiveness: A Behavioral view, Richard M. Steers, Goodyear Publication
- Organization Design & Development: Concepts and Applications, Bhupen Srivastava, Biztantra Publication

### Lecture Plan

S. No.	Lecture	Topics	Prescribed text Book	Chapters
1.	1.	Organization, Types of organization, Organizational Environment	Book -1 Book-2	Chapter-1 Chapter-1
2.	2.	Classical Theories: Scientific Management Theory	Book -1 Book-2 Book-3	Chapter-2 Chapter-2 Chapter-2
3.	3.	Administrative Management Theory, Theory of Bureaucracy	Book -1 Book-2 Book-3	Chapter-2 Chapter-2 Chapter-2
4.	4.	Classical Theories: Assumptions and Limitations	Book -1 Book-2 Book-3	Chapter-2 Chapter-2 Chapter-2
5.	5.	Behavioral Science Theories: Human Relations Approach,	Book -1 Book-2 Book-3	Chapter-3 Chapter-3 Chapter-3
6.	6.	Management Science Theory	Book -1 Book-2 Book-3	Chapter-3 Chapter-3 Chapter-3

7.	7.	System Theory: General System Theory, Open and Closed system, Organization and its sub systems	Book -1 Book-2	Chapter-3,4 Chapter-3
8.	8.	Contingency Approach	Book -1 Book-2 Book-3	Chapter-4 Chapter-4 Chapter-3,5
9.	9.	Organization Design, Components of Organization Design	Book -1 Book-2	Chapter-6 Chapter-5
10.	10.	Organization Structure, Eight Dimensions of Structure	Book -1 Book-2	Chapter-6 Chapter-6
11.	11.	Types of Organization Structure: Functional Organization, Matrix Organization, Strategic Business Unit	Book -1 Book-2	Chapter-6 Chapter-6
12.	12.	Adhocracy- Mintzberg Framework, Multidimensional (MD) Structure, Knowledge Process Outsourcing, Virtual Organization	Book -1 Book-2 Book-3	Chapter-7 Chapter-9 Chapter-7
13.	13.	Organizational Conflict, Conflict and Organization Design	Book -1 Book-3	Chapter-8 Chapter-8
14.	14.	Power and Authority	Book -1	Chapter-9
15.	15.	Organizational Culture: Dimensions and Types	Book -1	Chapter-9
16.	16.	Introduction, Organizational Efficiency and Effectiveness	Book -2 Book-3	Chapter-10 Chapter-9
17.	17.	Approaches to Effectiveness	Book -2 Book-3	Chapter-10 Chapter-9
18.	18.	Perspectives of Organizational Effectiveness	Book -2 Book-3	Chapter-10 Chapter-9
19.	19.	Monitoring Organizational Effectiveness	Book -1 Book-2	Chapter-9 Chapter-10
20.	20.	Criteria for Organizational Effectiveness	Book -1 Book-2	Chapter-9 Chapter-10
<b>Total</b>	<b>20</b>			

## Organization Development

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	COD 404
<b>Course Name:</b>	Organization Development
<b>Designed by Faculty</b>	Dr Rita Devi

**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:

- 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%
  - Subjective Assignment: 10%
  - Quizzes/Games/Puzzles: 5%
  - Case studies: 10%

**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, Reichard Dunford 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

### Lecture Plan

Lectur es	Topics	Chapter and Book
1.	Organizational Change	Chapter 2, Book 3
2.	Theories of Planned change	Chapter 2, Book 3
3.	Theories of Planned change	Chapter 2, Book 3
4.	Leading and Managing Change	Chapter-3 Book 3

5.	Organization Development – History, Concept	Chapter-1, Book 1
6.	Values, Assumptions and Beliefs of OD	Chapter-4, Book 3
7.	Organization Transformation	Chapter 1, Book 1
8.	Organization Transformation	Chapter 1, Book 1
9.	OD Interventions	Chapter 5, Book 3
10.	Individual based interventions	Chapter 5, Book 3
11.	Life and Career Planning , Transaction Analysis	Chapter-7, Book 2
12.	Coaching and Counseling and T-Group (Sensitivity Training)	Chapter 6, Book 1
13.	Process Consultations and Role Negotiations	Chapter 8, Book 1
14.	Fish Bowl and Role Analysis Techniques	Chapter 7, Book 1
15.	Organization Mirroring and Third Party Peace Making	Chapter 9, Book 2
16.	Employee Involvement	Chapter 10, Book 3
17.	MBO	Chapter 9, Book 1
18.	Grid OD	Chapter 9, Book 1
19.	Confrontation Meeting	Chapter 12, Book 3
20.	Total Quality Management	Chapter 12, Book 3

## Human Resource Management

**Programme of Study**

**Course Code:**

MBA

MGT -102



**Course Name:** Human Resource Management  
**Designed by Faculty** Dr Rita Devi  
**Year of Introduction/Revision of Course Contents** 2019

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

**Suggested Extra Readings:**

1. Aswathappa, K., 2007, Human Resource Management: Text and Cases, 5th Edition, Tata McGraw-Hill Publishing Ltd., New Delhi
2. Saiyadain, 2009, Human Resource Management, 4th 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.

**Lecture Plan**

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Evolution- Genesis and Growth of HRM	Book – 1 Book – 2 Book - 3	Chapter – 1 Chapter – 1 Chapter -1
Lecture – 2	Evolution- Genesis and Growth of HRM	Book – 1 Book – 2	Chapter – 1 Chapter – 1

		Book - 3	Chapter -1
Lecture – 3	Difference between Personnel Management and HRM	Book – 1 Book – 2	Chapter – 1 Chapter – 1
Lecture –4	Strategic Human Resource Management	Book- 1 Book – 2	Chapter – 2 Chapter – 2
Lecture – 5	Objectives and Importance of HRM	Book- 1 Book – 2	Chapter – 2 Chapter – 2
Lecture – 6	Functions of HRM	Book- 1 Book – 2	Chapter- 2 Chapter – 2
Lecture – 7	Role of HR Manager	Book – 1 Book – 2	Chapter – 2 Chapter – 2
Lecture – 8	Jobs and Careers in HR	Book – 1 Book – 2	Chapter – 2,3 Chapter – 2
Lecture – 9	Importance and Process of Human Resource Planning	Book – 1 Book – 2 Book -3	Chapter – 3 Chapter – 3 Chapter -2
Lecture – 10	Demand and Supply forecasting Techniques- Managerial Judgment	Book – 1 Book -3	Chapter – 4 Chapter – 3
Lecture – 11	Trend Analysis, Ratio Analysis	Book – 1 Book – 2 Book -3	Chapter – 4 Chapter – 4 Chapter -3
Lecture – 12	Delphi Techniques, Replacement Chart	Book – 1 Book – 2 Book -3	Chapter – 4 Chapter – 4 Chapter -3
Lecture – 13	Job Analysis Process and Methods - Interview, Questionnaires	Book – 2 Book – 3	Chapter – 5 Chapter – 4
Lecture – 14	Observation, Participant diary/log	Book – 2	Chapter –5
Lecture – 15	Job Description; Job Specification	Book – 1 Book – 3	Chapter – 6 Chapter –5
Lecture – 16	Job Design and its Approaches- Job Rotation, Job Enlargement and Job Enrichment	Book – 1 Book – 3	Chapter – 6 Chapter – 5
Lecture – 17	Meaning and process of recruitment	Book -3	Chapter – 6
Lecture – 18	Sources of recruitment, developing and using application forms	Book -3	Chapter – 6
Lecture – 19	Selection - Tests, Interviews	Book – 2 Book -3	Chapter – 6 Chapter – 6
Lecture – 20	Types of interviews	Book – 2 Book -3	Chapter – 6 Chapter – 6
Lecture-21	Difference between Recruitment and Selection	Book – 2 Book -3	Chapter – 6 Chapter – 6
Lecture-22	Concept and contents of induction and orientation, objectives of induction	Book – 1	Chapter – 8
	Training and Development-	Book – 1	Chapter – 8

Lecture-23	Importance of training, training methods		
Lecture-24	Management Development - methods and techniques of management development	Book – 1	Chapter – 8
Lecture-25	Performance Appraisal- Traditional Techniques of Performance Appraisal	Book – 2 Book -3	Chapter – 9 Chapter – 8
Lecture-26	Annual Confidential Report	Book – 2 Book -3	Chapter – 9 Chapter – 8
Lecture-27	Checklist Method	Book -3	Chapter – 9
Lecture-28	Forced Choice Method, Forced Distribution Method	Book -3	Chapter – 9
Lecture-29	Critical Incident, Field Review, Essay Method	Book -3	Chapter – 9
Lecture-30	Modern Techniques of Performance Appraisal- 3600 appraisal	Book – 1 Book –3	Chapter – 10 Chapter – 10
Lecture-31	Assessment Centers, MBO	Book – 1 Book –3	Chapter – 10 Chapter – 10
Lecture-32	Bias in Performance Appraisal	Book – 1 Book –3	Chapter – 10 Chapter – 10
Lecture-33	Methods of Job Evaluation-	Book – 1 Book – 2	Chapter –11 Chapter – 11
Lecture-34	Ranking Method	Book – 1 Book – 2	Chapter –11 Chapter – 11
Lecture-35	Job Grading Method	Book – 1 Book – 2	Chapter –11 Chapter – 11
Lecture-36	Point Rating Method	Book – 1 Book – 2	Chapter –11 Chapter – 11
Lecture-37	Factor Comparison Method	Book – 1 Book – 2	Chapter –11 Chapter – 11
Lecture-38	Base Compensation and Supplementary Compensation	Book – 3	Chapter – 14
Lecture-39	Factors affecting Employee Remuneration	Book – 3	Chapter – 14
Lecture-40	Industrial Relations–Definition and Importance of Industrial Relations	Book – 3	Chapter – 14

Total -40			

## Self Management and Development

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	MGT 502
<b>Course Name:</b>	Self Management and Development
<b>Designed by Faculty</b>	Dr Rita Devi
<b>Year of Introduction/Revision of Course Contents</b>	2019

**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:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. 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

(4 Hours)

- Self Management and Self Evaluation
- Self Discipline
- Self Awareness, Identifying one’s strengths and weaknesses

- Planning & Goal setting

**UNIT II: Developing Soft Skills** (4 Hours)

- Soft skills: Types, Importance
- Communication skills, Developing Positive Attitude
- Team building and Teamwork
- Time Management, Stress Management

**UNIT III: Understanding Self Development** (4 Hours)

- Concept of Self Development/Personal Development
- Personality Development
- Theories of Self Development: Cooley’s Theory, Mead’s Theory, Freud’s Theory

**UNIT IV: Art of Communication** (4 Hours)

- Definition and Process
- Formal and Informal communication
- Barriers to communication
- Art of listening, reading and writing

**UNIT V: Career Management Process and Development** (4 Hours)

- 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, SoftS kills, 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

**Lecture Plan**

Lecture	Topics	Prescribed text Book	Chapters
1	Self Management and Self Evaluation	Book -1 Book-2	Chapter-1 Chapter-1
2	Self Discipline	Book -1 Book-2 Book-3	Chapter-2 Chapter-2 Chapter-2
3	Self Awareness, Identifying one’s strengths and weaknesses	Book -1 Book-2 Book-3	Chapter-2 Chapter-2 Chapter-2
4	Planning & Goal setting	Book -1 Book-2 Book-3	Chapter-2 Chapter-2 Chapter-2

5	Soft skills: Types, Importance	Book -1 Book-2	Chapter-3 Chapter-3
6	Communication skills, Developing Positive Attitude	Book -1 Book-2 Book-3	Chapter-3 Chapter-3 Chapter-3
7	Team building and Teamwork	Book -1 Book-2	Chapter-3,4 Chapter-3
8	Time Management, Stress Management	Book -1 Book-2 Book-3	Chapter-4 Chapter-4 Chapter-3,5
9	Concept of Self Development/Personal Development	Book -1 Book-2	Chapter-6 Chapter-5
10	Personality Development	Book -1 Book-2	Chapter-6 Chapter-11
11	Theories of Self Development: Cooley's Theory, Mead's Theory,	Book -1 Book-2	Chapter-6 Chapter-7
12	Freud's Theory	Book -1 Book-2 Book-3	Chapter-8 Chapter-9 Chapter-7
13	Definition and Process	Book -1 Book-3	Chapter-8 Chapter-8
14	Formal and Informal communication	Book -1	Chapter-9
15	Barriers to communication	Book -1	Chapter-9
16	Art of listening, reading and writing	Book -2 Book-3	Chapter-8 Chapter-9
17	Process of career management	Book -2 Book-3	Chapter-10 Chapter-9
18	Career Path and Development	Book -2 Book-3	Chapter-11 Chapter-9
19	Career development interventions	Book -1 Book-2	Chapter-9 Chapter-10
20	Contemporary issues in career management: Work- family conflict, Career management and quality of life	Book -1 Book-2	Chapter-9 Chapter-11
<b>20</b>			

## Human Resource Development

Programme of Study

MBA

Course Code:

HRM 503

**Course Name:** Human Resource Development  
**Designed by Faculty** Dr Rita Devi  
**Year of Introduction/Revision of Course Contents** 2019

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

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

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

**Attendance Requirements:**

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

**Evaluation Criteria:**

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

**Course Contents:**

**UNIT – I: The Fundamentals of Human Resource Development (5 Hours)**

Introduction to HRD: Meaning, scope and evolution of HRD

Functions of HRD: Roles and competencies of HRD professionals, framework for HRD process, challenge to organization and HRD professionals.

Factors Influencing Employee Behavior : Model of employee behavior, external and internal factors influencing employee behavior

HRD Matrix

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

Assessing HRD Needs: Task analysis, person analysis, the HRD process

Designing and implementing effective HRD Program: HRD Intervention, identifying training needs, implementation of training programs, training methods and media, training delivery methods



Evaluation of HRD Program: The purpose of HRD evaluation, models and Framework of evaluation, assessing the Impact of HRD Programs

**UNIT – III: Learning and Training**

**(3 Hours)**

Learning Principles

Learning Styles

Training Methods

**UNIT - IV: Human Resource Development Applications**

**(4 Hours)**

Career Management and Development: Career concepts, models of career development, issues in career development.

Management Development: Strategies for management development, approaches used to develop managers.

Organization Development and Change: OD theories and concepts, designing intervention strategy

**V: Emerging Issues in HRD**

**(4 Hours)**

Strategic HRD

Globalization of business and their Impact on HRD

Managing Diversity of Workforce

Employee Counselling and Wellness Services : Employee assistance programme, stress management and intervention, issues in employee counselling

**Prescribed Text Books:**

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

**Suggested Extra Readings:**

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

**Lecture Plan**

Lectures	Topics	Chapter and Book
1.	Introduction to HRD: Meaning, scope and evolution of HRD	Chapter 2, Book 3
2.	Functions of HRD: Roles and competencies of HRD professionals, framework for HRD process	Chapter 2, Book 3

3.	Challenge to organization and HRD professionals	Chapter 2, Book 2
4.	Factors Influencing Employee Behavior : Model of employee behavior, External and internal factors influencing employee behavior	Chapter-3 Book 3
5.	HRD Matrix	Chapter-3, Book3
6.	Assessing HRD Needs: Task analysis, person analysis, the HRD process	Chapter-4, Book 2
7.	Designing and implementing effective HRD Program: HRD Intervention, identifying training needs, implementation of training programs, training methods and media, training delivery methods	Chapter 1, Book 3
8.	Evaluation of HRD Program: The purpose of HRD evaluation,	Chapter 1, Book 1
9.	Models and Framework of evaluation, assessing the Impact of HRD Programs	Chapter 5, Book 3
10.	Learning Principles	Chapter 5, Book 3
11.	Learning Styles	Chapter-7, Book 2
12.	Training Methods	Chapter 6, Book 1
13.	Career Management and Development: Career concepts,	Chapter 8, Book 2
14.	Models of career development, issues in career development.	Chapter 7, Book 1
15.	Management Development: Strategies for management development, approaches used to develop managers.	Chapter 9, Book 2 Chapter 8, Book 3
16.	Organization Development and Change: OD theories and concepts, designing intervention strategy	Chapter 10, Book 2
17.	Strategic HRD	Chapter 9, Book 1
18.	Globalization of business and their Impact on HRD	Chapter 9, Book 1
19.	Managing Diversity of Workforce	Chapter 12, Book 3
20.	Employee Counselling and Wellness Services : Employee assistance programme, stress management and intervention, issues in employee counselling	Chapter 12, Book 3

### **Organization Development & Transformation**

**Programme of Study**

MBA

**Course Code:**

HRM 525

**Course Name:**

Organization Development & Transformation

**Designed by Faculty**

Dr Rita Devi

**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:

- 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%
  - Subjective Assignment: 10%
  - Quizzes/Games/Puzzles: 5%
  - Case studies: 10%

**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, Reichard Dunford 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

**Lecture Plan**

Lectures	Topics	Chapter and Book
1.	Organizational Change	Chapter 2, Book 3
4.	Theories of Planned change	Chapter 2, Book 3
5.	Theories of Planned change	Chapter 2, Book 3
6.	Leading and Managing Change	Chapter-3 Book 3
7.	Organization Development – History, Concept	Chapter-1, Book 1
8.	Values, Assumptions and Beliefs of OD	Chapter-4, Book 3
9.	Organization Transformation	Chapter 1, Book 1
10.	Organization Transformation	Chapter 1, Book 1
11.	OD Interventions	Chapter 5, Book 3

12.	Individual based interventions	Chapter 5, Book 3
13.	Life and Career Planning , Transaction Analysis	Chapter-7, Book 2
14.	Coaching and Counseling and T-Group (Sensitivity Training)	Chapter 6, Book 1
15.	Process Consultations and Role Negotiations	Chapter 8, Book 1
16.	Fish Bowl and Role Analysis Techniques	Chapter 7, Book 1
17.	Organization Mirroring and Third Party Peace Making	Chapter 9, Book 2
18.	Employee Involvement	Chapter 10, Book 3
19.	MBO	Chapter 9, Book 1
20.	Grid OD	Chapter 9, Book 1
21.	Confrontation Meeting	Chapter 12, Book 3
20.	Total Quality Management	Chapter 12, Book 3

### **Diversity & Cross Cultural Management**

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**Programme of Study** MBA  
**Course Code:** HRM 411  
**Course Name:** Diversity & Cross Cultural Management  
**Designed by Faculty** Dr Rita Devi  
**Year of Introduction/Revision of Course Contents** 2019

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

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

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

## **Course Contents**

### **UNIT I**

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

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

### **UNIT II**

#### **Communicating across Cultures 4 Hours**

- Introduction to Intercultural Communication
- Barriers to Intercultural Communication
- Non-verbal Communication and Culture

#### **Enhancing Intercultural Communication**

- Cultural Issues while doing Business in Different Countries (China, US, Japan, Germany, Russia and United Kingdom)

### **Unit III**

#### **Negotiating across Cultures 4 hours**

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

### **UNIT IV**

#### **Managing Global Teams 4 Hours**

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

### **Unit V**

#### **International Assignments and Expatriate Management 4 Hours**

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

### Text Books

1. Madhavan, Shobhana (2011), Cross Cultural Management, Oxford University Press, 12th Edition.
2. French, Ray. (2008), Cross-Cultural Management in Work Organizations, University Press (India) Pvt Ltd. Suggested Reading
3. Bhattacharya, Deepak Kumar. (2010), Cross Cultural Management: Text and Cases, PHI
4. Gannon, Martin J. (2008) Paradoxes of Culture and Globalization. Sage Publications
5. Trompenaars, Fons and C. H. Turner. (1998) Riding the Waves of Culture. McGraw-Hill, Second Edition.
6. Hofstede, Geert; Gert Jan Hofstede and Michael Minkov (2010) Cultures and Organizations: Software of the Mind, McGraw-Hill, Third Edition.
7. Jackson T. International HRM: A Cross-Cultural Approach, London: Sage.
8. Richard Mead and Tim G Andrews. International Management: Culture and Beyond, Chichester UK: John Wiley & Sons.
9. Mead, R.: International Management-Cross Cultural Dimensions: Camb, Mass, Blackwell
10. Shobhana Madhavan: Cross Cultural Management: Oxford University Press.
11. Dowling, P. J.: International Dimensions of Human Resource Management: Wadsworth.
12. Hofstede, G.: Cultures Consequence: International Differences in Work Related Values: Sage.
13. Adler, N.J.: International Dimensions of Organizational Behavior: Boston, Publishing.
14. Journals: International Journal Of Cross Cultural Management, International Journal of Human Resources Management, Harvard Business Review

### Lecture Plan

Lecture	Topics	Prescribed text Book	Chapters
2.	Understanding Culture	Book -1 Book-2	Chapter-1 Chapter-1
3.	Determinants/ dimensions of Culture	Book -1 Book-3 Book-5	Chapter-2 Chapter-2 Chapter-2
4.	Major Models of National Culture- Hofstede's Model, Hall's Model	Book -1 Book-5 Book-6	Chapter-2 Chapter-2 Chapter-2
5.	Trompenaar's Cultural Dimensions, GLOBE Study	Book -1 Book-3	Chapter-2 Chapter-2
6.	Introduction to Intercultural Communication	Book -8 Book-10	Chapter-3 Chapter-7
7.	Barriers to Intercultural Communication	Book -4 Book-5	Chapter-7 Chapter-5

8.	Non-verbal Communication and Culture Enhancing Intercultural Communication	Book -7 Book-2	Chapter-3,4 Chapter-3
9.	Cultural Issues while doing Business in Different Countries (China, US, Japan, Germany, Russia and United Kingdom)	Book -1 Book-9	Chapter-4 Chapter-4
10.	Meaning and Purpose of Global Business Teams	Book -10	Chapter-6
11.	Difference between Traditional Teams and Global Teams	Book -7	Chapter-4
12.	Challenges created by Cultural Differences	Book -7	Chapter-4
13.	Team Strategies and the Influence of Culture	Book -4 Book-5	Chapter-6 Chapter-9
14.	Meaning and Purpose of Global Business Teams	Book-3	Chapter-8
15.	Difference between Traditional Teams and Global Teams	Book -11	Chapter-9
16.	Challenges created by Cultural Differences	Book -11	Chapter-9
17.	Team Strategies and the Influence of Culture	Book -12	Chapter-10
18.	Meaning of Expatriates, Reasons for using Expatriates, Challenges faced by Expatriates	Book -2 Book-13	Chapter-10 Chapter-9
19.	Expatriate Failure: Reasons and Consequences	Book -2 Book-13	Chapter-10 Chapter-9
20.	Factors Influencing the Success of a Foreign Assignment	Book -7 Book-11	Chapter-9 Chapter-10
21.	Repatriation Issues, Improving the Repatriation Process	Book -1 Book-2	Chapter-9 Chapter-10





# CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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## Financial Management

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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

### 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%
  - Library Work Assignment: 5%
  - Subjective Assignment: 5%
  - Quizzes/Games/Puzzles: 5%
  - Personality Assessment: 5%
  - Live Projects: 5%

**Course Contents:**

**UNIT - I: An overview of Financial Management (6 Hours)**

- Introduction to Financial Management, Meaning of Financial Management, , Scope of Financial Management
- Objectives of Financial Management, Financial Goal: Profit Versus Wealth Maximization, Finance Functions, Financial Decisions
- Interrelationship between Financial Management and other functional areas of business, Functions /Role of Finance Manager in the Changing Scenario, Risk-Return Trade-off

**UNIT - II: Time Value of Money (10 Hours)**

- Concept of Time Value of Money, Technique of Time Value of Money, Compounding Technique
- Doubling Period, Effective Rate of Interest, Future Value of Series of Payments
- Future Value of an Annuity, Compound Value of an Annuity Due
- Discounting or Present Value Technique, Present Value of a Series of Payments, Present Value of an Annuity
- Elementary valuation of Bonds and Stocks

**UNIT – III: Investment Decisions (8 Hours)**

- Meaning of Capital Budgeting, Importance of Capital Budgeting, Methods of capital budgeting
- Investment Evaluation Criteria: Traditional Techniques: Pay Back Period, ARR
- Modern Techniques: NPV, IRR and PI, Compare and Contrast NPV with IRR
- Capital Rationing

**UNIT - IV: Cost of Capital, Leverages and Capital Structure (10 Hours)**

- Sources of Finance, Classification of Sources of Finance, Meaning, Concept and Definition of Cost of Capital, Significance of Cost of Capital
- Classification of Cost, Computation of Cost of Capital, Weighted Average Cost of Capital, Marginal Cost of Capital
- 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 (2014) Financial Management, Tenth Edition, Vikas Publishing House, New Delhi.
2. Horne & Dhamija (2014) Financial Management, Twelfth Edition, Pearson, New Delhi.
3. Prasanna Chandra (2014) Financial Management, Eighth 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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### Options, Futures and other Derivatives

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**Course Code:** AFA 524

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

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

**Attendance Requirements:**

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

**Evaluation Criteria:**

1. Mid Term Examination: 25%

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

**Course Contents:**

**UNIT - I: Introduction to Derivatives Markets (3 Hours)**

- Derivatives- Meaning and Definition, Types of Derivatives, Uses of Derivatives
- Important concept in Financial and Derivatives Market, Needs of Derivatives, Features and types of Financial Derivatives
- Critiques of Derivatives, Myths about derivatives, Forward contracts, Options Contracts, **Discussion** on Basic hedging practices , Exchange traded markets, OTC Markets, Types of Traders, Overview of the Indian derivatives market, Trading and types of orders

**UNIT - II: Futures Market and Contracting (4 Hours)**

- Introduction, Financial Futures contracts, Types of Financial Futures contracts
- Types of orders and operators/traders in Futures market, Functions of Futures market, Growth of the Futures markets
- Future market trading mechanism, The specification of the futures contract-Exchanges, Standardization, The Clearing house, The operation of Margin, Closing a Futures position (Settlement)
- Hedging Strategies using Futures, Cross hedging, Stock Index futures, Rolling the hedge forward, Examples from the Indian stock market

**UNIT – III: Forward and Options market (6 Hours)**

- Forward contract, Features of Forward contract, Forward Markets as fore-runners of Futures market
- Distinction between Futures and Forward Contracts, Classification of Forward contracts, Forward trading mechanism, Forward prices Versus Future prices
- Types of Options, Option Positions, The Underlying Assets, Specification of Stock Options
- Newspaper Quotes, Trading in Options market, Commissions and Margins in Options market
- The Options clearing corporation, Regulation and Taxation in Options market, Warrants, Executive Stock Options and Convertibles, Over- the- counter markets
- Options pricing model- Black Scholes and Binomial

**UNIT - IV: Interest Rate Futures and Swaps (4 Hours)**

- Day count conventions, Quotations for treasury bond and bills, Treasury bond futures





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## Bond Markets Analysis and Strategies

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**Course Code:** AFA 526

**Course Name:** Bond Markets Analysis and Strategies

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

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

- Help students in understanding Basic concepts of Bond markets and also to know how to assess and invests in bonds.
- Prepares students to analyse bond market and manage bond portfolios.
- It is also aimed at helping student equip themselves with the various latest developments in structured products related to bond 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:

4. Mid Term Examination: 25%
5. End Term Examination: 50%
6. 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 Fixed Income Securities (4 Hours)**

- Overview of the Types and Features of Fixed Income Securities
- Risks Associated With Investing In Fixed Income Securities
- The Primary and Secondary Bond Markets
- Bond Market Indexes

### **UNIT - II: Bond Pricing, Yield Measures, and Total Return (5 Hours)**

- Pricing of Bonds, Measuring yield, Bond price Volatility
- Conventional yield measures, Total Return Analysis
- Factors Affecting Bond Yields and the Term Structure of Interest Rates
- Calculating Investment returns
- Bond performance measurement and evaluation

### **UNIT - III: Bond Analysis: Returns (Systematic and Unsystematic Risk) (5 hours)**

- The Strategic role of bonds, Markets for debt securities, Govt. and corporate bond market
- International fixed income investing, Specialized bonds
- Bond returns and prices, Preferred stock Valuation, Systematic Risk in holding fixed income securities
- Business and Financial Risk, Factors in bond rating process, Default risk and market yields, Non risk factors influencing yields
- Analysis of bonds with Embedded options, Analysis of Convertible bonds, Analysis of Mortgage-Backed securities

### **UNIT - IV: Bond Management Strategies (3 Hours)**

- Passive or buy or hold strategy, Bond Ladder strategy, Semi active Management Strategy
- Maturity Matching, Active Bond portfolio Management Strategies
- Corporate bond credit analysis, Credit risk Modeling

### **UNIT – V: International Bond Market and Bond Portfolio Management (3 Hours)**

- Inflation-Linked Bonds, Floating-Rate Securities, International Bond Markets and Instruments
- The Eurobond Market, Emerging Markets Debt, Credit Card Asset-Backed Securities
- Introduction to Bond Portfolio Management, Quantitative Management of Benchmarked Portfolios, Financing Positions in the Bond Market, International Bond Portfolio Management

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

1. Frank J. Fabozzi (2014). Bond Markets, Analysis and Strategies, Pearson, New Delhi.
2. Donald E. Fischer and Ronald J. Jordan (2014). Security Analysis and Portfolio Management, Sixth Edition, Pearson, New Delhi.
3. Frank J. Fabozzi and Steven V. Mann. The Handbook of fixed income securities, Seventh Edition, Tata McGraw Hill, New Delhi.



### **Suggested Extra Readings:**

1. Bruce Tuckman and Angel Serrat(2012) . Fixed income securities (Tools for today market), Third Edition, Wiley, New Delhi.
2. Prasanna Chandra (2012). Investment Analysis and Portfolio Management, Third Edition, Tata McGraw Hill, New Delhi.
3. Moorad Choudhary (2010). Fixed income securities and derivatives, Second Edition, Wiley, New Delhi.
4. Johnson Stafford (2010). Bond Evaluation, Selection, and Management, Second Edition, John Wiley & Sons, Hoboken, NJ

## **Accounting for Managerial Decisions**

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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:**

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 - I Introduction to Accounting and Management Accounting (4 Hours)**

- Accounting, Book-keeping and Accounting, Users of Accounting, Basic Concepts and Conventions, Limitations of Accounting, Introduction to Management Accounting

#### **UNIT - II Financial Statements Analysis (4 hours)**

- Financial Statements: Meaning and type of financial statements;
- Objectives and Methods of preparing Financial Statement Analysis;
- (Comparative and Common Size Statements, Trend Analysis)

#### **UNIT - III Ratio Analysis (4 hours)**

- Ratio analysis;
- Classification of Ratios; Liquidity ratios, Profitability ratios, Solvency ratios, Turnover Ratios
- Advantages and Limitations of Ratio Analysis.

#### **UNIT - IV Cost Volume Profit Analysis (6 hours)**

- Marginal costing and Profit planning
- P/V ratio, Break Even point, Marginal cost equation, Margin of Safety,
- Calculation of Desired Profit and Desired Sales

#### **UNIT - V Budgeting (2 hours)**

- Budgeting for profit planning and control: Meaning of Budget and Budgetary control;
- Objectives; Merits and Limitations of Budgeting;
- Cash Budget
- Zero Base Budgeting,

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

1. Bhattacharyya Debarshi, (2013). Management Accounting. Pearson Education.
2. Khan, Jain, (2013). Management Accounting: Text, Problems and Cases. Tata McGraw Hill Education Pvt. Limited, India.
3. Maheswari S.N. (2012). Financial & Management Accounting. Sultan Chand & Sons Pvt. Ltd, New Delhi.

#### **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 McGraw Hill Education Pvt. Limited, India.
6. Maheswari S.N. (2004). Financial & Management Accounting. Sultan Chand & Sons Pvt. Ltd, New Delhi.
7. Arora M.N. (2009). Management Accounting Theory: Problem and Solutions. Himalaya Publishing House Pvt. Limited, India.
8. Kuppapally, (2011). Accounting for Managers. Eastern Economy Edition. PHI India.
9. Jiambalvo, (2011). Managerial Accounting. Wiley India.
10. Jawaharlal, (2011). Cost and Financial Analysis. Himalaya Publishing House Pvt. Limited, India.
11. Proctor Ray, (2010). Managerial Accounting For Business Decisions. Pearson India.
12. Gupta Ambrish, (2012). Financial Accounting for Management: An Analytical Perspective. Pearson India.
13. Ghosh T P. (2007). Accounting and Finance for Managers. Taxmann.
14. Mathur Satish B. (2011). Accounting For Management. Tata McGraw Hill Education Pvt. Limited, India.

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### **Business Statistics**

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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:**

4. Mid Term Examination: 25%
5. End Term Examination: 50%
6. 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.

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**Merchant Banking and Financial Services**

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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:**

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

1. Khan M.Y. (2009) Financial Services, 5th Edition, Tata McGraw Hill, New Delhi.
2. 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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**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:**

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. 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.



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### Options, Futures and other Derivatives

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**Course Code:** AFA 524

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

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

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

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

### **Attendance Requirements:**

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

### **Evaluation Criteria:**

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

### **Course Contents:**

#### **UNIT - I: Introduction to Derivatives Markets (6 Hours)**

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

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

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

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

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

#### **UNIT - IV: Interest Rate Futures and Swaps**

**(8 Hours)**

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

#### **UNIT - V: Advanced Financial Derivatives and Credit Derivatives**

**(6 Hours)**

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

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

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

#### **Suggested Extra Readings:**

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



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## Finance and Investment Skills

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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:**

4. Mid Term Examination: 25%
  5. End Term Examination: 50%
  6. 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.



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### Financial Management

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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.





- 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.

# CENTRAL UNIVERSITY OF HIMACHAL PRADESH

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## Business Research Methods

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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:**

10. Mid Term Examination: 25%
11. End Semester Examination: 50%
12. 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:**

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

5. Sachdeva JK (2009), Business Research Methodology, Himalyan Publishing House Pvt Ltd, New Delhi.

## Accounting for Managerial Decisions

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**Course Code:** MGT 101  
**Course Name:** Accounting For Managerial Decisions  
**Name of Faculty:** Dr Manpreet Arora

**Year of Introduction/Revision: 2018**

**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

- 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 (8 Hours)**

- Accounting, Book-keeping and Accounting, Users of Accounting, Basic Concepts and Conventions, Limitations of Accounting, Introduction to Management Accounting

### **UNIT - II Financial Statements Analysis (8 hours)**

- Financial Statements: Meaning and type of financial statements;
- Objectives and Methods of preparing Financial Statement Analysis;
- (Comparative and Common Size Statements, Trend Analysis)

### **UNIT - III Ratio Analysis (10 hours)**

- Ratio analysis;
- Classification of Ratios; Liquidity ratios, Profitability ratios, Solvency ratios, Turnover Ratios
- Advantages and Limitations of Ratio Analysis.

### **UNIT - IV Cost Volume Profit Analysis (8 hours)**

- Marginal costing and Profit planning
- P/V ratio, Break Even point, Marginal cost equation, Margin of Safety,
- Calculation of Desired Profit and Desired Sales

### **UNIT - V Budgeting (6 hours)**

- Budgeting for profit planning and control: Meaning of Budget and Budgetary control;
- Objectives; Merits and Limitations of Budgeting;
- Cash Budget
- Zero Base Budgeting,

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

1. Bhattacharyya Debarshi, Management Accounting. Pearson Education.
2. Khan, Jain, Management Accounting: Text, Problems and Cases. Tata McGraw Hill Education Pvt. Limited, India.
3. Maheswari S.N., Financial & Management Accounting. Sultan Chand & Sons Pvt. Ltd, New Delhi.

#### **Suggested Extra Readings:**

1. Hugh Coombs, Ellis Jenkins and David Hobbs, Management Accounting: Principles and Applications. Sage South Asia Edition.
2. Horngren, Introduction to Management Accounting. Pearson India.
3. Singhvi and Bodhanwala, 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, Management Accounting. Tata McGraw Hill Education Pvt. Limited, India.
6. Maheswari S.N. Financial & Management Accounting. Sultan Chand & Sons Pvt. Ltd, New Delhi.

7. Arora M.N. Management Accounting Theory: Problem and Solutions. Himalaya Publishing House Pvt. Limited, India.
8. Kuppapally,. Accounting for Managers. Eastern Economy Edition. PHI India.
9. Jiambalvo, Managerial Accounting. Wiley India.
10. Jawaharlal, Cost and Financial Analysis. Himalaya Publishing House Pvt. Limited, India.
11. Proctor Ray, Managerial Accounting for Business Decisions. Pearson India.
12. Gupta Ambrish,. Financial Accounting for Management: An Analytical Perspective. Pearson India.
13. Ghosh T P.(2007). Accounting and Finance for Managers. Taxmann.
14. Mathur Satish B.. Accounting For Management. Tata McGraw Hill Education Pvt. Limited, India.



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### Investment Analysis and Portfolio Management

**Course Code:** AFA 512

**Course Name:** Investment Analysis and Portfolio 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

- 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:**

1. Mid Term Examination: 25%

2. End Term Examination: 50%
3. 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 (6 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 (10 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 (6 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 (10 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 (8 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, Security Analysis and Portfolio Management, Sixth Edition, Pearson, New Delhi.
2. K Sasidharan and Alex k Mathews, Security Analysis and Portfolio Management, First Edition, Tata McGraw Hill, New Delhi.
3. Prasanna Chandra, Investment Analysis and Portfolio Management, Third Edition, Tata McGraw Hill, New Delhi.

**Suggested Extra Readings:**

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



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### Finance and Investment Skills

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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:**

4. Mid Term Examination: 25%
  5. End Term Examination: 50%
  6. 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:**

1. Sasidharan & Mathews (2011), Security Analysis and Portfolio Management, Tata McGraw Hill, New Delhi.
2. 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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#### **Managing Innovation, Incubation and Creativity**

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**Course Code:** EDM 406 (Semester: January 2018 to June 2018) (Spring 2018)  
**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:**

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. 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 (5 Hours)**

- Introduction to Innovation
- Types of Innovation, Stages of Innovation Cycle
- Significance and Applications of Innovation
- Innovation and creativity
- Innovation, creativity and Incubation

**UNIT – II: Basics of Innovation Management (4 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 (4 Hours)**

- Innovation and Entrepreneurship
- Innovations Diffusion, Towards Innovative Society
- Globalization of Innovation
- Management of Research and Development

**UNIT – IV: Disruptive Technology, Managing Technology and Knowledge (3 Hours)**

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

**UNIT – V: Technology Business Incubation and IPR (5 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. Chesbrough, Henry W. (2003). Open Innovation - The New Imperative for Creating and Profiting from Technology; Harvard Business School Press, Boston.
2. 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.
3. Fagerberg, Jan; David C. Mowery and Richard R. Nelson; eds (2005). The Oxford Handbook of Innovation, Oxford University Press, Oxford.
4. 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. Hippel, Eric von (1988). The Sources of Innovation; Oxford University Press, New York.
2. Krishnamachayulu G.S. and Lalitha R. (2009). Innovations Management, 2e, Himalaya Publishing House, New Delhi.
3. Tidd, J., Bessant, J. and Pavitt, K. (2010). Managing Innovation, 7e; John Wiley & Sons Ltd.
4. Trott P. (2010). Innovations Management and New Product Development, 4e; Pearsons Publication, New Delhi.
5. Ulrich, K.T., Eppinger, S.D. (2010). Product Design and Development, 6e; Tata McGraw-Hill, New Delhi.



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## Research Advances in Supply Chain and Retail Management

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**Course Code** : MSC 604

**Course Name** : Research Advances in Supply Chain and Retail Management (Spring 2018)

**Course Instructors** : Dr. Sarvesh Kumar and Dr. Chaman Lal

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

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

- Acquaint students with the advance issues in Supply Chain and Retail Management.
- Enable students to apply the concepts in marketing research.
- Acquire the skills for marketing data analysis.

### Attendance Requirement:

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

### Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
  - h. 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)
  - i. Assignments/Presentations = 10%
  - j. Case studies = 10%

### Course Contents:

#### **UNIT - I: Logistics, Supply Chain Management and retailing**

**(6 Hours)**

- Introduction to SCM, Understanding Supply Chain

- Supply Chain vs. Demand Chain
- Value Creation Through Supply Chain
- Logistics, Logistics as flow of information, Role of Logistics in Supply Chain, Changing role of Logistics in New Millennium reconfiguring SCM , Retail Logistics, New Directions in Logistics
- The anatomy of retail buying, Logistics Integration of SCM and retailing

**UNIT - II: Strategic Approach in SCM decision**

**(8 Hours)**

- Theoretical Debates on Strategic supply Management
- Theory of Complexity: Guideline for Strategic Management and Supply Management
- Time Compression in Supply Chain, Postponement strategy, SCOR
- Formulating Logistics Strategy, Logistics as competitive strategy: Logistics Strategy Vs Strategic Logistics; Green Logistics
- Role of IT in Logistics, 3PL, 4PL
- Retail and Supply Chain Integration Strategies; Hub & Spoke model, Warehouse
- “IT Integration with Retail SCM: DBMS,MIS, CRM, ERP”, RFID
- The emergence of supply chain management as a critical success factor for retail organisation

**UNIT - III: Retail Management Strategies and Role of CRM**

**(8 Hours)**

- Retail Scenario: Global Vs Indian; Liberalization and its impact on Retail Industries
- Determinants of Retail Store Choice, Retail Location and Merchandise Management Strategies
- Retail Communication Mix, Retail Atmospherics, Store Layout, Design & Visual Merchandising
- CVM, technology in retailing, e-tailing and rural retailing
- Managing retail dynamics through relationship marketing
- Components of CRM and managerial issues

**UNIT - IV: Understanding Rural Market and Management Approaches**

**(8 Hours)**

- Untapped and unexplored nature of rural market, Rural Marketing myths, Approaches and 4As of Rural Marketing
- Rural segments and models of effective segmentation
- Rural shopping habits, product, price, distribution and communication strategies
- Application of rural marketing concepts, small town marketing and future of rural marketing

**UNIT - V: SCOPE OF RETAILING AND SCM RESERCH IN CONTEMPRORY INDIAN CONTEXT**

**(6 Hours)**

- Sustainable Supply Chain Management: A Literature Review and Future Research Directions.
- The scope of e-commerce in retail strategy
- Food and Life Science Supply Chain and retailing:
  - Food Grain Supply Chain: FCI and Food Security as case study for Food Supply Chain,

- Cold Chain Networking:, Milk transportation, Vegetable supply chain (Case study: Changing role of middleman), Modern necessity for Biotechnology and Life Science related industry.
- Future research exploration in the field of SCM: Supply Chain Risk Management - Disaster Mitigation, Herbal Supply Chain, Green Supply Chain
- Supply Chain Management reconfiguring organized retailing

**UNIT – VI: Application of Marketing Research and Retail Supply Chain Analytics (4 Hours)**

- Application of IT in Retail and Supply Chain Research
- Introduction to Supply Chain Analytics
- Introduction to Data mining for Retail and Supply Chain Research

**Prescribed Text Books:**

1. Biswas, Supriya (2011). **Relationship Marketing: Concepts, Theories and Cases**, PHI Learning, Delhi.
2. Bruce, Margret, Christopher Moore and Crete Birtwistle; eds (2006). **International Retail Marketing: A Case Study Approach**, Butterworth-Heinemann: An imprint of Elsevier (Elsevier Ltd, Indian reprint edition), New Delhi.
3. Chopra, Sunil; Peter Meindl and D. V. Kalra (2010). **Supply Chain Management: Strategy, Planning and Operation**, Pearson: New Delhi.
4. Christopher, Martin (2011). **Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Service, 2/e**, Pearson: New Delhi.
5. Liebowitz, Jay; ed. (2014). **Business Analytics: An Introduction**, CRC Press: Boca Raton.
6. Harland, Christine, Guido Nasimbeni and Eugene Schneller; eds(2013). **The SAGE Handbook on Strategic Supply Management**, Sage Publication Ltd: London.
7. Harvard Business Review (2011). **HBR on Managing Supply Chain**, Harvard Business Review Press, Boston
8. Havaladar Krishna and Cavale Vasant (2011). **Sales and Distribution Management**, Tata McGraw Hill Education.
9. Kashyap, Pradeep (2012). **Rural Marketing, 2/e**, Pearson Education, India.
10. Levy M., Weitz B.A and Pandit A. (2008). **Retailing Management, 6/e**, Tata McGraw Hill, New Delhi.
11. Rai, Alok Kumar (2013). **Customer Relationship Management: Concepts and Cases, 2/e**, PHI Learning Pvt. Ltd., Delhi.
12. Simchi-Levi, David; Philip Kaminsky, Edith Simchi-Levi and Ravi Shankar (2008): **Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies (Third Edition)**, McGraw-Hill Publishing Company Ltd, New Delhi.

**Suggested Additional Readings:**

1. Baron, Conway and Warnaby (2010). **Relationship Marketing: A consumer Experience Approach**, SAGE Publications Ltd.

2. Buttle Francis (2009). **Customer Relationship Management: Concepts and Technologies, 2/e**, Elsevier and Taylor & Francis Group.
3. Chase, Richard B.; Ravi Shankar, F. Robert Jacobs, and Nicholas Aquilano (2010). **Operations and Supply Management, 12/e**, McGraw-Hill Publishing Company Ltd: New Delhi
4. Berman B., Evans J. R. and Mathur, Mini (2011). **Retail Management, 11/e**, Pearson Education, New Delhi.
5. Ellis, Nick; James Fitchett, Matthew Higgins, Gavin Jack, Ming Lim, Michael Saren and Mark Tadajewski (2012). **MARKETING: A Critical Textbook**, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
6. Gosney John W and Thomas P Boehm (). **Customer Relationship Management Essentials**, Prentice Hall, New Delhi.
7. Green, Paul E., Donald S. Tull and Gerald Albaum (2009). **Research for Marketing Decisions, 5/e**, PHI: New Delhi.
8. Karlsson, Christed; ed. (2009). **Researching Operations Management**, Routledge: New York.
9. Kotler, Keller, Koshy and Jha (2009). **Marketing Management: A South Asian Perspective, 13/e**, Peason Education, India.
10. Krajewski, Lee J.; Larry P. Ritzman, Samir K. Srivastava and Manoj K. Malhotra (2014, seventh Impression). **Operations Management: Processes and Supply Chains, 9/e**, Pearson: New Delhi.
11. Krishnamacharyulu C S G and Ramakrishnan Lalitha (2011). **Rural Marketing: Text and Cases, 2/e**, Pearson Education, India.
12. Lawson, Robert H. (2009). **Strategic Operations Management: The Competitive Advantage**, (First Indian Reprint), Routledge: New Delhi.
13. Maclaran, Pauline; Michael Saren, Barbara Stern and Mark Tadajewski; ed. (2010). **The Sage Handbook of MARKETING THEORY**; SAGE Publications India Pvt Ltd., New Delhi.
14. Malhotra, Naresh K. and Satyabhushan Dash (2011). **Marketing Research, 6/e**, Pearson: New Delhi.
15. Mentzer, John T. and Mark A Moon (2009). **Sales Forecasting Management: A Demand Management Approach, 2/e**, Response Books, New Delhi.
16. Seth Jagdish N et. al,(). **Customer Relationship Management**, Tata McGraw Hill Publishing Co., New Delhi.
17. Shaw, Eric H and D. G Brian Jones (2005). **A history of schools of marketing thought**, Marketing Theory, Vol.5 No.3, pg: 239 - 281.
18. Tadajewski, Mark and D. G. Brian Jones; ed. (2016). **Historical Research in marketing Management**; Routledge and Westburn Publishers Ltd., New York.



## CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

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

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

### Supply Chain Management

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Course Code: MSC 408 (Spring 2018)



**Course Name:** Supply Chain Management (Semester: January 2018 to June 2018)

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

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

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

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

**Attendance Requirement:**

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

**Evaluation Criteria:**

4. Mid Term Examination: 25%
5. End Semester Examination: 50%
6. Continuous Internal Assessment : 25%
  - Class participation: 5%
  - Assignments/Presentations/Case Studies: 10%
  - Quiz /Activities/Live Projects: 10%

**Course Contents:**

**UNIT - I: SUPPLY CHAIN BASICS (4 Hours)**

- Introduction to SCM, Understanding Supply Chain
- Logistics, Logistics as flow of information, Role of Logistics in Supply Chain, Changing role of Logistics in New Millennium reconfiguring SCM ,
- Supply Chain vs. Demand Chain
- Value Creation Through Supply Chain

**UNIT - II: SUPPLY CHAIN SUB-SYSTEMS (3 Hours)**

- Supply Chain Planning and Procurement Methods

- E-Procurement and Strategic Sourcing
- Inventory Management and Lean Manufacturing

**UNIT - III: TACTICAL AND OPERATIONAL DECISIONS (5 hours)**

- Network Designing, Distribution Decisions, Hub & Spoke model, Warehouse
- Logistics as competitive strategy: Logistics Strategy Vs Strategic Logistics; Green Logistics
- Role of IT in Logistics, 3PL, 4PL
- Information System and IT Enablement, RFID

**UNIT - IV: STRATEGIC APPROACH in SCM decision (4 Hours)**

- Supply Chain Integration Strategies; “DBMS, MIS, CRM, ERP: IT Integration with SCM”
- Alliances and Outsourcing, Agile, Global and Reverse Supply Chain
- Time Compression in Supply Chain, Postponement strategy, SCOR
- Global Supply Chain

**UNIT – V: CONTEMPORARY ISSUES OF SCM IN INDIAN CONTEXT: OPPORTUNITIES AND**

**CHALLENGES**

**(5 Hours)**

- Food and Life Science Supply Chain:
  - Food Grain Supply Chain, Transportation and Freight Management: FCI as case study for Food Supply Chain,
  - Cold Chain Networking: Milk transportation, Modern necessity for Biotechnology and Life Science related industry
  - Vegetable supply chain (Case study: Changing role of middleman),
- Supply Chain Management reconfiguring organized retailing
- Leading a Supply Chain Turnaround, Potential in the Supply Chain: Opportunities and Challenges.
- Future of SCM: Supply Chain Risk Management - Disaster Mitigation, Herbal Supply Chain, Green Supply Chain
- Introduction to Supply Chain Analytics

**Prescribed Text Books:**

3. Simchi-Levi, David; Philip Kaminsky, Edith Simchi-Levi and Ravi Shankar (2008): **Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies (Third Edition)**, McGraw-Hill Publishing Company Ltd, New Delhi.
4. Chopra, Sunil; Peter Meindl and D. V. Kalra (2010). **Supply Chain Management: Strategy, Planning and Operation**, Pearson: New Delhi.
5. Harvard Business Review (2011). **HBR on Managing Supply Chain**, Harvard Business Review Press, Boston
6. Sople, V. V. (2012). **Supply Chain Management: Text and Cases**, Pearson Education, New Delhi.

## Suggested Readings:

1. Altekar, V.Rahul (2010). **Supply Chain Management: Concepts and Cases**, PHI Learning Pvt. Ltd. New Delhi.
2. Christopher, Martin (2011). **Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Service (2<sup>nd</sup> ed.)**, Pearson: New Delhi.
3. Cohen, Shoshanah and Roussel, Joseph (2005). **Strategic Supply Chain Management: The 5 Disciplines for top performance**, McGraw-Hill: New York.
4. Coyle, John J.; C. John Langley, Brian J. Gibson, Robert A. Novack and Edward J. Bardi (2009). **A Logistics Approach to Supply Chain Management**; Cengage Learning India Pvt. Ltd.: Delhi.
5. Harland, Christine, Guido Nasimbeni and Eugene Schneller (2013). **The SAGE Handbook of Strategic Supply Management**, Sage Publication Ltd: London.
6. Liebowitz, Jay; ed. (2014). **Business Analytics: An Introduction**, CRC Press: Boca Raton.
7. Mentzer, John T (2012). **Fundamentals of Supply Chain Management: Twelve Drivers of Competitive Advantage**, Sage Publication: New Delhi
8. Robert Monczka, Robert Trent & Robert Handfield (2005). **Purchasing: An Integrated Supply Chain Approach**, Cengage learning India Private Limited, New Delhi.
9. Sanders, Nada R. (2012). **Supply Chain Management: A Global Perspective**, Wiley India Edition: New Delhi.

## Lecture Plan

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Understanding Supply Chain	Book – 1 Book – 2	Chapter – 1 Chapter – 1
Lecture – 2	Role of Logistics in Supply Chain	Book – 1 Book – 2	Chapter – 2 Chapter – 4 to7
Lecture – 3	Supply Chain vs. Demand Chain	Book – 1	Chapter – 3
Lecture – 4	Value Creation Through Supply Chain	Book – 1	Chapter – 4
Lecture – 5	Supply Chain Planning and Procurement Methods	Book – 1 Book – 2	Chapter – 5, 6 Chapter – 13
Lecture – 6	E-Procurement and Strategic Sourcing	Book – 1 Book – 2	Chapter – 7, 8 Chapter – 16
Lecture – 7	Lean Manufacturing	Book – 1	Chapter – 9

Lecture – 8	Distribution Decisions	Book – 1	Chapter - 10
Lecture – 9	Transportation and Freight Management	Book – 1	Chapter - 11
Lecture – 10	Inventory Management	Book – 1	Chapter – 12
Lecture – 11	Network Designing	Book – 1	Chapter – 13
Lecture – 12	Information System and IT Enablement	Book – 1	Chapter – 14
Lecture –13	Alliances and Outsourcing	Book – 1	Chapter – 15
Lecture – 14	Agile, Global and Reverse Supply Chain	Book – 1	Chapter – 16, 17, 18
Lecture – 15	Re-engineering SC to Differential Strategies	Book – 1	Chapter – 20
Lecture – 16	Supply Chain Integration Strategies	Book – 1 Book – 2	Chapter – 21 Chapter – 8
Lecture – 17	Supply Chain Risk Management	Book – 1	Chapter – 24
Lecture – 18	Pricing, Costing and Financial Decisions	Book – 1	Chapter – 25
Lecture – 19	Performance Measurement and Controls	Book – 1 Book – 2	Chapter – 26 Chapter – 18
Lecture – 20	Supply Chain Challenges for the Future	Book – 2	Chapter – 21
	Supply Chain Challenges: Building Relationship, Leading a Supply Chain Turnaround, Potential in the Supply Chain: Opportunities and Challenges	Book – 3	Pg 171 to Pg 214



## Operations Management

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**Course Code:** POM 401 (Spring 2018)

**Course Name:** Operations Management (*Spring Semester: January 2018 - June 2018*)

**Faculty Name:** Dr. Sarvesh Kumar, Assistant Professor, Dept. of 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 understand basic concepts of Operations Management as transformation process.
- Acquaint the students about Production and Operations functions.
- Equip the students to understand the decision making process tuned to Operations management behavior in the ever changing global business environment.

### Attendance Requirement:

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

### Evaluation Criteria:

- |                                                         |              |
|---------------------------------------------------------|--------------|
| <b>7. Mid Term Examination</b>                          | <b>: 25%</b> |
| <b>8. End Semester Examination</b>                      | <b>: 50%</b> |
| <b>9. Continuous Internal Assessment</b>                | <b>: 25%</b> |
| • Class participation                                   | : 5%         |
| • Presentations/Seminar/Viva/Quiz                       | : 5%         |
| • Numerical Assignments/ Case Studies::                 | 10%          |
| • Activity/ Process Observation (production & Service): | 5%           |

### Course Contents:

**UNIT – I: Introduction to Operations Management**

**(3 Hours)**

- Nature and Scope of Production and Operations Management
- History and Philosophies of Operations Management Thoughts, Operations as transformation process, Services and Supply Chain view of OM
- Influence of Japanese Management on OM
- **Continuous Internal Assessment** : Process Observation & Case Study: *Indian Metals Corporation*

**UNIT – II: Managing Inventory, Forecasting and Requirement Planning (4 Hours)**

- New Research in understanding Demand, Demand Forecasting
- Forecasting Methods, Forecasting – Strategic Importance
- Inventory Management
- Material Requirement Planning (MRP) I and MRP II
- **Continuous Internal Assessment** : Seminar & Presentation

**UNIT – III: Designing Operations and TQM Integration (5 Hours)**

- Product Design and Analysis, Issues in Product Design
- Productivity, Productivity and Efficiency, Quality Management techniques
- Managing Quality, Total Quality Management (TQM), Quality Circle
- Kaizen, Kanban, Six Sigma, Jidoka, Poka-yoke, JIT, Lean Manufacturing, Toyota Production System (TPS)
- International Quality Standards, ISO 9000, ISO 14000
- **Continuous Internal Assessment** : Case Study - TPS

**UNIT – IV: Location and Layout (4 Hours)**

- Types of Layout, Factors that affect Layout
- Layout Strategies, Strategic Importance of Layout Strategies, Robotics and their uses in assembly line.
- Location Decision, Methods of Evaluating Location Alternatives
- Location Strategies, Strategic Importance of Location Strategies
- **Continuous Internal Assessment** : Field Observation & Seminar

**UNIT – V: Strategic Operations Management (4 Hours)**

- Work Study and Measurement, Human Resource Strategy
- The process of operations strategy – substitute for strategy? Lean Operations, BPR, ERP, SCM, Strategic role of Operations Management in Global Environment
- Operations Management Behaviour, Introduction of Analytics to Operations Management
- **Continuous Internal Assessment** : Presentation & Viva

**Prescribed Text Books:**

1. Heizer, Jay; Barry Render and Jagadeesh Rajashekhar (2011). **Operations Management, 9/e**, Pearson: New Delhi.
2. Krajewski, Lee J.; Larry P. Ritzman, Samir K. Srivastava and Manoj K. Malhotra (2014, seventh Impression). **Operations Management: Processes and Supply Chains, 9/e**, Pearson: New Delhi.
3. Slack, Nigel and Michael Lewis (2013). **Operations Strategy, 2/e** (Ninth Impression), Pearson: New Delhi.

## Suggested Readings

1. Besterfield, Dale H.; Carol Besterfield – Michna; Glen H. Besterfield, Mary Besterfield – Sacre; Hemant Urdhwareshe and Rashmi Urdhwareshe (2013). **Total Quality Management (Revised Third Edition)** [Seventh Impression], Pearson: New Delhi.
2. Bhat, K. Shridhara (2014). **International Operations Management, 1/e**, Himalaya Publishing House: New Delhi.
3. Chase, Richard B.; Ravi Shankar, F. Robert Jacobs, and Nicholas Aquilano (2010). **Operations and Supply Management, 12/e**, McGraw-Hill Publishing Company Ltd: New Delhi
4. Escobar, Stacy (2015). **Total Quality Management and Six Sigma**, Clanrye International: New Jersey.
5. Karlsson, Christed; ed. (2009). **Researching Operations Management**, Routledge: New York.
6. Klassen, Robert D. and Larry J. Menor (2008). **Cases in Operations Management**, Sage Publication: New Delhi
7. Liebowitz, Jay; ed. (2014). **Business Analytics: An Introduction**, CRC Press: Boca Raton.
8. Lawson, Robert H. (2009). **Strategic Operations Management: The Competitive Advantage**, (First Indian Reprint), Routledge: New Delhi.
9. Monden, Yasuhiro (1998). **Toyota Production System: An Integrated Approach to Just-In-Time, 3/e**, Engineering and Management Press: Georgia.

## Lecture Plan

S. No.	Lect ures	Topics	Prescribed Text Book	Chapters
1.1	1	Nature and Scope of Production and Operations Management	Book – 1 Book – 3	Chapter – 1 Chapter – 1
2.	1	History and Philosophies of Operations Management Thoughts	Class Notes	Class Notes
3.	1	Influence of Japanese Management on OM	Book – 1	Chapter – 2
4.	1	Demand, Demand Forecasting	Book – 1	Chapter – 3
5.	1	Forecasting Methods, Forecasting – Strategic Importance	Book – 1	Chapter – 3
6.	1	Inventory Management	Book – 1 Book – 2	Chapter – 12 Chapter – 12
7.	1	Material Requirement Planning Structure MRP-I and MRP-II	Book – 1 Book – 2	Chapter – 14 Chapter – 15
8.	1	Product Design and Analysis, Issues in Product Design	Book – 1	Chapter – 4

			Book – 3	<b>Chapter – 7</b>
9.	1	Productivity, Productivity and Efficiency, SPC	Book – 1	<b>Chapter – 1</b>
10.	1	Managing Quality, Total Quality Management (TQM), Quality Circle	Book – 1 Book – 2	<b>Chapter – 5</b> <b>Chapter – 5</b>
11.	1	Kaizen, Kanban, Six Sigma, JIT, Lean Manufacturing, Toyota Production System (TPS)	Book – 1 Book – 2 Book – 1	<b>Chapter – 5</b> <b>Chapter – 8</b> <b>Chapter – 15</b>
12.	1	International Quality Standards, ISO9000, ISO 14000	Book – 2	<b>Chapter – 5</b>
13.	1	Types of Layouts, Factors that affect Layout	Book – 1	<b>Chapter – 8</b>
14.	1	Strategic Importance of Layout Strategies, Robotics and their uses in assembly line	Book – 1 Book – 3	<b>Chapter – 8</b> <b>Chapter – 11</b>
15.	1	Location Decision, Methods of Evaluating Location Alternatives	Book – 1 Book – 2	<b>Chapter – 11</b> <b>Chapter – 11</b>
16.	1	Strategic Importance of Location Strategies	Book – 1 Book – 2	<b>Chapter – 9</b> <b>Chapter – 11</b>
17.	1	Human Resource and Job Design	Book – 1	<b>Chapter – 9</b>
18.	1	Work Study and Measurement	Book – 1	<b>Chapter – 9</b>
19.	1	The process of operations strategy – substitute for strategy?  Lean Operations, BPR, ERP, SCM, Strategic Role of Operations Management & Operations in Global Environment	Book – 2 Book – 3 Book – 1 Book – 2 Book – 3	<b>Chapter – 8, 9</b> <b>Chapter – 9</b> <b>Chapter – 1</b> <b>Chapter – 1</b> <b>Chapter – 1, 10</b>
20.	1	Operations Management Behaviour, Introduction to Analytics to Operations Management	<b>Class Note</b>	<b>Class Note</b>
<b>Total</b>	<b>20</b>			

**Book 1:** Heizer, Jay; Barry Render and Jagadeesh Rajashekhar (2011). *Operations Management*, 9/e, Pearson: New Delhi.



**Book 2:** Krajewski, Lee J.; Larry P. Ritzman, Samir K. Srivastava and Manoj K. Malhotra (2014, seventh Impression). *Operations Management: Processes and Supply Chains*, 9/e, Pearson: New Delhi.

**Book 3:** Slack, Nigel and Michael Lewis (2013). *Operations Strategy*, 2/e (Ninth Impression), Pearson: New Delhi.

## Organizational Behaviour

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	<b>HRM 401</b>
<b>Course Name:</b>	<b>Organizational Behaviour</b>
<b>Designed by Faculty</b>	Dr Aditi Sharma
<b>Year of Introduction/Revision of Course Contents</b>	2016

**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.

### **Course Outcome :**

The students would be able to manage and understand their own behaviour and behaviour of the people working in the organizations. They would be able to manage themselves and others by adopting a more humane approach

### **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: 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

4 Hours

- 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

16. Robbins, P.; Judge, A. and Vohra, N .(2012), Organizational Behaviour, Pearsons. 14<sup>th</sup> Edition

### Suggested Reading

6. Nelson,D,;Quick, James; Khandelwal (2012). ORGB. Cengage Learning. Second Edition
7. Luthan, F.Organizational Behaviour.McGraw Hills.1995
8. Ashwathapa, K.. “Organizational Behaviour”Himalyan Publishing House.
9. Pareek, U. ‘Understanding Organizational Behaviour’. Orford University Press. Second Edition
10. Prasad, L.M. “Organizational Behaviour “Sultan Chand and Sons, New Delhi.

## Employability Skills

Programme of Study

MBA

**Course Code:** HRM 416  
**Course Name:** Employability Skills  
**Designed by Faculty** Dr Aditi Sharma

**Year of Introduction/Revision of Course Contents** 2016

**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 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.

**Course Outcome:**

- The course intends to make students job ready equipped with skill set required by the industry.

**Attendance Requirement:**

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

**Evaluation Criteria:**

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
  - I. Class Participation- 10%
  - II. Presentations - 10%
  - III. Assignment- 5%

**Course Contents:**

**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><li>• Listening Skills</li></ul>	
<b>UNIT III</b>	<b>4 Hours</b>
<ul style="list-style-type: none"><li>• Communication Skills</li><li>• 7Cs of Communication</li><li>• Etiquettes</li></ul>	
<b>UNIT IV</b>	<b>4 Hours</b>
<ul style="list-style-type: none"><li>• Creativity</li></ul>	

- 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.
2. Robbins, P.; Judge, A. and Vohra, N .(2012), Organizational Behaviour, Pearsons. 14<sup>th</sup> Edition

#### 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,

## Business Statistics

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	SAS 403
<b>Course Name:</b>	Business Statistics
<b>Designed by Faculty</b>	Dr Aditi Sharma
<b>Year of Introduction/Revision of Course Contents</b>	2018

**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:**

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. 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.

## Management of Industrial Relations

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	HRM 502
<b>Course Name:</b>	Management of Industrial Relations
<b>Designed by Faculty</b>	Dr Aditi Sharma
<b>Year of Introduction/Revision of Course Contents</b>	2016

**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

Course Outcome

The students would be able to create peace and harmony between management and workers as HR Managers

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

- Presentations - 10%
- Assignment-- 05%

**Course Contents:**

**UNIT I Industrial Relations: Concept and Evolution 4 Hours**

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

**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**

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

**UNIT IV Industrial Dispute 4 Hours**

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

**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

## Social Security and Labour Welfare

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	HRM 504
<b>Course Name:</b>	Social Security and Labour Welfare
<b>Designed by Faculty</b>	Dr Aditi Sharma
<b>Year of Introduction/Revision of Course Contents</b>	2016

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

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

- To make students of HR understand the growth of labour welfare movement.
- To give an insight into the various labour welfare and social security measures being provided to workers by the government.

**Course Outcome:**

- The students would be able to implement the various social security schemes of the government in their professional jobs of HR manager.

**Attendance Requirement:**

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

**Evaluation Criteria:**

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
  - IV. Class Participation- 10%
  - V. Presentations - 10%
  - VI. Assignment- 5%

**Course Contents:**

**UNIT I Social Security** **4 Hours**

- Evolution of Social Security
- Approaches to Social Security
- Characteristics of Social Security

**UNIT II** **4 Hours**

- Social Assistance



- Social Insurance
- Mutual Benefits
- ILO and Social Security

**UNIT III Development of Labour Welfare**

**4 Hours**

- Historical Development of Labour Welfare
- Approaches of Labour Welfare
- Theories of Labour Welfare
- Principles of Labour Welfare

**UNIT IV Welfare Provisions**

**4 Hours**

- Statutory Welfare Provisions
- Voluntary Welfare Provisions
- Agencies for Labour Welfare
- Welfare of Special Categories of Labour

**UNIT V Welfare Measures**

**4 Hours**

- Industrial Safety, Industrial Health
- Industrial Housing
- Industrial Hygiene
- Labour Welfare Practices in Europe
- Labour Welfare Practices in India

**Text Books:**

1. Sarma, A.M.(1981). Aspects of Labour Welfare and Social Security. Himalaya Publishing House, Mumbai.

**Additional Readings:**

1. Puneekar, S.D., Deodhar, S.B. and Sankaran, S. (2011). Labour Welfare, Trade Unionism and Industrial Relations. Himalaya Publishing House, Mumbai.

2. Mamoria, C.B., Mamoria, Satish and Gankar, S, V. (2010). Dynamics of Industrial Relations. Himalaya Publishing House Pvt. Ltd., Mumbai.

3. 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.

4. Mishra, B.N. (1993). International Social Security Systems. Anmol Publications, New Delhi.

5. Friedlander, W.A. (1967). An Introduction to Social Welfare. Prentice Hall of India Pvt. Ltd., New Delhi.

## **Human Resource Management**

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	HRM-402
<b>Course Name:</b>	Human Resource Management
<b>Designed by Faculty</b>	Dr Aditi Sharma
<b>Year of Introduction/Revision of Course Contents</b>	2016

**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.

**Course Outcome:** The students would be able to treat human as a valuable resource for the benefit of organization and society.

**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>o</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.

## Business Research Methods

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	MSO 601
<b>Course Name:</b>	Business Research Methods
<b>Designed by Faculty</b>	Dr Aditi Sharma

### **Year of Introduction/Revision of Course Contents** 2016

**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

### **Course Outcome**

The students would become better analyst and good decision makers.

### **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**

<b>UNIT – I: Research Process, Problem, &amp; Research Designs</b>	<b>(4 Hours)</b>
<ul style="list-style-type: none"><li>• Research : Definition and Types and Approaches</li><li>• Research Process</li><li>• Formulation of Research Problem</li><li>• Nature of Research Design, Formulation of Research Design</li><li>• Classification of Research Design</li></ul>	
<b>UNIT – II: Data Collection Methods</b>	<b>(4 Hours)</b>
<ul style="list-style-type: none"><li>• Sources of Secondary Data</li><li>• Secondary Data collection Methods</li><li>• Quantitative Methods of Data Collection</li></ul>	
<b>UNIT – III: Measurement Design, Respondents Selection</b>	<b>(4 Hours)</b>
<ul style="list-style-type: none"><li>• Types of Scaling</li><li>• Validity and Reliability in Measurement</li><li>• Questionnaire Designing</li></ul>	

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

- sampling Design
- Sampling Process
- Random Sampling Methods
- Non random Sampling Methods
- Sampling and non-Sampling errors

**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, (2011), Research Methodology Concepts and Cases, Vikas Publishing House Pvt Ltd, New Delhi.
2. Kothari C R (2006), Research Methodology Method and techniques, New Age International Publishers, New Delhi.
3. Krishnaswamy K N; Sivakumar Appa Iyer & Mathirajan M (2006), Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson, New Delhi.

**Suggested Additional Readings:**

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

## Performance Management-System and Strategies

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**Programme of Study** MBA

**Course Code:** HRM 509

**Course Name:** Performance Management-System and Strategies

**Designed by Faculty** Dr Aditi Sharma

**Year of Introduction/Revision of Course Contents** 2016

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

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

- Acquaint students with Performance Management System.
- Enable students to understand the significance of performance management System and appraisal mechanisms in the organization.

**Attendance Requirement:**

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

**Evaluation Criteria:**

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25
  - Class Participation- 10
  - Case Studies - 5
  - Presentation- 10

**Course Contents:**

**UNIT I: Introduction to Performance Management (4 Hours)**

- Concept and Components of Performance Management
- Advantages and Disadvantages of Performance Management system
- Characteristics of Ideal Performance Management system
- Difference between Performance Appraisal and Performance Management

**UNIT II: Managing Performance (4 Hours)**

- Performance Planning
- Performance Measurement and evaluation
- Performance Analysis
- Performance Management Documentation

**UNIT - III: Performance Monitoring, Mentoring & Managee Development (4 Hours)**

- Implementing Performance Management Systems
- Monitoring and its objectives
- Coaching
- Mentoring

**UNIT - IV: Key Issues in Performance Management (4 Hours)**

- E-Performance Management System
- Performance Management Practices in Indian Organizations

**UNIT V: Performance Management and Strategic Planning (4 Hours)**

- Linking Performance Management to Strategy
- International Performance Management

**Prescribed Text Books:**

1. Sarma A.M. (2010). Performance Management System. Second Revised Edition. Himalaya Publishing House Pvt. Limited, New Delhi.
2. Sharma Devender (2011). Performance Appraisal and Management. First Edition. Himalaya Publishing House Pvt. Limited, New Delhi.

**Suggested Additional Readings:**

1. Kornel Terplan (2000). Intranet Performance Management, First Edition, New India Publishing, New Delhi.
2. Smith Malcolm (2005). Performance Measurement Management, First Edition, SAGE Publication, New Delhi.
3. Rao T.V. (2004). Performance Management and Appraisal Systems - HR Tools for Global Competitiveness, First Edition, SAGE Publication, New Delhi.
4. Bacal Robert (1998), Performance Management, First Edition, Himalaya Publishing House Pvt. Limited, New Delhi.

## Labour Laws

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<b>Programme of Study</b>	MBA
<b>Course Code:</b>	HRM 513
<b>Course Name:</b>	Labour Laws
<b>Designed by Faculty</b>	Dr Aditi Sharma

**Year of Introduction/Revision of Course Contents** 2016

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

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

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

**Course Outcome:** The students would be able to ensure compliance of various labour laws as HR managers.

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

**Course Contents:**

**UNIT I:**

**8 Hours**

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

**UNIT II**

**8 Hours**

- The Trade Unions Act, 1926
- The Industrial Disputes Act, 1947

**UNIT III:**

**8Hours**

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

**UNIT IV:**

**8 Hours**

- The Inter-state Migrant Workmen (Regulation of employment and conditions of service) Act, 1979.
- Equal Remuneration Act, 1976

**UNIT V:**

**8 Hours**

- Factories Act, 1948
- The Mines Act, 1952.
- Child Labour (Prohibition and Regulation) Act, 1986



**Text Books:**

1. Sinha, P.R.N, Sinha, Indu Bala and Shekhar, S.P (2013). Industrial Relations, Trade Unions and Labour Legislation. Dorling Kindersley (India) Pvt. Ltd., New Delhi.

**Additional Readings:**

1. Mamoria, C.B., Mamoria, Satish and Gankar, S, V. (2010). Dynamics of Industrial Relations. Himalaya Publishing House Pvt. Ltd., Mumbai.
2. Kubendran, V. and Kodeeswari, K. (2011). Industrial Relations and Labour Law. Himalaya Publishing House Pvt. Ltd., Mumbai.
3. Srivastava, S.C (2007). Industrial Relations and Labour Laws, Vikas Publishing House Pvt. Ltd. Noida
4. Sarma , [A.M \(2013\)](#). Industrial Relations and Labour Laws. Himalaya Publishing House Pvt. Ltd., Mumbai.
5. [H.L. Kumar](#) (2013). Labour Laws - Everybody Should Know. [Universal Law Publishing Co Pvt Ltd](#), Delhi.

**CENTRAL UNIVERSITY OF HIMACHAL PRADESH**

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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

**Course Code:** MSO 413

**Course Name:** Business Research Methods

**Faculty Name:** Dr Sanjeev Gupta

**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:**

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

#### **Course Contents**

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

- Research : Definition and Types and Approaches
- Research Process
- Formulation of Research Problem
- Nature of Research Design, Formulation of Research Design
- Classification of Research Design

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

- Sources of Secondary Data
- Secondary Data collection Methods
- Quantitative Methods of Data Collection
- Questionnaire Designing
- Attitude Measurement

**UNIT – III: Measurement Design, Respondents Selection (4 Hours)**

- Types of Scaling
- Validity and Reliability in Measurement
- Sampling Design
- Testing of Hypothesis
- Data Preparation

**UNIT – IV: Primary Data Analysis and Interpretation-I (4 Hours)**

- Univariate Analysis of Data
- Bivariate Analysis of Data
- Analysis of Variance Techniques

**UNIT – V: Primary Data Analysis and Interpretation-II (4 Hours)**

- Use of SPSS in ANOVA and MANOVA
- Non Parametric Tests ( with SPSS)
- Writing a Business Research Report

**Prescribed Text Books:**

4. Kothari CR(2006), Research Methodology Method and techniques, New Age International Publishers, New Delhi.
5. Krishnaswamy K N; SivakumarAppalyer&Mathirajan M (2006), Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson, New Delhi.

**Suggested Additional Readings:**

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

**Lesson Plan**

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Research : Definition and Types and Approaches	Book – 1	<b>Chapter – 1</b>	1	1
2	1	Research Process Formulation of Research Problem	Book – 2	<b>Chapter – 2</b>	--	1
3	1	Nature of Research Design, Formulation of Research Design	Book – 2	<b>Chapter – 1</b>	1	1

4	1	Classification of Research Design	Book – 1	<b>Chapter – 2</b>	--	1
5	1	Sources of Secondary Data	Book – 2	<b>Chapter – 1</b>	--	1
6	1	Secondary Data collection Methods	Book – 2	<b>Chapter – 3</b>	1	--
7	1	Quantitative Methods of Data Collection	Book – 1	<b>Chapter – 4</b>	1	1
8	1	Questionnaire Designing	Book – 1	<b>Chapter –5</b>	1	--
9	1	Attitude Measurement	Book – 1	<b>Chapter –7</b>	--	
10	1	Types of Scaling	Book – 1 Book – 2	<b>Chapter – 5</b> <b>Chapter – 6</b>	--	1
11	1	Validity and Reliability in Measurement	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 6</b>	1	--
12	1	Sampling Design	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 6</b>	--	--
13	1	Testing of Hypothesis	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 8</b>	--	1
14	1	Data Preparation	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 7</b>	--	--
15	1	Univariate Analysis of Data	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--
16	1	Bivariate Analysis of Data	Book – 1	<b>Chapter –</b>	--	--

			Book - 2	6 Chapter – 7		
17	1	Analysis of Variance Techniques	Book – 1 Book –2	Chapter – 5 Chapter – 9	1	1
18	1	Use of SPSS in ANOVA and MANOVA	Book – 1	Chapter – 5	1	--
19	1	Non Parametric Tests ( with SPSS) Writing a Business Research Report	Book – 1 Book - 2	Chapter – 7 Chapter – 8	--	--
20	1	Writing a Business Research Report	Book – 1	Chapter – 9	1	1
21	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>20</b>				9	10



## Central University of Himachal Pradesh

(Established under Central Universities Act 2009)

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

www.cuhimachal.ac.in; Phone: 01892 237285-2237289, 229330; Fax: 01892 237286

**Course Code:** MSO 602

**Course Name:** Analytics of Research

**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:** on completion of the course, the students will be able to:

- Describe meaning, scope and need of research.
- Understand the key concepts of research.
- Explain appropriate sampling design for their respective study.
- Frame hypotheses for their respective study.

- Use various statistics to test the hypotheses for analysis of data.

### **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% i.e. 25 marks out of 100
  - Seminar: 10 marks
  - Assignments: 15 mark

## **Course Contents**

### **UNIT I: DESCRIPTIVE STATISTICS**

Introduction: Nature of Statistics, Uses of Statistics, Statistics in relation to other disciplines, Types of Data: Concepts of population and sample, quantitative and qualitative data, cross sectional and time-series data, discrete and continuous data, different types of scales. Collection of Data: Primary data – designing a questionnaire and a schedule, checking its consistency. Secondary data – its major sources. Complete enumeration. Controlled experiments, Observational studies and Sample Surveys. Scrutiny of data for internal consistency and detection of errors in recording.

Measure of Central Tendency. Presentation of data: Construction of Tables with one or more factors of classification, diagrammatic representations, frequency distributions and cumulative frequency distributions.

Univariate data – dispersion, relative dispersion, skewness and kurtosis, Moments,

Bivariate data – scatter diagram, correlation coefficient and its properties, Concept of Regression, Principles of least squares, Rank correlation – Spearman's and Kendall's measures.

### **UNIT II PROBABILITY THEORY**

Random Experiment: Trial, Sample point, Sample space, Different types of events. Definition of probability: Classical and relative-frequency approach to probability, Probability of occurrence of exactly  $m$  and at least  $m$  events out of  $n$  events. Conditional probability and Independence of events, Bayes' Theorem and its applications. Examples based on classical approach and repeated trials. Normal, binomial and Poisson; distribution and its properties.

### **UNIT III LINEAR ALGEBRA**

Matrix Algebra: Linear transformation and Matrices, Matrix operations, Elementary matrices and their uses, Rank of a matrix and related results, Inverse of a matrix, Determinants, the Characteristic roots and vectors, Systems of Linear Equations: Homogeneous and Non homogeneous systems – conditions for solvability.

### **UNIT IV: STATISTICAL INFERENCE**

Idea of Inference - Point & Interval Estimations and Testing of Hypothesis Introduction: Concepts of Finite Population and Sample, Need for Sampling, Complete Enumeration and Sample Surveys, Sampling Methods: Probability and Non Probability Sampling, Elements of Hypothesis Testing : Null and Alternative hypotheses, Simple and Composite hypotheses, Critical Region, Type I and Type II Errors, Level of Significance and Size, p-value.

## UNIT V: SAMPLING DISTRIBUTIONS

Introduction: Concepts of Random Sampling, Statistics and Sampling Distributions of Statistics. Illustrations using different distributions, reproductive properties of the distributions. Some Standard Sampling Distributions:  $\chi^2$  distribution, distributions of the mean and variance of a random sample from a normal population, t, z and F distributions, distributions of means. SPSS and its applications in business and industry.

### References:

1. Goon A.M., Gupta M.K. & Dasgupta B. (1994): An Outline of Statistical Theory (Vol-1), World Press
2. Johnson, N.I. & Kotz S. (1970): Distributions in Statistics, John Wiley
3. Ross S.M. (1972): Introduction to Probability Models, Academic Press Wallis F.E. & Roberts H.V. (1957): Statistics- a new approach, Methuen
4. Tukey J.W. (1977): Exploratory Data Analysis, Addison-Wesley Publishing Co
5. Goon A. M. ,Gupta M. K., Dasgupta B.(2001): Fundamentals of Statistics (V-2), World Press
6. Murthy M.N. (1977): Sampling Theory and Methods, Statistical Pub. Soc., Calcutta
7. Rohatgi V.K. (1984): An Intro. to Probability Theory & Math. Statistics, John Wiley
8. Mood A.M., Graybill F. & Boes D.C. (1974): An Introduction to the Theory of Statistics (3rd ed), McGraw Hill
9. Rao A.R. & Bhimasankaran P. (1996): Linear Algebra
10. Searle S.R. (1982): Matrix Algebra – useful for Statistics, John Wiley

### Lesson plan-

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Introduction: Nature of Statistics, Uses of Statistics, Statistics in relation to other disciplines.	Book – 1	Chapter – 1	1	1
2	2	Types of Data: Concepts of population and sample, quantitative and qualitative data, cross sectional and time-series data, discrete and continuous data, different	Book – 2	Chapter – 1	--	1

		types of scales.				
3	2	Collection of Scrutiny of Data: Primary data – designing a questionnaire and a schedule, checking its consistency. Secondary data – its major sources.	Book – 2	<b>Chapter – 1</b>	1	1
4	2	Complete enumeration. Controlled experiments, Observational studies and Sample Surveys. Scrutiny of data for internal consistency and detection of errors in recording	Book – 2	<b>Chapter – 1</b>	--	1
5	1	Measure of Central Tendency. Presentation of data	Book – 2	<b>Chapter – 1</b>	1	1
6	2	Construction of Tables with one or more factors of classification, diagrammatic representations, frequency distributions and cumulative frequency distributions.	Book – 1	<b>Chapter – 2</b>	1	--
7	1	Univariate data – dispersion, relative dispersion, skewness and kurtosis, Moments	Book – 1	<b>Chapter – 2</b>	--	1
8	1	Bivariate data – scatter diagram, correlation coefficient and its properties	Book – 1	<b>Chapter – 5</b>	1	--
9	2	Concept of Regression, Principles of least squares, Rank correlation – Spearman’s and Kendall’s measures.	Book – 1	<b>Chapter – 5</b>	--	--
10	2	Random Experiment: Trial, Sample point, Sample space, Different types of events.	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 4</b>	--	1
11	2	Definition of probability: Classical and relative-frequency approach to	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	--



		probability, Probability of occurrence of exactly $m$ and at least $m$ events out of $n$ events.				
12	1	Conditional probability and Independence of events, Bayes' Theorem and its applications..	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	--	--
13	2	Examples based on classical approach and repeated trials. Normal, binomial and Poisson; distribution and its properties	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--
14	2	Matrix Algebra: Linear transformation and Matrices, Matrix operations.	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	--	--
15	1	Elementary matrices and their uses, Rank of a matrix and related results	Book – 1 Book – 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	--
16	2	Inverse of a matrix, Determinants, the Characteristic roots and vectors, Systems of Linear Equations:	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	--	--
17	2	Homogeneous and Non homogeneous systems– conditions for solvability	Book – 1 Book – 2	<b>Chapter – 5</b> <b>Chapter – 9</b>	1	1
18	1	Idea of Inference - Point & Interval Estimations and Testing of Hypothesis	Book – 1	<b>Chapter – 5</b>	1	1
19	1	Introduction: Concepts of Finite Population and Sample, Need for Sampling, Complete Enumeration and Sample Surveys	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 8</b>	--	--
20	1	Sampling Methods: Probability and Non Probability Sampling,	Book – 1	<b>Chapter – 13</b>	--	1
21	2	Elements of Hypothesis Testing : Null and Alternative hypotheses,	Book – 1 Book – 2	<b>Chapter – 13</b>	--	--

		Simple and Composite hypotheses		<b>Chapter – 14</b>		
22	1	Critical Region, Type I and Type II Errors, Level of Significance and Size, p-value.	Book – 1	<b>Chapter – 13</b>	--	--
23	1	Introduction: Concepts of Random Sampling, Statistics and Sampling	Book-2	<b>Chapter – 13</b>	--	--
24	1	Distributions of Statistics. Illustrations using different distributions	Book – 1	<b>Chapter – 13</b>	--	1
25	1	Reproductive properties of the distributions. Some Standard Sampling Distributions:	Book – 1	<b>Chapter – 14</b>	--	--
26	2	$\chi^2$ distribution, distributions of the mean and variance of a random sample from a normal population, t, z and F distributions, distributions of means.	Book – 2	<b>Chapter – 15</b>	--	--
27	2	SPSS and its applications in business and industry.	Practical work	<b>Notes</b>	--	--
48	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	1
<b>Total</b>	<b>40</b>				9	15



CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[Established under the Central Universities Act 2009]  
PO Box: 21, Dharamshala, District Kangra - 176215 (HP)  
[www.cuhimachal.ac.in](http://www.cuhimachal.ac.in)

**Course Code:** AFA-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:**

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

#### **Lesson plan-**

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Quantitative Finance: Meaning, Basic concepts	Book – 1	Chapter – 1	--	1
2	2	Scope, relevance, relationship & difference with other discipline	Book – 2	Chapter – 1	--	1
3	3	Role of quantitative finance in modeling,	Book – 2	Chapter – 1	1	1
		Types of data in Finance				
4	4	Matrices: terminology	Book – 2	Chapter – 1	--	1
5	5	Operations with matrices rank of a matrix.	Book – 2	Chapter – 1	--	1
		The inverse of a matrix.				
6	6	Some Examples of descriptive statistics and its purpose.	Book – 1	Chapter – 2	--	--
7	7	Comparison of inferential statistics with descriptive statistics and mathematical expectation.	Book – 1	Chapter – 2	--	1
8	8	Need for and methods of data transformation.	Book – 1	Chapter –5	1	--
9	9	Moments of a Probability Distribution.		Chapter –5	1	
10	10	Some Important Probability Distributions	Book – 1 Book - 2	Chapter – 4 Chapter – 4	--	1
11	11	Correlation - Karl person correlation	Book – 1 Book - 2	Chapter – 5 Chapter – 7	1	--
12	12	Rank correlation.	Book – 1	Chapter – 5	---	---
13	13	Multiple Correlation	Book – 1 Book - 2	Chapter – 5 Chapter – 7	--	--

14	14	Regression - The Meaning of Regression Analysis	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	–	–
15	15	The Regression Model and its Statistical Parameters,	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--
16	16	Actual and Fitted Values – the Regression Line and the Error Term.	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	–	–
17	17	The Meaning of the Linearity Assumption,.	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 9</b>	1	--
18	18	The Method of Ordinary Least Squares (OLS)	Book – 1	<b>Chapter – 5</b>	1	--
19	19	Monte Carlo Simulation	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 8</b>	–	–
20	20	Efficient market hypothesis testing.	Book – 1	<b>Chapter – 13</b>	--	1
21	21	CAPM modeling, Modelling high frequency financial data.	Book – 1 Book – 2	<b>Chapter – 13</b> <b>Chapter – 14</b>	--	--
22	22	Verification and testing of financial modeling. Basic	Book – 1	<b>Chapter – 13</b>	--	--
23	23	Time Series Concepts, Structural breaks.	Book-2	<b>Chapter – 13</b>	—	—
24	24	Modelling asset return volatility, leverage effect,	Book – 1	<b>Chapter – 13</b>	--	1
25	25	ARCH Model	Book – 1	<b>Chapter – 14</b>	1	--
26	26	GARCH Model	Book – 2	<b>Chapter – 15</b>	—	—
27	27	EGARCH	Book – 1	<b>Chapter – 16</b>	—	—
28	28	T-GARCH models.	Book – 2	<b>Chapter – 16</b>	—	—

29	29	Forecasting for Univariate and multivariate data.	Book – 2	<b>Chapter – 17</b>	1	--
30	30	Single Exponential Smoothing	Book – 1	<b>Chapter – 15</b>	—	1
31	31	ARIMA modelling	Book – 1	<b>Chapter – 16</b>	—	1
32	32	VAR model	Book – 2	<b>Chapter – 16</b>	—	—
33	33	Single equation modelling and Delphi method.	Book – 2	<b>Chapter – 17</b>	—	—
34	34	Introduction to E-Views and SPSS.	Book – 2	<b>Chapter – 15</b>		1
35	35	Gretl for data analysis in Finance with data from	Book – 1	<b>Chapter – 16</b>		
36	36	CPI Index	Book – 1	<b>Chapter – 16</b>		1
37	37	IIP Index	Book – 2	<b>Chapter – 17</b>		
38	38	NSE	Book – 2	<b>Chapter – 15</b>	1	1
39	39	BSE	Book – 2	<b>Chapter – 16</b>	1	1
40	40	Foreign Exchange Market	Book – 1	<b>Chapter – 16</b>	—	1
41	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>40</b>				8	16

# Financial Econometrics

**Course Code:** AFA 530

**Course Name:** Financial Econometrics

**Credits:** 4

**Faculty Name:** Dr Sanjeev Gupta

## Course objectives:

By the end of this course, participants will:

(1) know how to design, code, estimate and analyze time-varying parameter models used in Finance;

(2) understand the interplay between econometric techniques and modeling assumptions;

(3) have used computational methods to solve econometric exercises;

(4) know how to estimate parameters of structural models using simulation-based estimators;

(5) have gained experience in working with real data.

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

## COURSE CONTENTS

### UNIT-I

**(15 Hours)**

Introduction: Meaning and rationale of Financial Econometric, Methodology, types of data, steps involved in formulating econometric model, Functional Forms of Regression Models. Estimation



of the Two Variable and Multiple Regression Models with the Method of Ordinary Least Squares (OLS); BLUE Properties.

**UNIT-II**

**(10 Hours)**

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

**UNIT-III**

**(10 Hours)**

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

**UNIT-IV**

**(15**

**Hours)**

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

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

**UNIT-V**

**(10 Hours)**

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

**Prescribed Text Books:**

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

**Supplementary Readings:**

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

### Lesson plan-

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Introduction: Meaning and rationale of Financial Econometric,	Book – 1	Chapter – 1	1	1
2	1	Scope of financial econometric	Book – 1	Chapter – 1	--	--
3	1	Methodology	Book – 2	Chapter – 2	--	1
4	1	types of data	Book – 2	Chapter – 3	--	1
5	1	steps involved in formulating econometric model	Book – 1	Chapter – 4	--	--
6	1	Functional Forms of Regression Models-1	Book – 2	Chapter – 1	1	1
7	1	Functional Forms of Regression Models-1	Book – 2	Chapter – 5	--	1
8	1	Estimation of the Two Variable and Multiple Regression Models with the Method of Ordinary -1	Book – 1	Chapter – 6	--	--
9	1	Estimation of the Two Variable and Multiple	Book – 2	Chapter –	--	--

		Regression Models with the Method of Ordinary -2		6		
10	1	Least Squares (OLS);	Book – 2	Chapter – 4	--	1
11	1	BLUE Properties.	Book – 2	Chapter – 5	--	1
12	1	Nature	Book – 2	Chapter – 6	--	--
13	1	Consequences	Book – 2	Chapter – 9	--	--
14	1	Detection & Remedial Measures for the problems of: Multicollinearity,	Book – 1	Chapter – 7	--	--
15	1	Multicollinearity	Book – 1	Chapter – 7	1	--
16	1	Heteroscedasticity	Book – 1	Chapter – 2	--	1
17	1	Autocorrelation.	Book – 1	Chapter – 5	1	--
18	1	Specification Errors,	Book – 1	Chapter – 5	--	--
19	1	Tests of Specification and Misspecification,	Book – 1 Book - 2	Chapter – 4 Chapter – 6	--	1
20	1	Models and Criteria for	Book – 1 Book - 2	Chapter – 4 Chapter – 6	1	--
21	1	Model Selection.	Book – 1	Chapter – 5		
22	1	Dummy Variables:	Book – 1 Book - 2	Chapter – 7 Chapter – 9	--	--
23	1	Introduction and Uses.	Book – 1 Book - 2	Chapter – 8	--	--

				<b>Chapter – 9</b>		
24	1	Distributed Lag	Book – 1 Book – 2	<b>Chapter – 9</b> <b>Chapter – 7</b>	--	--
25	1	Autoregressive Models:	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	--	--
26	1	Introduction and Nature of Distributed Lag (DL) ..	Book – 1 Book – 2	<b>Chapter – 5</b> <b>Chapter – 9</b>	1	--
27	1	Auto Regressive (AR) Model.	Book – 1	<b>Chapter – 5</b>	1	--
28	1	Time Series Analysis:	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 8</b>	--	--
29	1	Testing Causality in Economics	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 8</b>	--	--
30	1	Granger Causality Test.	Book – 1	<b>Chapter – 13</b>	--	1
31	1	Stationary, Test of Stationary.	Book – 1 Book – 2	<b>Chapter – 13</b> <b>Chapter – 14</b>	--	--
32	1	Spurious Regression,	Book – 1	<b>Chapter – 13</b>	--	--
33	1	Unit Roots.	Book-2	<b>Chapter – 13</b>	--	--
34	1	Dickey-Fuller Test	Book – 1	<b>Chapter – 13</b>	--	1
35	1	Forecasting with DF test	Book – 1	<b>Chapter – 13</b>	--	--
36	1	Modeling volatility:	Book – 1	<b>Chapter – 14</b>	1	--

37	1	Models for volatility,	Book – 2	<b>Chapter – 15</b>	--	1
38	1	ARCH	Book – 1	<b>Chapter – 16</b>	--	1
39	1	GARCH..	Book – 2	<b>Chapter – 16</b>	--	1
40	1	Econometrics packages for modeling financial data	Book – 2	<b>Chapter – 17</b>	--	1
41	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>40</b>				8	15



# Central University of Himachal Pradesh

(Established under Central Universities Act 2009)

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**Course Code:** MSO 602

**Course Name:** Analytics of Research

**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:** on completion of the course, the students will be able to:

- Describe meaning, scope and need of research.
- Understand the key concepts of research.
- Explain appropriate sampling design for their respective study.
- Frame hypotheses for their respective study.
- Use various statistics to test the hypotheses for analysis of data.

### **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% i.e. 25 marks out of 100
  - Seminar: 10 marks
  - Assignments: 15 marks

### **Course Contents**

#### **UNIT I: DESCRIPTIVE STATISTICS**

Introduction: Nature of Statistics, Uses of Statistics, Statistics in relation to other disciplines, Types of Data: Concepts of population and sample, quantitative and qualitative data, cross sectional and time-series

data, discrete and continuous data, different types of scales. Collection of Data: Primary data – designing a questionnaire and a schedule, checking its consistency. Secondary data – its major sources. Complete enumeration. Controlled experiments, Observational studies and Sample Surveys. Scrutiny of data for internal consistency and detection of errors in recording.

Measure of Central Tendency. Presentation of data: Construction of Tables with one or more factors of classification, diagrammatic representations, frequency distributions and cumulative frequency distributions.

Univariate data – dispersion, relative dispersion, skewness and kurtosis, Moments,

Bivariate data – scatter diagram, correlation coefficient and its properties, Concept of Regression, Principles of least squares, Rank correlation – Spearman's and Kendall's measures.

## **UNIT II PROBABILITY THEORY**

Random Experiment: Trial, Sample point, Sample space, Different types of events. Definition of probability: Classical and relative-frequency approach to probability, Probability of occurrence of exactly  $m$  and at least  $m$  events out of  $n$  events. Conditional probability and Independence of events, Bayes' Theorem and its applications. Examples based on classical approach and repeated trials. Normal, binomial and Poisson; distribution and its properties.

## **UNIT III LINEAR ALGEBRA**

Matrix Algebra: Linear transformation and Matrices, Matrix operations, Elementary matrices and their uses, Rank of a matrix and related results, Inverse of a matrix, Determinants, the Characteristic roots and vectors, Systems of Linear Equations: Homogeneous and Non homogeneous systems – conditions for solvability.

## **UNIT IV: STATISTICAL INFERENCE**

Idea of Inference - Point & Interval Estimations and Testing of Hypothesis Introduction: Concepts of Finite Population and Sample, Need for Sampling, Complete Enumeration and Sample Surveys, Sampling Methods: Probability and Non Probability Sampling, Elements of Hypothesis Testing : Null and Alternative hypotheses, Simple and Composite hypotheses, Critical Region, Type I and Type II Errors, Level of Significance and Size, p-value.

## **UNIT V: SAMPLING DISTRIBUTIONS**

Introduction: Concepts of Random Sampling, Statistics and Sampling Distributions of Statistics. Illustrations using different distributions, reproductive properties of the distributions. Some Standard Sampling Distributions:  $\chi^2$  distribution, distributions of the mean and variance of a random sample from a normal population,  $t$ ,  $z$  and  $F$  distributions, distributions of means. SPSS and its applications in business and industry.

### **References:**

1. Goon A.M., Gupta M.K. & Dasgupta B. (1994): An Outline of Statistical Theory (Vol-1), World Press
2. Johnson, N.I. & Kotz S. (1970): Distributions in Statistics, John Wiley
3. Ross S.M. (1972): Introduction to Probability Models, Academic Press Wallis F.E. & Roberts H.V. (1957): Statistics- a new approach, Methuen

4. Tukey J.W. (1977): Exploratory Data Analysis, Addison-Wesley Publishing Co
5. Goon A. M. ,Gupta M. K., Dasgupta B.(2001): Fundamentals of Statistics (V-2),World Press
6. Murthy M.N. (1977): Sampling Theory and Methods, Statistical Pub. Soc., Calcutta
7. Rohatgi V.K. (1984): An Intro. to Probability Theory & Math. Statistics, John Wiley
8. Mood A.M., Graybill F. &Boes D.C. (1974): An Introduction to the Theory of Statistics (3rd ed),McGraw Hill
9. Rao A.R. &Bhimasankaran P. (1996): Linear Algebra
10. Searle S.R. (1982): Matrix Algebra – useful for Statistics, John Wiley

### Lesson plan-

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Introduction: Nature of Statistics, Uses of Statistics, Statistics in relation to other disciplines.	Book – 1	Chapter – 1	1	1
2	2	Types of Data: Concepts of population and sample, quantitative and qualitative data, cross sectional and time-series data, discrete and continuous data, different types of scales.	Book – 2	Chapter – 1	--	1
3	2	Collection of Scrutiny of Data: Primary data – designing a questionnaire and a schedule, checking its consistency. Secondary data – its major sources.	Book – 2	Chapter – 1	1	1
4	2	Complete enumeration. Controlled experiments, Observational studies and Sample Surveys. Scrutiny of data for internal consistency and detection of errors in recording	Book – 2	Chapter – 1	--	1
5	1	Measure of Central Tendency. Presentation of data	Book – 2	Chapter – 1	1	1
6	2	Construction of Tables with one or more factors of classification,	Book – 1	Chapter – 2	1	--



		diagrammatic representations, frequency distributions and cumulative frequency distributions.				
7	1	Univariate data – dispersion, relative dispersion, skewness and kurtosis, Moments	Book – 1	<b>Chapter – 2</b>	--	1
8	1	Bivariate data – scatter diagram, correlation coefficient and its properties	Book – 1	<b>Chapter –5</b>	1	--
9	2	Concept of Regression, Principles of least squares, Rank correlation – Spearman’s and Kendall’s measures.	Book – 1	<b>Chapter –5</b>	--	--
10	2	Random Experiment: Trial, Sample point, Sample space, Different types of events.	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 4</b>	--	1
11	2	Definition of probability: Classical and relative-frequency approach to probability, Probability of occurrence of exactly m and at least m events out of n events.	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	--
12	1	Conditional probability and Independence of events, Bayes’ Theorem and its applications..	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	--	--
13	2	Examples based on classical approach and repeated trials. Normal, binomial and Poisson; distribution and its properties	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--
14	2	Matrix Algebra: Linear transformation and	Book – 1	<b>Chapter – 6</b>	--	--

		Matrices, Matrix operations.	Book - 2	Chapter – 7		
15	1	Elementary matrices and their uses, Rank of a matrix and related results	Book – 1 Book – 2	Chapter – 5 Chapter – 7	1	--
16	2	Inverse of a matrix, Determinants, the Characteristic roots and vectors, Systems of Linear Equations:	Book – 1 Book - 2	Chapter – 6 Chapter – 7	--	--
17	2	Homogeneous and Non homogeneous systems– conditions for solvability	Book – 1 Book – 2	Chapter – 5 Chapter – 9	1	1
18	1	Idea of Inference - Point & Interval Estimations and Testing of Hypothesis	Book – 1	Chapter – 5	1	1
19	1	Introduction: Concepts of Finite Population and Sample, Need for Sampling, Complete Enumeration and Sample Surveys	Book – 1 Book - 2	Chapter – 7 Chapter – 8	--	--
20	1	Sampling Methods: Probability and Non Probability Sampling,	Book – 1	Chapter – 13	--	1
21	2	Elements of Hypothesis Testing : Null and Alternative hypotheses, Simple and Composite hypotheses	Book – 1 Book – 2	Chapter – 13 Chapter – 14	--	--
22	1	Critical Region, Type I and Type II Errors, Level of Significance and Size, p-value.	Book – 1	Chapter – 13	--	--
23	1	Introduction: Concepts of Random Sampling, Statistics and Sampling	Book-2	Chapter – 13	--	--
24	1	Distributions of Statistics. Illustrations using different distributions	Book – 1	Chapter – 13	--	1
25	1	Reproductive properties of the distributions. Some Standard Sampling Distributions:	Book – 1	Chapter – 14	--	--
26	2	$\chi^2$ distribution, distributions of the mean and variance of a random	Book – 2	Chapter – 15	--	--

		sample from a normal population, t, z and F distributions, distributions of means.				
27	2	SPSS and its applications in business and industry.	Practical work	<b>Notes</b>	--	--
48	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	1
<b>Total</b>	<b>40</b>				9	15

## CENTRAL UNIVERSITY OF HIMACHAL PRADESH

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### Quantitative Analysis for Management

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**Programme of Study**

MBA

**Course Code:**

MGT 107

**Course Name:**

Quantitative Analysis for Management

**Designed by Faculty**

Prof. Sanjeev Gupta/Dr Aditi Sharma

**Year of Introduction/Revision of Course Contents** 2020

**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 make the students connect how various quantitative techniques are applied in the real management world.

**Course Outcome:**

- The students would be able understand, solve and make sound decisions when they join the corporate world.

**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:**

10. Mid Term Examination: 50%
11. End Term Examination: 100%
12. Continuous Internal Assessment : 50%
  - VII. Class Participation- 10%
  - VIII. Presentations - 20%
  - IX. Assignment/Case study/problem solving-20%

**Course Contents:**

- Attendance and Class Participation: 20%
- Presentation: 15%
- Case Discussion:15%

**Course Contents**

**UNIT I Introduction**

**8 Hours**

- Quantitative Analysis Approach
- Defining the problem
- Developing a model
- Acquiring Input Data
- Developing a solution
- Testing the Solution
- Analyzing and Implementing the Results

**UNIT II Descriptive Statistics**

**8 Hours**

- Measures of Central Tendency, Arithmetic Mean
- Median
- Mode
- Quartiles, Percentiles

- Measures of Dispersion, Range, Mean Deviation , Standard Deviation
- UNIT III Correlation and Regression** **8Hours**
- Measurement of Correlation
  - Karl Pearson’s Coefficient of Correlation, Computation, Properties
  - Rank Coefficient of Correlation
  - Method of Concurrent Deviations
  - Regression Model Building
  - Simple Linear Regression
  - Least Square Estimation
  - Determination of Regression lines and estimation of Regression Coefficients
  - Interpretation of Output
- UNIT IV Time Series Analysis** **8 Hours**
- Introduction to time series
  - Components of time series
  - Mathematical Models for time series
  - Measurement of trend
- UNIT V: Matrix and Application in Business** **8 hours**
- Matrix and its General forms
  - Matrix Representation of Multivariate Data
  - Types of matrices
  - Operations on matrices
  - Inverse of matrix
  - Rank of matrix
  - Applications of matrices

**Prescribed Text Books:**

1. Render, B., Stair R.M et. al. (2017). Quantitative Analysis for Management. Pearson, New Delhi
2. Gupta S. C. (2012). Fundamentals of Statistics. Himalaya Publishing House, New Delhi.
3. Richard I. Levin (2012). Statistics for Managers, Pearson, New Delhi.
4. Mariappan, P. (2015). Business Mathematics, Pearson, New Delhi.

**Supplementary Reading**

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

**LECTURE PLAN**

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Quantitative Analysis Approach	Text Book-1	1
Lecture – 2	Defining the problem	Text Book-1	1
Lecture – 3	Developing a model	Text Book-1	1
	Acquiring Input Data	Text Book-1	1
Lecture – 4	Developing a solution	Text Book-1	1
Lecture – 5	Testing the Solution	Text Book-1	1
Lecture – 6	Analyzing and Implementing the Results	Text Book-1	1
Lecture –7&8	Measures of Central Tendency, Arithmetic Mean	Text Book-2	5
Lecture –9 &10	Median	Text Book-2	5
Lecture –11&12	Mode	Text Book-2	5
Lecture – 13	Quartiles, Percentiles	Text Book-2	6
Lecture – 14,15&16	Measures of Dispersion, Range, Mean Deviation , Standard Deviation	Text Book-2	6
Lecture –17	Measurement of Correlation	Text Book-1 Text Book-2	4 8
Lecture – 18&19	Karl Pearson's Coefficient of Correlation, Computation, Properties	Text Book-1 Text Book-2	4 8
Lecture –19&20	Rank Coefficient of Correlation	Text Book-1 Text Book-2	4 8
Lecture – 21	Method of Concurrent Deviations	Text Book-1 Text Book-2	4 8
Lecture – 22	Regression Model building	Text Book-1 Text Book-2	4 9
Lecture – 23	Simple Linear Regression	Text Book-1 Text Book-2	4 9

Lecture – 24	Least Square Estimation	Text Book-1 Text Book-2	4 9
Lecture – 25,26&27	Determination of Regression lines and estimation of Regression Coefficients; Interpretation of Output	Text Book-1 Text Book-2	4 9
Lecture – 28	Introduction to time series	Text Book-1 Text Book-2	5 11
Lecture –29	Components of time series	Text Book-1 Text Book-2	5 11
Lecture –30&31	Mathematical Models for time series	Text Book-1 Text Book-2	5 11
Lecture –32	Measurement of trend	Text Book-1 Text Book-2	5 11
Lecture – 33	Matrix and its General forms	Text Book-3	15
Lecture – 34	Matrix Representation of Multivariate Data	Text Book-3	15
Lecture –35	Types of matrices	Text Book-3	15
Lecture – 36&37	Operations on matrices	Text Book-3	15
Lecture –38	Inverse of matrix	Text Book-3	15
Lecture-39	Rank of matrix	Text Book-3	15
Lecture 40	Applications of matrices	Text Book-3	16

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# **Financial Econometrics**

**Course Code:** MGT 311

**Course Name:** **Financial Econometrics**

**Faculty Name:** Dr Sanjeev Gupta

**Credits:** 4

### **Course objectives:**

By the end of this course, participants will:

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



(5) have gained experience in working with real data.

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

## **COURSE CONTENTS**

### **UNIT-I** **(15 Hours)**

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

### **UNIT-II** **(10 Hours)**

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

### **UNIT-III** **(10 Hours)**

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

### **UNIT-IV** **(15 Hours)**

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

### **UNIT-V** **(10 Hours)**

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

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

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

#### **Supplementary Readings:**

1. Goldberger, A. S. (1998). *Introductory Econometrics*. Cambridge: Harvard University Press.

2. Hill, R. Carter, William E. Griffiths and Guay C. Lim (2011) *Principles of Econometrics 4<sup>th</sup> Edition*. Wiley.
3. Hsiao, Cheng (2002). *Analysis of Panel Data*. Cambridge University Press.
4. Mukherjee, Chandan, Howard White and Marc Wuyts (1998) *Econometrics and Data Analysis for Developing Countries*. New York: Routledge.
5. <https://www.youtube.com/watch?v=XTkpdkWVfOU>

### Lesson plan

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	2	Introduction: Meaning and rationale of Financial Econometric.	Book – 1	Chapter – 1	1	1
2	3	Methodology, types of data, steps involved in formulating econometric model	Book – 2	Chapter – 1	1	1
3	3	Functional Forms of Regression Models.	Book – 2	Chapter – 1	1	1
4	2	Estimation of the Two Variable and Multiple Regression Models with the Method of Ordinary Least Squares (OLS); BLUE Properties	Book – 2	Chapter – 1	--	1
5	4	Nature, Consequences, Detection & Remedial Measures for the problems of: Multicollinearity, Heteroscedasticity and	Book – 2	Chapter – 1	--	1

		Autocorrelation.				
6	1	Specification Errors	Book – 1	<b>Chapter – 2</b>	--	1
7	3	Tests of Specification and Misspecification	Book – 1	<b>Chapter – 2</b>	--	1
8	2	Models and Criteria for Model Selection.	Book – 1	<b>Chapter – 5</b>	1	1
9	2	Dummy Variables: Introduction and Uses.				
10	3	Distributed Lag and Autoregressive Models:	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 4</b>	--	1
11	3	Introduction and Nature of Distributed Lag (DL)	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	1
12	2	Auto Regressive (AR) Model.				1
13	3	Modeling volatility: Models for volatility,	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	1
14	2	ARCH	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>		1
15	2	GARCH..	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	1
16	3	Econometrics packages for modeling financial data	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>	1	1
41	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--

Total	40				8	15
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## Central University of Himachal Pradesh

**Course Name:** Managerial Economics

**Course Code:** MSO- 413

**Faculty Name:** Dr. Sanjeev Gupta

**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 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.

### **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

Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines, Role of Managerial Economics in Decision Making, Decision Making under Risk and Uncertainty, Objective of Business Firms and Fundamental Concepts.

### UNIT - II Demand Analysis

Demand Analysis; Law of Demand, Exceptions to the law of Demand, Determinants of Demand. Elasticity of Demand- Price, Income, Cross and Advertising Elasticity; Uses of Elasticity of Demand for managerial decision making, measurement of Elasticity of Demand. Demand forecasting meaning, significance and methods.

### UNIT - III Theory of Production and Cost

Managerial uses of Production Function, Short Run and Long Run Production Analysis, Isoquants, Optimal Combination of Inputs, Cost concepts, Traditional and Modern Theory of Cost in Short and Long Runs, Economies of Scale and Economies of Scope, Empirical Estimation of Cost Function and Break-Even Analysis.

### UNIT - IV Market Structure

Market structure and Pricing decisions under under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly, Pricing Policies and Methods, Strategic Behaviour of Firms and Game Theory:- Nash Equilibrium, Prisoner's Dilemma – Price and Non-price Competition and pricing strategies and practices

### UNIT - V Macroeconomic aspect of Managerial Economics

National Income; Concepts and various methods of its measurement, Inflation, types and causes, Business Cycle, Monetary and Fiscal Policy.

#### Prescribed Text Books:

4. Dwivedi D.N. - Managerial Economics (Vikas Publication, 7th Edition)
5. Ivan Png, (2013), Managerial Economics, Routledge, Taylor and Francis Group Publication, Fourth Edition)
6. Christopher R. Thomas & S. Charles Maurice (2006), Managerial Economics, Tata McGraw Hill, New Delhi.
7. Truett & Truett (2004). Managerial Economics. John Wiley & Sons Inc.
8. Chaturvedi, D.D. & Gupta S.L. (2003). Managerial Economics: Text & Cases. Brijwasi Book Distributors and Publishers.
9. Khan, Jain, (2010). Management Accounting: Text, Problems and Cases. Tata Mc Graw Hill Education Pvt. Limited, India.
10. Mathur Satish B. (2011). Accounting For Management. Tata Mc Graw Hill Education Pvt. Limited, India.

#### Suggested Extra Readings:

1. Salvatore, D. (2004). Managerial Economics in a Global Economy. Irwin, Mc Graw-Hill.
2. Dholakia, R.H. & Oza, A.N. (2003). Micro Economics for Management Students. OUP, New Delhi.
3. Keating Berry and Wilson, J H. (2003). An Economic Foundation for Business Deciiion. Biztantra Publication, New Delhi.
4. Gupta, G.S. (2004). Managerial Economics; Micro Economic. McGraw Hill.

## Lesson plan-

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Nature, Scope and Significance of Managerial Economics	Book – 1	Chapter – 1	--	1
2	1	Relationship with other Disciplines	Book – 1	Chapter – 2	--	1
3	1	Role of Managerial Economics in Decision Making	Book – 2	Chapter – 2	1	1
4	1	Decision Making under Risk and Uncertainty	Book – 2	Chapter – 2	--	--
5	1	Objective of Business Firms and Fundamental Concepts.	c	Chapter – 3	--	1
6	1	Demand Analysis; Law of Demand. Exceptions to the law of Demand	Book – 2	Chapter – 1	--	1
7	1	Determinants of Demand. Elasticity of Demand- Price, Income, Cross and Advertising Elasticity	Book – 2	Chapter – 4	--	--
8	1	Uses of Elasticity of Demand for managerial decision making	Book – 1	Chapter – 5	--	--
9	1	measurement of Elasticity of Demand.	Book – 1	Chapter – 5	--	1
10	1	Demand forecasting meaning, significance and methods.	Book – 2	Chapter – 4	1	--
11	1	Managerial uses of Production Function, Short Run and Long Run Production Analysis	Book – 2	Chapter – 6	--	1
12	1	Isoquants, Optimal Combination of Inputs, Cost concepts	Book – 1 Book - 2	Chapter – 4 Chapter	--	1

				- 5		
13	1	Traditional and Modern Theory of Cost in Short and Long Runs	Book – 1 Book - 2	Chapter – 6 Chapter – 7	1	--
14	1	Economies of Scale and Economies of Scope, Empirical Estimation of Cost Function and Break-Even Analysis.	Book – 1 Book - 2	Chapter – 5 Chapter – 7	--	1
15	1	Market structure and Pricing decisions under Perfect Competition	Book – 1 Book - 2	Chapter – 5 Chapter – 7	--	--
16	1	Monopoly, Monopolistic Competition and Oligopoly, Pricing Policies and Methods, Strategic Behaviour of Firms and Game Theory	Book – 1 Book - 2	Chapter – 6 Chapter – 7	--	--
17	1	Nash Equilibrium, Prisoner's Dilemma – Price and Non-price Competition and pricing strategies and practices	Book – 1 Book – 2	Chapter – 5 Chapter – 7	--	--
18	1	National Income; Concepts and various methods of its measurement	Book – 1 Book - 2	Chapter – 6 Chapter – 7	--	--
19	1	Inflation, types and causes, Business Cycle,	Book – 1 Book – 2	Chapter – 5 Chapter – 9	1	--
20	1	Monetary and Fiscal Policy.	Book – 1	Chapter – 5	1	--
21	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>20</b>				5	9



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DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)  
[www.cuhimachal.ac.in](http://www.cuhimachal.ac.in)

**Course Code:** MSO 601  
**Course Name:** Business Research Methods  
**Faculty Name:** Dr Sanjeev Gupta

**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:**

1. Mid Term Examination: 25%
  2. End Semester Examination: 50%
  3. 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 CR, Research Methodology Method and techniques, New Age International Publishers, New Delhi.
3. Krishnaswamy K N; Sivakumar Appalyer & Mathirajan M, Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson, New Delhi.

**Suggested Additional Readings:**

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

**Lesson Plan**

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Research : Definition and Types Motivation in Research	Book – 1	Chapter – 1	--	1
2	1	Research Process, Research Methods Vs. Research Methodology	Book – 2	Chapter – 1	--	1
3		Criteria for good research, Problems for researcher in India	Book – 2	Chapter – 1	--	

4	1	Formulation of Research Problem	Book – 2	<b>Chapter – 1</b>	1	1
5	2	Research Design, Parts of Research Design Different Research Design	Book – 2	<b>Chapter – 1</b>	--	--
6	1	Sampling Design and its Steps Criteria of selecting a Sampling Procedure	Book – 2	<b>Chapter – 1</b>	--	1
7	1	Characteristics of a good Sample Design	Book – 2	<b>Chapter – 1</b>	--	1
8	1	Types of Sample Designs Sampling Process	Book – 2	<b>Chapter – 1</b>	--	1
9	1	Random Sampling Methods Sampling and non-Sampling errors	Book – 1	<b>Chapter – 2</b>	--	--
10	1	Primary Data Collection Methods	Book – 1	<b>Chapter – 2</b>	--	1
11	1	Difference between Questionnaire and Schedules Sources of Secondary Data Secondary Data collection Methods	Book – 1	<b>Chapter – 5</b>	1	--
12	1	Selection of appropriate method of data collection	Book – 1	<b>Chapter – 5</b>	1	--
13	1	Measurement in Research Errors in measurement Validity and Reliability in Measurement Scaling	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 4</b>	--	1
14	1	important scaling techniques Fundamental Statistical Tools of analysis	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	--

15	1	Basics of Chi-square test	Book – 1 Book - 2	Chapter – 4 Chapter – 6	--	--
16	1	Introduction to Parametric Tests	Book – 1 Book - 2	Chapter – 5 Chapter – 7	1	1
17	1	Data Processing-Coding	Book – 1 Book - 2	Chapter – 6 Chapter – 7	1	--
18	1	entering and entering the data in software	Book – 1 Book –2	Chapter – 5 Chapter – 7	--	--
19	1	Significance of Report Writing	Book – 1 Book - 2	Chapter – 6 Chapter – 7	1	1
20	1	Type of Research Report Layout of Research Report	Book – 1 Book –2	Chapter – 5 Chapter – 9	1	--
21	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>20</b>				8	9

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**Course Code:** MSO 413

**Course Name:** Business Research Methods

**Faculty Name:** Dr Sanjeev Gupta

**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:**

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**Evaluation Criteria:**

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

**Course Contents**

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

- Research : Definition and Types and Approaches
- Research Process
- Formulation of Research Problem
- Nature of Research Design, Formulation of Research Design
- Classification of Research Design

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

- Sources of Secondary Data
- Secondary Data collection Methods
- Quantitative Methods of Data Collection
- Questionnaire Designing
- Attitude Measurement

**UNIT – III: Measurement Design, Respondents Selection (4 Hours)**

- Types of Scaling
- Validity and Reliability in Measurement
- Sampling Design
- Testing of Hypothesis
- Data Preparation

**UNIT – IV: Primary Data Analysis and Interpretation-I (4 Hours)**

- Univariate Analysis of Data
- Bivariate Analysis of Data
- Analysis of Variance Techniques

**UNIT – V: Primary Data Analysis and Interpretation-II (4 Hours)**

- Use of SPSS in ANOVA and MANOVA
- Non Parametric Tests ( with SPSS)
- Writing a Business Research Report

**Prescribed Text Books:**

1. Kothari CR(2006), Research Methodology Method and techniques, New Age International Publishers, New Delhi.
2. Krishnaswamy K N; Sivakumar Appalyer & Mathirajan M (2006), Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson, New Delhi.

**Suggested Additional Readings:**

1. Cooper, Donald R & Schindler, Pamela S (2010), Business Research Methods, 9<sup>th</sup> Edition, McGraw-Hill Companies, New Delhi

2. Chawla D. & Sondhi N, (2011), Research Methodology Concepts and Cases, Vikas Publishing House Pvt Ltd, New Delhi.
3. Bajpai N., (2013), Business Research Methods, Fourth Impression, Dorling Kindersley(India) Pvt. Ltd of Pearsons Education, New Delhi.
4. Ramamurthy G.C., (2012), Research Methodology, Dreamtech Press, New Delhi.
5. Sachdeva JK (2009), Business Research Methodology, Himalyan Publishing House Pvt Ltd, New Delhi.

## Lesson Plan

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Research : Definition and Types and Approaches	Book – 1	Chapter – 1	1	1
2	1	Research Process Formulation of Research Problem	Book – 2	Chapter – 2	--	1
3	1	Nature of Research Design, Formulation of Research Design	Book – 2	Chapter – 1	1	1
4	1	Classification of Research Design	Book – 1	Chapter – 2	--	1
5	1	Sources of Secondary Data	Book – 2	Chapter – 1	--	1
6	1	Secondary Data collection Methods	Book – 2	Chapter – 3	1	--
7	1	Quantitative Methods of Data	Book – 1	Chapter – 4	1	1



		Collection				
8	1	Questionnaire Designing	Book – 1	<b>Chapter –5</b>	1	--
9	1	Attitude Measurement	Book – 1	<b>Chapter –7</b>	--	
10	1	Types of Scaling	Book – 1 Book – 2	<b>Chapter – 5 Chapter – 6</b>	--	1
11	1	Validity and Reliability in Measurement	Book – 1 Book - 2	<b>Chapter – 4 Chapter – 6</b>	1	--
12	1	Sampling Design	Book – 1 Book - 2	<b>Chapter – 4 Chapter – 6</b>	--	--
13	1	Testing of Hypothesis	Book – 1 Book - 2	<b>Chapter – 5 Chapter – 8</b>	--	1
14	1	Data Preparation	Book – 1 Book - 2	<b>Chapter – 4 Chapter – 7</b>	--	--
15	1	Univariate Analysis of Data	Book – 1 Book –2	<b>Chapter – 5 Chapter – 7</b>	--	--
16	1	Bivariate Analysis of Data	Book – 1 Book - 2	<b>Chapter – 6 Chapter – 7</b>	--	--
17	1	Analysis of Variance Techniques	Book – 1 Book –2	<b>Chapter – 5 Chapter – 9</b>	1	1
18	1	Use of SPSS in ANOVA and MANOVA	Book – 1	<b>Chapter – 5</b>	1	--
19	1	Non Parametric Tests ( with SPSS)	Book – 1	<b>Chapter –</b>	--	--

		Writing a Business Research Report	Book - 2	7 Chapter – 8		
20	1	Writing a Business Research Report	Book – 1	Chapter – 9	1	1
21	<b>Lab Session</b>	Use of Software’s to solve various problems	--	--	--	--
<b>Total</b>	<b>20</b>				9	10

## CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[Established under the Central Universities Act 2009]

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

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

**Course Code:** MSO 601

**Course Name:** Research Methodology for Business

**Faculty Name:** Dr. Sanjeev Gupta

**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:**

- Familiarize students the basic concepts of Applications of Research in Business.
- Understand different strategies and models for Primary and Secondary data based research.
- Understand the applicability of different models in Various function areas of Management
- Train the students with various statistical software’s like SPSS, STATISTICA and MS-EXCEL.

**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:**

16. Mid Term Examination: 25%

17. End Term Examination: 50%
18. Counseling, Activities and Tutorials (CAT): 25%
  - vii. Class Participation: 5%
  - viii. Assignment: 5%
  - ix. Analysis of various research papers: 5%
  - x. Presentation : 5%
  - xi. Library Work: 5%

**Course Contents:**

**UNIT – I: Research: Nature & Concept**

- Nature of Scientific Methods and its Application to Management
- Applications of research in Finance, HRM, Marketing, Operations Management and Entrepreneurship etc.

**UNIT – II: Research Process and Sampling**

- Steps in the Process of Research - Problem Selection, Formulation and Planning
- Problem formulation: Identification Probable Issue for Research, Selection Specific Research Issue, Formulation of Objectives, Clarifying the Objectives.
- Probability Sampling: Simple Random Sampling, Proportionate and Disproportionate Stratified Random Sampling, Cluster Sampling.
- Non-Probability Sampling: Accidental Sampling, Quota Sampling, Purposive Sampling, Snowball Sampling.

**UNIT – III: Hypotheses, Methods and Tools of Data Collection**

- Hypotheses: Nature, Characteristics, Sources & Types
- Statistical Inference: Point and interval estimates, Parametric and Non Parametric Tests
- Tools of Data Collection: Primary & Secondary, Observation, Interview Schedule, Questionnaire, Types and Formats.
- Secondary data sources

**UNIT – IV: Research Designs**

- Research Design: Concept and Types
- How to write effective research paper
- Factors to keep in mind while writing research methodology part in a research paper

**UNIT – V: Statistical Analysis**

- Graphic and Diagrammatic Presentation, Descriptive Statistics and Inferential Statistics
- Regression: Simple, Multiple, Logistics and Ordinal and violation of assumptions, their diagnostic testing and remedial measures.
- Factor Analysis, conjoint Analysis, Discriminant analysis and Confirmatory Factor Analysis.

**Prescribed Text Books:**

1. David J. Luck and Ronald S. Ruben- Marketing Research 1987, 7th ed. Prentice Hall of India.
2. Kumar, Ranjeet 2- Research Methodology: a step-by-step guide for beginners 2011, New Delhi, Sage Publications India Pvt Ltd.

3. [Naresh K. Malhotra](#), Marketing Research: An Applied Orientation (6th Edition). [Pearson Education](#).

**Suggested Extra Readings:**

1. Bhandarkar, P.L., & Wilkinson, T. S. Methodology and Techniques of Social Research, 2009.  
Bombay: Himalaya.
2. Laldas, D. K. Practice of Social Research, 2004. Jaipur: Rawat.
3. Donald R. Cooper, Pamela S. Schindler, Business Research Methods, 8/e, 2006. Tata McGraw-Hill Co.Ltd.,
4. Montgomery, Douglas C., 5/e, Design and Analysis of Experiments, 2007. Wiley India.
5. Saunders- Research Methods for Business Students. Pearson Education, 3rd edition.
6. Holstein, J. A., & Gubrium, J. F. Inside interviewing: New lenses, new concerns. Thousand Oaks, 2003. CA: Sage Publications.

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	2	Nature of Scientific Methods and its Application to Management	Book – 1	Chapter – 1	--	1
2	1	Applications of research in Finance, HRM, Marketing, Operations Management and Entrepreneurship etc.	Book – 2	Chapter – 2	--	1
3	2	Steps in the Process of Research - Problem Selection, Formulation and Planning	Book – 2	Chapter – 3	1	1
	1	Problem formulation: Identification Probable Issue for Research				
4	2	Selection Specific Research Issue, Formulation of Objectives, Clarifying the Objectives.	Book – 2	Chapter – 6	--	1

5	1	Probability Sampling: Simple Random Sampling,	Book – 2	<b>Chapter – 4</b>	--	1
6	1	Proportionate and Disproportionate Stratified Random Sampling, Cluster Sampling.	Book – 1	<b>Chapter – 2</b>	--	--
7	1	Non-Probability Sampling: Accidental Sampling, Quota Sampling, Purposive Sampling, Snowball Sampling.	Book – 1	<b>Chapter – 2</b>	--	1
8	2	Hypotheses: Nature, Characteristics, Sources & Types	Book – 1	<b>Chapter – 5</b>	1	--
9	1	Statistical Inference: Point and interval estimates,				
10	2	Parametric and Non Parametric Tests	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 4</b>	--	1
11	2	Tools of Data Collection: Primary & Secondary	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	--
12	1	Observation, Interview Schedule, Questionnaire,				
13	1	Types and Formats. Secondary data sources	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 6</b>	--	--
15	2	How to write effective research paper	Book – 1	<b>Chapter – 4</b>	--	--

			Book –2	<b>Chapter – 7</b>		
16	2	Factors to keep in mind while writing research methodology part in a research paper	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>		
17	2	Graphic and Diagrammatic Presentation	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 9</b>	1	--
18	2	Descriptive Statistics and Inferential Statistics	Book – 1	<b>Chapter – 5</b>	1	--
19	1	Regression: Simple,	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 8</b>		
20	2	Multiple, Logistics	Book – 1	<b>Chapter – 10</b>	--	1
21	2	Ordinal and violation of assumptions,	Book – 1 Book – 2	<b>Chapter – 11</b> <b>Chapter – 11</b>	1	--
22	2	diagnostic testing and remedial measures.	Book – 1	<b>Chapter – 14</b>	--	--
23	2	Factor Analysis, conjoint Analysis,	Book-2	<b>Chapter – 16</b>		
24	1	Discriminant analysis	Book – 1	<b>Chapter – 16</b>	--	
25	2	Confirmatory Factor Analysis.	Book – 1	<b>Chapter – 15</b>	1	--
25	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>40</b>				9	15



# CENTRAL UNIVERSITY OF HIMACHAL PRADESH

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

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

**Course Code:** POM 401

**Course Name:** Operations Management

**Faculty Name:** Dr Sanjeev Gupta

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

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

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

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

**Course Contents:**

**UNIT – I: Introduction to Operations Management (3 Hours)**

- Nature and Scope of Production and Operations Management
- Role of Operations Management
- Operations in Global Environment

**UNIT – II: Designing Operations (5 Hours)**

- Product Design and Analysis
- Make or Buy Decision
- Managing Quality

**UNIT – III: Location and Layout**

**(4 Hours)**

- Layout Strategies
- Location Strategies

**UNIT – IV: Forecasting and Requirement Planning**

**(4 Hours)**

- Material Requirement Planning
- JIT
- New Research in understanding Demand
- Demand Forecasting

**UNIT – V: Managing Inventory and Work**

**(4 Hours)**

- Work Study and Measurement
- Inventory Management
- Productivity and Efficiency
- Application of Operations Management in Industry
- Case studies
- Use of Software's to solve various problems

**Prescribed Text Books:**

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

**Suggested Readings**

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



Note: Approximately 30 percent of question paper in Mid and End Term will be based on Case Studies as well as Caselets

## Lecture Plan

S. No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Study	Presentation
1.	1	Nature and Scope of Production and Operations Management	Book – 1 Book – 2	Chapter – 1 Chapter – 1	--	1
2.	1	Role of Operations Management	Book – 1	Chapter – 1	--	1
3.	1	Operations in Global Environment	Book – 1	Chapter – 2	--	1
4.	1	Product Design and Analysis	Book – 1	Chapter – 4	--	1
5.	1	House of Quality, Issues in Product Design	Book – 1	Chapter – 4	--	1
6.	2	Quality, Cost of Quality, International Quality Standards	Book – 2 Book – 1	Chapter – 10,11 Chapter – 5	--	1
7.	1	Total Quality Management, Six Sigma	Book – 2 Book – 1	Chapter – 10,11 Chapter – 5	--	1
8.	1	Strategic Importance of Layout Strategies	Book – 2 Book – 1	Chapter – 3 Chapter – 8	1	1
9	1	Types of Layouts	Book – 2 Book – 1	Chapter – 3 Chapter – 8	1	--
10	1	Strategic Importance of Location Strategies, Factors that affect Layout	Book – 2 Book – 1	Chapter – 2 Chapter – 7	--	--
11	1	Methods of Evaluating Location Alternatives	Book – 2 Book – 1	Chapter – 2 Chapter – 7	--	--

12	1	Material Requirement Planning Structure	Book – 2 Book – 1	Chapter – 7 Chapter – 13	--	--
13	1	JIT	Book – 2 Book – 1	Chapter – 8 Chapter – 15	1	1
14	1	Forecasting – Strategic Importance	Book – 1	Chapter – 3	--	1
15	1	Forecasting Methods	Book – 1	Chapter – 3	1	
16	1	Human Resource and Job Design	Book – 1	Chapter – 9	--	1
17	1	Work Study and Measurement	Book – 1	Chapter – 9	1	--
18	1	Inventory Management	Book – 2 Book – 1	Chapter – 6 Chapter – 11	1	--
19	1	Productivity and Efficiency	Book – 1	Chapter – 1	1	1
<b>Total</b>	<b>20</b>				<b>7</b>	<b>12</b>



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

**Course Code:** MSO 408

**Course Name:** Operations Research

**Faculty Name:** Dr Sanjeev Gupta

**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 Management Science/Operation Research.
- Acquaint the students about tools used in Management Science for Decision Making.
- Enable the students to understand the application of Management Science in decision making process related to activity of an organization.

**Attendance Requirement:**

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

**Evaluation Criteria:**

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

**Course Contents:**

**UNIT – I: Introduction to Management Science**

**(5 Hour)**

- Operations Research: Definition & Characteristics
- The tools of Operations Research
- Operations Research Models
- The management science process
- Managerial problems
- Managerial decision making

**UNIT – II: Linear programming**

**(4 Hour)**

- Meaning of linear programming and Basic concepts
- Graphic solution
- Simple method
- Applications of Linear programming
- Limitations of linear programming

**UNIT – III: Transportation and Assignment**

**(5 Hours)**

- Transportation problem
- Transshipment problem
- Unbalance transportation problem<sub>2</sub>

- Assignment Problem
- Travelling sales man problem

**UNIT – IV:Decision making in Management Science**

**(4 Hours)**

- Decision making under risk
- Decision making under uncertainty
- Decision making under certainty
- Decision making under conflict
- Decision tree

**UNIT – V:Markov Chains, Simulation and Applications of Management Science (2 Hours)**

- Markov Chains
- Simulation
- Application of Management Science/Operations Research in Industry
- Case studies
- Use of Software's to solve various problems

**Prescribed Text Books:**

1. Vohra, N.D. (2007). **Quantitative Techniques in Management(4<sup>th</sup> ed.)**, Tata McGraw-Hill: New Delhi
2. Anderson, David R.; Sweeney, Dennis J. and Williams Thomas A. (2006). **An Introduction to management Science: Quantitative Approaches to Decision Making (11<sup>th</sup> ed.)**, Cengage Learning: New Delhi.

**Suggested Readings**

1. Albright, S. Christian and Winston, Wayne L. (2012). **Management Science Modeling (4<sup>th</sup> ed.)**, Cengage Learning: Delhi.
2. Baumol, W. J. (2000). **Economic Theory and Operations Analysis**, PHI: New Delhi
3. Hiller, F.S. and G. J. Liberman (2001), **Introduction to Operations Research(7<sup>th</sup> ed.)**, Tata McGraw-Hill: New Delhi
4. Grayson, C.G. (1973). "Management Science and Business Practice"; Harvard Business Review, Vol.51. Pp.41-48.
5. Hira, D.S. and P.K Gupta (1996). **Operations Research**, S. Chand & Co.: New Delhi.
6. Lee, S. M.(et.al) (1989). **Management Science**, Wm.C.Publishers: Iowa.
7. Murthy, P Rama (2007).**Operations Research (2<sup>nd</sup> edition)**, New Age: New Delhi
8. Panneerselvam, R. (2002).**Operations Research**, Prentice Hall of India: New Delhi
9. Swarup, Kanti, Gupta, P.K and Manmohan (2012). **An Introduction to Management Science: Operations Research**, Sultan Chand & Sons: New Delhi.
10. Taha, H.A. (1992), **Operations Research**, Prentice Hall of India: New Delhi
11. Taylor III, Bernard W. (2007).**Introduction to Management Science, (9<sup>th</sup> ed.)**, Prentice Hall
12. Tulsian, P. C. and Pandey, Vishal (2012). **Quantitative Techniques: Theory and Problems**, Pearson: Delhi.

Note: Approximately 30 percent of question paper in Mid and End Term will be based on Case Studies as well as Caselets

## Lecture Plan

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1.	1	Management Science: Definition & Characteristics	Book – 2	Chapter – 1	--	1
2.	1	The tools of management science	Book – 2	Chapter – 1	--	1
3.	1	The management science process	Book – 2	Chapter – 1	--	1
4.	1	Managerial problems	Book – 2	Chapter – 1	--	1
5.	1	Managerial decision making	Book – 2	Chapter – 1	--	1
6.	1	Meaning of linear programming and Basic concepts	Book – 1	Chapter – 2	--	--
7.	1	Graphic solution	Book – 1	Chapter – 2	--	1
8.	1	Simplex method	Book – 1	Chapter – 5	1	--
9.	1	Applications of Linear programming	Book – 1 Book - 2	Chapter – 4 Chapter – 4	--	1
10.	1	Transportation problem	Book – 1 Book - 2	Chapter – 5 Chapter – 7	1	--
11.	1	Transshipment problem	Book – 1 Book - 2	Chapter – 5 Chapter – 7	--	--
12.	1	Unbalance transportation problem	Book – 1 Book – 2	Chapter – 5 Chapter – 7	--	--
13.	1	Travelling salesman problem	Book – 1 Book – 2	Chapter – 5 Chapter – 7	1	--
14.	1	Assignment Problem	Book – 1	Chapter – 5	1	--
15.	1	Decision making under risk	Book – 1	Chapter – 13	--	1
16.	1	Decision making under uncertainty and Decision	Book – 1	Chapter – 13	--	--

		making under certainty	Book – 2	<b>Chapter – 14</b>		
17.	1	Decision making under conflict	Book – 1	<b>Chapter – 13</b>	--	--
18.	1	Decision tree	Book – 1	<b>Chapter – 13</b>	--	1
19.	1	Markov Chains	Book – 1	<b>Chapter – 14</b>	1	--
20.	1	Simulation	Book – 1	<b>Chapter – 17</b>	1	--
21.	<b>Lab Session</b>	Application of Management Science in Industry	Journals	<b>Research Papers</b>	--	--
22.	<b>Lab Session</b>	Use of Software's to solve various problems	--	--	--	--
<b>Total</b>	<b>20</b>				6	9



## Central University of Himachal Pradesh

(Established under Central Universities Act 2009)

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

www.cuhimachal.ac.in; Phone: 01892 237285-2237289, 229330; Fax: 01892 237286

**Course Code: MSO 601**

**Course Name: Research Methods for Business**

**Faculty Name: DrSanjeev 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:** on completion of the course, the students will be able to:

- Describe meaning, scope and need of research.
- Understand the key applications of of research.
- To acquaint the various research tools used in different functional areas of Management.
- Use data for analysis and interpretation.

**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% i.e. 25 marks out of 100
  - Seminar: 10 marks
  - Assignments: 15 marks

## **UNIT I: BASICS OF RESEARCH METHODOLOGY**

Fundamentals of research, problem identification and formulation, review of literature, research design and methods, writing research proposals, ethical's issues about research, collection of data, analysis and interpretation of data and outliers.

Presentation of data, funding for research, dissemination of research.

## **UNIT II: RESEARCH METHORDS**

Classification of research, pure and applied research, exploratory research, descriptive research, action research, experimental research, historical research, surveys, case studies, field study, research planning, sampling.

## **UNIT III: TOOLS AND TECHNIQUES-I**

Review of Measure of Central Tendency, dispersion, relative dispersion, skewness and kurtosis, Moments, Concept of Regression, Principles of least squares, Rank correlation – Spearman's and Kendall's measures.

Logistic regression, Non-linear regression, one way and two wat ANOVA, GLM.

## **UNIT IV: TOOLS AND TECHNIQUES-II**

R-square, adjusted R-square, normality plots, multiple regression and its assumptions, multicollinearity, heteroscedasticity, autocorrelation, Factor Anaysis, Introduction to Confirmatory Factor Analysis, Conjoint Analysis.

## **UNIT V:APPLICATIONS**

Applications in Marketing, HRM, Capital Market, Foreign Exchange Market and Business Policy. Data analysis by usingdemo version of SPSS Eviews, Gretl, MS- Excel and its implication in business and industry.

### **Suggested Readings:**

1. Tukey J.W. (1977): Exploratory Data Analysis, Addison-Wesley Publishing Co
2. Goon A. M. ,Gupta M. K., Dasgupta B.(2001): Fundamentals of Statistics (V-2),World Press
3. Murthy M.N. (1977): Sampling Theory and Methods, Statistical Pub. Soc., Calcutta

4. Mood A.M., Graybill F. & Boes D.C. (1974): An Introduction to the Theory of Statistics (3rd ed), McGraw Hill
5. Rustagi.R.P. (1999) Financial Management, 4th Revised Edition, Taxmann's Publications (P.) Ltd
6. Prasanna Chandra (2010) Fundamentals of Financial Management, 5<sup>th</sup> Edition, Tata McGraw Hill, New Delhi.
7. Pandey I M (2010) Financial Management, 10<sup>th</sup> Edition, Vikas Publishing House, New Delhi.
8. Vuytatesh S. (2010) Fundamentals of Financial Management, 2<sup>nd</sup> Edition, Pearson, New Delhi.
9. Amarchand, D. and Jayraj, B. J. 1992. Organization Culture and Effectiveness, Global Business Press, New Delhi.
10. Brislin, R.W, Lonner, W. and Thorndike, R.M., 1973, Cross Cultural Research Methods, John Wiley and Sons, New York.
11. Bryman, A. 2001. Social Research Methods, Oxford University Press, New York.
12. Cameron, K.S. and Whetten, D.A. 1983. Organizational Effectiveness: A Comparison of Multiple Models, Academic Press, New York.
13. George P. Huber and Andrew H. Van de Ven, 1995, Longitudinal field research methods: Studying Processes Of Organizational Change, Sage Publications India Pvt. Ltd., New Delhi
14. Steven G. Rogelberg, 2004, Handbook of Research Methods in Industrial and Organizational Psychology, Blackwell Publishing Ltd., UK.
15. Valerie Anderson, 2004, Research Methods in Human Resource Management, CIPD, London.
16. Y. Pal, P.P. Arya, and Y. Pal, 2005, Research Methodology in Management, Deep & Deep Publications, New Delhi.
17. Boyd, W., Harper Westfall, Ralph Stasch F. Stanley, Marketing Research Latest Edition, McGraw-Hill, New Delhi.
18. Shiu Eric, Hair Jr., Joseph, Bush Robert, Ortinau David. (2014) Marketing Research, Tata McGraw Hill, New Delhi.
19. Chisnall Peter (2010) Marketing Research, Tata McGraw Hill, New Delhi.
20. Malhotra K. Naresh (2014), Marketing Research: An Applied Orientation, 6<sup>th</sup> Edition, Pearson Education.
21. David (2014), Strategic Management: Concept and Cases, 12th Edition, Phi Learning Pvt Ltd.

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	2	Fundamentals of research, problem identification and formulation	Book – 1	Chapter – 1	--	1
2	1	Review of literature	Book – 2	Chapter – 1	--	1
3	2	Research design and methods	Book – 2	Chapter – 1	1	1
4	1	Writing research proposals	Book – 2	Chapter – 1	--	1



5	2	Ethical's issues about research	Book – 2	<b>Chapter – 1</b>	--	1
6	1	Research collection of data	Book – 1	<b>Chapter – 2</b>	--	--
7	2	Analysis and interpretation of data and outliers.	Book – 1	<b>Chapter – 2</b>	--	1
8	1	Presentation of data, funding for research, dissemination of research	Book – 1	<b>Chapter – 5</b>	1	1
9	1	Classification of research				1
10	2	Pure and applied research, exploratory research, descriptive research, action research, experimental research, historical research,	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 4</b>	--	1
11	1	Surveys, case studies, field study, research planning, sampling.	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	1
12	1	Review of Measure of Central Tendency				1
13		dispersion, relative dispersion	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	1
14	1	Skewness and kurtosis, Moments	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>		
15	1	Concept of Regression	Book – 1 Book – 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--
16	1	Principles of least squares	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter</b>		

				- 7		
17	2	Rank correlation – Spearman’s and Kendall’s measures.	Book – 1 Book – 2	Chapter – 5 Chapter – 9	1	--
18	2	Logistic regression, Non-linear regression, one way and two way ANOVA, GLM.	Book – 1	Chapter – 5	1	--
19	2	R-square, adjusted R-square	Book – 1 Book - 2	Chapter – 7 Chapter – 8	1	
20	2	Normality plots, multiple regression and its assumptions,	Book – 2	Chapter – 3	1	1
21	2	Multicollinearity, heteroscedasticity, autocorrelation	Book – 2	Chapter – 4		
22	1	Factor Analysis,	Book – 1	Chapter – 6		
23	2	Introduction to Confirmatory Factor Analysis	Book – 1	Chapter – 7	--	1
24	1	Conjoint Analysis.	Book – 1	Chapter – 6		
25	2	Applications in Marketing HRM, Capital Market, Foreign Exchange Market and Business Policy.	Book – 1	Chapter – 6		
26	2	Data analysis by using demo version of SPSS	Practical work			1
27	2	Eviews, Gretl, MS-Excel and its implication in business and industry.	Practical work			1
28	<b>Lab Session</b>	Use of Software’s to solve various problems	--	--	--	--
<b>Total</b>	<b>40</b>				7	16

# CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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

**Course Code:** SAS 403

**Course Name:** Business Statistics

**Faculty Name:** DrSanjeev Gupta

**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:**

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

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

**Supplementary Reading**

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

**Lesson plan**

S.No.	Lectures	Topics	Prescribed	Chapters	Case	Presentations

			<b>Text Book</b>		<b>Studies</b>	
1	1	Meaning, Nature statistics	Book – 1	<b>Chapter – 1</b>	--	1
2	1	Need of Statistics	Book – 2	<b>Chapter – 1</b>	--	1
3	1	Collection of data Primary and Secondary Data	Book – 2	<b>Chapter – 1</b>	1	1
4	1	Classification	Book – 2	<b>Chapter – 1</b>	--	1
5	1	Tabulation of Data	Book – 2	<b>Chapter – 1</b>	--	1
6	1	Presentation of Data	Book – 1	<b>Chapter – 2</b>	--	--
7	1	Measures of Central Tendency	Book – 1	<b>Chapter – 2</b>	--	1
8	1	Arithmetic Mean Median Mode	Book – 1	<b>Chapter – 5</b>	1	--
9	1	Quartiles, Percentiles				
10	1	Measures of Dispersion	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 4</b>	--	1
11	1	Range, Mean Deviation	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	1	--
12	1	Standard Deviation				

13	1	Measurement of Correlation	Book – 1 Book - 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--
14	1	Karl Pearson’s Coefficient of Correlation, Rank Coefficient of Correlation	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>		
15	1	Regression lines Determination of Regression lines and Regression Coefficients	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--
16	1	Use of Index Numbers Kinds of Index Numbers	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>		
17	1	Price Index Number, Quantity Index Number Methods of Constructing Index Numbers	Book – 1 Book –2	<b>Chapter – 5</b> <b>Chapter – 9</b>	1	--
18	1	Basic concepts of probability, Laws of Probability	Book – 1	<b>Chapter – 5</b>	1	--
19	1	Addition Law, Multiplication Law	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 6</b>	1	
20	1	Conditional Probability Bayes Theorem	Book – 1	<b>Chapter – 11</b>	1	1
21	<b>Lab Session</b>	Use of Software’s to solve various problems	--	--	--	--

<b>Total</b>	<b>20</b>				7	8
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**CENTRAL UNIVERSITY OF HIMACHAL PRADESH**  
**HPKV Business School, SCMS**



**Course Code:** ECN 460

**Course Name:** Managerial Economics

**Instructor:** Prof. Sanjeev Gupta

**Participants:** MBA

**Credits Equivalent:** 4 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity/contact hours; 5 hours of laboratory work / practical / fieldwork / 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/ fieldwork; 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:**

1. Mid Term Examination: **20%**
2. End Term Examination: **60%**
3. Continuous Internal Assessment: **20%**  
(Attendance 5%, Quiz 5%, Case study 5% & Presentation and problem solving 10%)

**SYLLABUS**

<b>Unit</b>	<b>Contents</b>	<b>Hours</b>
<b>I</b>	<b>Basics of Managerial Economics</b> <ul style="list-style-type: none"> <li>• The Nature and Scope of Managerial Economics</li> <li>• Optimization Techniques and New Management Tools</li> </ul>	<b>5</b>
<b>II</b>	<b>Demand Analysis</b> <ul style="list-style-type: none"> <li>• Demand Theory</li> <li>• Demand Estimation</li> <li>• Demand Forecasting</li> </ul>	<b>10</b>

<b>III</b>	<b>Production and Cost Analysis</b> <ul style="list-style-type: none"><li>• Production Theory and Estimation</li><li>• Cost Theory and Estimation</li></ul>	<b>10</b>
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<b>IV</b>	<b>Market Structures</b> <ul style="list-style-type: none"> <li>• Perfect Competition, Monopoly, Monopolistic Competition, and Oligopoly</li> </ul>	<b>10</b>
<b>V</b>	<b>Pricing Practices and Emerging trends in Managerial Economics</b> <ul style="list-style-type: none"> <li>• Pricing Practices</li> <li>• Emerging trends in Managerial Economics during COVID-19 Era</li> </ul>	<b>5</b>

### **Detailed Course Contents**

#### **Unit – 1**

**The Nature and Scope of Managerial Economics-** Scope of ME, The Basic process of decision making, the theory of the firm, the nature and function of profits, Business Ethics, International framework of ME, ME and the internet.

**Optimization Techniques and New Management Tools-** Methods of expressing economic relationships, Total, Average and Marginal Relationships, optimisation analysis, Constrained optimisation, New and other management tools for optimisation, new management tools and functional specialisation.

#### **Unit – 2**

**Demand Theory-** The demand for a commodity, price elasticity of demand, Income elasticity of demand, cross-price elasticity of demand, using elasticity in managerial decision making, international convergence of taste, electronic commerce **Demand Estimation-** The identification problem, Marketing research approaches to demand estimation, introduction to regression analysis, simple regression analysis, multiple regression analysis, problem in regression analysis, demand estimation by regression analysis. **Demand Forecasting-** Qualitative forecasts, time-series analysis, smoothing techniques, barometric methods, econometric methods, input-output forecasting.

#### **Unit – 3**

**Production Theory and Estimation-** The organisation of production and the production function, the production function with one variable input, optimal use of the variable input,

the production function with two variables, optimal combination of inputs, return to scale, empirical production function, the innovation process, innovation and global competitiveness. **Cost Theory and Estimation-** The nature of costs, short-run cost functions, long-run cost curves, plant size and economies of scale, learning curves, minimising cost internationally- the new economies of scale, logistics of supply chain management, cost-volume-profit analysis and operating leverage, empirical estimation of cost functions.

#### **Unit – 4**

##### **Market Structure: Perfect Competition, Monopoly, and Monopolistic Competition-**

Market structure and degree of competition, perfect competition, competition in the global economy, monopoly, monopolistic competition.

**Oligopoly** - Oligopoly and market concentration, oligopoly models, profitability and efficiency implications of oligopoly, the sales maximisation model, the march of global oligopolists.

#### **Unit – 5**

**Pricing Practices-** Pricing of multiple products, price discrimination, international price discrimination and dumping, transfer pricing, pricing in practice.

**Emerging trends in Managerial Economics-** Emerging trends in Managerial Economics during COVID-19.

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

1. **Salvatore, D. (2015). Managerial Economics: Principles and Worldwide Applications, Oxford University Press, New Delhi.**
2. Christopher R. Thomas & S. Charles Maurice (latest edition), Managerial Economics, Tata McGraw Hill, New Delhi.
3. Jain TR and Khanna OP (2016), V K Publication, New Delhi
4. Ahuja H.L. (2012), Managerial Economics, S. Chand Publishing House, New Delhi
5. Truett & Truett (2004). Managerial Economics. John Wiley & Sons Inc.
6. Chaturvedi, D.D. & Gupta S.L. (2003). Managerial Economics: Text & Cases. Brijwasi Book Distributors and Publishers.

##### **Suggested Extra Readings:**

1. Ivan Png, (2013), Managerial Economics, Routledge, Taylor and Francis Group Publication, Fourth Edition.

2. Yogesh Maheswari (2012), Managerial Economics, PHI Learning, New Delhi.
3. Dholakia, R.H. & Oza, A.N. (2003). Micro Economics for Management Students. OUP, New Delhi.
4. Gupta, G.S. (2004). Managerial Economics, McGraw Hill, New Delhi.



S.No	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	2	Scope of ME, The Basic process of decision making, the theory of the firm, the nature and function of profits.	Book – 1	Chapter – 1	--	1
2	1	Business Ethics, International framework of ME, ME and the internet.	Book – 2	Chapter – 1	--	1
3	2	Methods of expressing economic relationships, Total, Average and Marginal Relationships	Book – 2	Chapter – 2		1
4	2	Optimisation analysis, Constrained optimisation, New and other management tools for optimization.	Book – 2	Chapter – 1	--	1
5	Lecture-3	The demand for a commodity, price elasticity of demand, Income elasticity of demand, cross-price elasticity of demand, using elasticity in managerial decision making	Book – 2	Chapter – 2	--	1
6	1	International convergence of taste, electronic commerce	Book – 1	Chapter – 1	--	--

7	2	<b>Demand Estimation-</b> The identification problem, Marketing research approaches to demand estimation	Book – 1	<b>Chapter – 3</b>	--	1
8	1	Regression analysis, simple regression analysis	Book – 1	<b>Chapter – 5</b>	1	--
9	2	Multiple regression analysis				
10	1	Problem in regression analysis	Book – 1 Book - 2	<b>Chapter – 4</b> <b>Chapter – 4</b>	--	1
11	1	Demand estimation by regression analysis	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 5</b>	1	--
12	2	The organisation of production and the production function, the production function with one variable input, optimal use of the variable input	Book – 1 Book - 2	<b>Chapter – 8</b> <b>Chapter – 8</b>		
13	3	The production function with two variables, optimal combination of inputs, return to scale, empirical production function, the innovation process, innovation and global competitiveness.	Book – 1 Book - 2	<b>Chapter – 8</b> <b>Chapter – 7</b>	--	--
14	2	The nature of costs, short-run cost functions, long-run cost curves	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>		
15	2	plant size and economies of scale, learning curves, minimising cost internationally	Book – 1 Book – 2	<b>Chapter – 5</b> <b>Chapter – 7</b>	--	--

16	1	The new economies of scale, logistics of supply chain management	Book – 1 Book - 2	<b>Chapter – 6</b> <b>Chapter – 7</b>		
17	2	Cost-volume-profit analysis and operating leverage, empirical estimation of cost functions.	Book – 1 Book – 2	<b>Chapter – 5</b> <b>Chapter – 9</b>	1	--
18	1	Market structure and degree of competition, perfect competition,	Book – 1	<b>Chapter – 5</b>	1	--
19	1	Competition in the global economy,	Book – 1 Book - 2	<b>Chapter – 7</b> <b>Chapter – 8</b>		
20	2	Monopoly, monopolistic competition	Book – 1	<b>Chapter – 13</b>	--	1
21	1	Oligopoly and market concentration,	Book – 1 Book – 2	<b>Chapter – 12</b> <b>Chapter – 13</b>	--	--
22	2	Oligopoly models, profitability and efficiency implications of oligopoly,	Book – 1	<b>Chapter – 14</b>	--	--
23	1	The sales maximisation model, the march of global oligopolists.	Book-2	<b>Chapter – 13</b>		
24	1	Pricing of multiple products ,price discrimination	Book – 1	<b>Chapter – 13</b>	--	1
25	1	International price discrimination and dumping	Book – 1	<b>Chapter – 16</b>	1	--
26	1	Transfer pricing,	Book – 2	<b>Chapter</b>		

		pricing in practice.		- 16		
27	1	<b>Emerging trends in Managerial Economics-</b> Emerging trends in Managerial Economics during COVID-19.	Notes	<b>Web Notes</b>		
<b>Total</b>	<b>40</b>				10	15



# CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

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

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

**Course Code:** MGT 621

**Course Name:** Qualitative Research

**Credits:** 4

**Course In-charge and Contents designed by:** Dr Manpreet Arora

Programme: Course work Ph.d

Year of Introduction and Improvement: 2018

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:

- To enable the students to consider the nature of Qualitative Research and equip them to understand its theory and design.
- To make them understand various tools of Qualitative Research
- To help them learn the peculiarities of thesis and research paper writing.

## **Attendance Requirements:**

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

## **Evaluation Criteria:**

Mid Term Examination: 25%

End Term Examination: 50%

Continuous Internal Assessment: 25%

Library Work Assignment: 5%

Subjective Assignment: 5%

Quizzes/Games/Puzzles: 5%

Personality Assessment: 5%

Live Projects: 5%

## **Course Contents:**

### **UNIT - I: An overview of Qualitative Research (8 Hours)**

- Premise for using Qualitative Research Methods
- Limitations of Quantitative Research
- History of Qualitative Research
- Distinguishing Qualitative and Quantitative Data Methods
- Approaches to Qualitative Research
- Ethics in Qualitative Research

### **UNIT - II: Qualitative Research: Theory and Design (12 Hours)**

- Using the Existing Literature





### **Suggested Extra Readings:**

1. Merriam, Sharan B. *Qualitative Research and Case Study Applications in Education. Revised and Expanded from " Case Study Research in Education."*. Jossey-Bass Publishers, 350 Sansome St, San Francisco, CA 94104, 1998.
2. Morehouse, Richard E., and Pamela Maykut. *Beginning qualitative research: A philosophical and practical guide*. Routledge, 2002.
3. Silverman, David, ed. *Qualitative research*. Sage, 2016.
4. Glaser, Barney G., and Anselm L. Strauss. *Discovery of grounded theory: Strategies for qualitative research*. Routledge, 2017.
5. L BERG, B. R. U. C. E. "Qualitative research methods for the social sciences." (2001).
6. Malterud, Kirsti. "Qualitative research: standards, challenges, and guidelines." *The lancet* 358.9280 (2001): 483-488.