

Course Contents
HPKVBS SCMS 2019



CENTRAL UNIVERSITY OF HIMACHAL PRADESH
[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]
PO BOX: 21, DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)
www.cuhimachal.ac.in

Stock Market Operations

Course Code: AFA 415

Course Name: Stock Market Operations

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 Capital Market, Instruments, and Intermediaries, working and trading structure of Indian capital market.
- Understand the Issue of securities, regulatory framework of Indian capital Markets.
- 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	Overview of Capital Market Indian Capital Market, Authorities Governing Capital Markets in India, Profile of Securities Market, Securities Market Reforms and Regulatory Measures to Promote Investor Confidence, Features of Developed Capital	8

	Market: IOSCO, Overview of Depository System in India. Capital Market Instruments and credit rating & IPO grading, Rating Agencies in India, Rating Methodologies and market efficiency.	
II	Issue of Securities <ul style="list-style-type: none"> • Issue of equity shares: Draft Offer Document, Letter of Offer and Red Herring Prospectus, Functions, Eligibility Conditions for issue, Procedure and Methods of issue, Pricing of an issue, Book Building, Anchor Investors, ASBA, Green Shoe Option, Right and Bonus Issue, sweat equity, Fast Track Issue, QIP, IIP, Allotment process, Listing and Delisting of Securities • Resource Mobilisation in International Capital Market - Listing of Securities Issued Outside India, FCCB, Masala Bonds, ECB, GDR, ADR etc. 	8
III	Stock Exchange Trading Mechanism <ul style="list-style-type: none"> • Stock market Structure, functions, Stock Market Intermediaries, Trading system, market segments, market functioning, type of trading, basket trading, trading orders, transaction cycle, Clearing and Settlement, Securities Lending and Borrowing, short selling, STP, Direct Market Access, Demutualisation of Stock Exchanges, • BSE and NSE and SME, Algorithmic Trading, Corporate Action-Dividend, right issue, stock split, buy back, Risk Management in Indian stock Market, Auction 	8
IV	Regulatory Framework Governing Stock Exchanges <ul style="list-style-type: none"> • Securities Contracts (Regulation) Act, 1956, Corporatisation and Demutualisation of Stock Exchanges, Contracts in Securities, Penalties and Procedures, Rights of Investors, • Securities Contract (Regulation) (Stock Exchange and Clearing Corporations) Regulations, 2012 • Securities and Exchange Board of India (SEBI), Objective, power and functions, Securities Appellate Tribunal (SAT). • Regulatory Framework Relating to Securities Market Intermediaries, SEBI (Substantial Acquisition of Shares and Takeovers) Regulations, 2011, Investor Protection Fund and Insider Trading 	8
V	Mutual Fund and other funds <ul style="list-style-type: none"> • Mutual Fund - Meaning, structure, types, Fund Offer document, benefits, regulation, Active & Passive Fund Management, ETF, NAV, Costs, Performance evaluation, AMCs, • Venture Capital, Collective Investment Schemes, Alternative Investment Fund, Real Estate Investment Trusts, Infrastructure Investment Trusts and Foreign Portfolio Investors 	8

Prescribed Text Books:

1. Mishkin Frederic S. (2013), Financial Markets and Institutions Tenth Edition, PHI Learning, New Delhi.
2. Deepak Raste (2011). Capital Market in India: Reforms & Regulations, New Century Publications
3. Abhishek Mishra (2016), Indian Capital Market: Legal Regime, LEXLAB Publishers, ISBN-10: 8193182618
4. E. Gordon & K. Natarajan (latest edition): Capital Market in India; Himalaya Publishing House, Ramdoot, Dr. Bhalerao Marg, Girgaon, Mumbai - 400004.

5. Sanjeev Aggarwal (latest edition): Guide to Indian Capital Market; Bharat Law House, 22, Tarun Enclave, Pitampura, New Delhi – 110 034.
6. Pathak V. Bharati (2018), Indian Financial System, Pearson
7. Fabozzi and Modigliani (2010), Capital Markets Institutions and Instruments, Fourth Edition, PHI Learning, New Delhi.
8. Sadhak, H. (2009). Mutual Funds in India: Marketing Strategies and Investment Practices (2nd ed.). New Delhi: Sage Publications.
9. Gordan and Natrajan (2011), Financial Market Operation, First Edition, Himalaya Publishing House, New Delhi.
10. Chakrabarti (2010) Capital Markets in India, Second Edition, Response Books (Sage), New Delhi.
11. Alok Goyal, Financial Market Operation, 2012 Edition, VK Publications, New Delhi.

Suggested Extra Readings:

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

WEBSITES

• www.investopedia.com

• www.chartschool.com

• www.stockcharts.com

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

• www.stocks-n-options.com

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

<http://www.capitalmarket.com>

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

L. No	Topics	Prescribed Text Book
1.	Financial System and Financial Markets: Meaning & Functions of Financial System, Composition of Indian Financial System	Notes
2.	Financial System and Financial Markets: Meaning & Functions of Financial System, Composition of Indian Financial System	Notes
3.	Financial Instruments- features & Type, Basics of Financial Markets	Notes
4.	Types of Financial Market and their Functions	Notes
5.	Meaning, Function, instruments and importance of Capital Markets	Notes
6.	Dematerialisation and role of Depository System	Notes
7.	New Issue Market: Functions, Eligibility Conditions for issue	Notes
8.	Offer documents and different method New Issue,	Notes
9.	Allotment process	Notes
10.	Listing of securities, Advantages and Procedure	Notes
11.	Stock market, functions	Notes
12.	Organisation of Stock Exchanges in India	Notes
13.	Reforms in Indian Stock Markets	Notes
14.	Players in the stock Market i.e. Brokers and Sub brokers,	Notes
15.	Kinds of brokers, Dealers, custodian, clearing house,	Notes
16.	FII's	Notes
17.	Role of brokers and, merchant bankers	Notes
18.	Indian Stock Market- BSE	Notes
19.	Indian Stock Market- NSE	Notes
20.	Indian Stock Market- Other	Notes
21.	International Stock Market	Notes
22.	Trading system, market segments, market functioning	Notes
23.	Type of trading, trading orders, Short selling	Notes
24.	Transaction cycle	Notes
25.	Clearing and Settlement	Notes
26.	Online Trading,	Notes
27.	Speculative Transactions	Notes
28.	Margin Trading,	Notes
29.	Stock Indices	Notes
30.	Risk management in Stock Markets	Notes

31.	Technical Analysis basics: Stock charts & Chart types,	Notes
32.	Technical Analysis basics: Trends and trend lines,	Notes
33.	Technical Analysis basics: Support & Resistance and Volume	Notes
34.	Mutual Fund Basics: Meaning, structure, types, benefits	Notes
35.	Mutual Fund Basics: Types, benefits	Notes
36.	Regulation and Performance evaluation criteria of Mutual Funds	Notes
37.	Performance evaluation criteria of Mutual Funds	Notes
38.	Recent Development in Indian capital Market	Notes
39.	Case Studies	Notes
40.	Case Studies	Notes

Managerial Economics

Course Code: MGT 104

Course Name: Managerial Economics

Faculty: Prof. 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 and features of different type of markets.

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

Prescribed Text Books:

1. Christopher R. Thomas & S. Charles Maurice (latest edition), Managerial Economics, Tata McGraw Hill, New Delhi.
2. Jain TR and Khanna OP (2016), V K Publication, 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

Course Code: MGT 201

Course Name: Financial Management

Course Coordinator: Prof. 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 Outcome & Objectives: The course is designed to:

- Enable the students to understand basic concepts of 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, 13th 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.

Web link

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

<https://efinancemanagement.com>

Lectures No	Topics	Prescribed Text Book
1,2	Financial Management: Basics Finance Functions: Meaning and nature,	IM Pandey
3,4	Financial Management : Meaning, Objectives and Scope Financial Goal: Profit Maximization Vs Wealth Maximization, Risk-Return Trade-off	IM Pandey
5,6	Time Value of Money : Compounding and Discounting of Single and Multiple Cash flows	IM Pandey

7,8	Valuation of Financial Assets Financial System : Market, Institutions, Players and Assets	IM Pandey
9,10	Bond : Meaning, types and valuation methods	IM Pandey
11,12	Preference Shares : Meaning, types and valuation methods Ordinary Shares : Meaning, types and valuation methods	IM Pandey
13,14	Financial Decisions-I: Investment Decisions Investment Decisions: Meaning, Importance and Process of Investment Decisions	IM Pandey
15,16	Cash flows : Meaning, types, estimation and cash flow line	IM Pandey
17,18	Evaluation Criteria: Pay Back Period, ARR, NPV, IRR and PI	IM Pandey
19,20	Financial Decisions-II: Financing Decisions Cost of Capital : Meaning, Classification, Computation and,	IM Pandey
21,22	Significance of Cost of Capital	IM Pandey
23,24	Capitalization : Meaning, under vs over capitalization	IM Pandey
25,26	Leverages : Meaning, Financial, Operating and Composite Leverage	IM Pandey
27,28	Capital Structure: Meaning	IM Pandey
29,30	Forms Theories of Capital Structure (NI, NOI, Traditional, Pecking order and M&M)	IM Pandey
31,32	Importance of Capital Structure and Optimal Capital Structure	IM Pandey
33,34	Financial Decisions-III: Dividend Decisions Dividend : Meaning, types and Models (Walter's, Gordon's and Modigliani-Miller Model)	IM Pandey
35,36	Dividend Policy: Types of Dividend Policy	IM Pandey
37,38	Factors and optimal Dividend Policy	IM Pandey
39,40	Dividend Policy and Firm Value	IM Pandey

Corporate Governance & Social Responsibility

Course Code: CSR 403

Course Name: Corporate Governance & Social Responsibility

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

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

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

The course is designed:

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

Attendance Requirement:

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

Evaluation Criteria:

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

Course Contents

Unit	Topic	Duration
I	Ethics and Business <ul style="list-style-type: none">• Business Ethics and its importance• Morality of profits, theories of Ethic• Ethical practices in Business: Program, code of conduct, Credo, Ethics Training And Communication, Ethics Committee, Integrity Pact, Whistle Blower Policy and Vigil Mechanism, Social and Ethical Accounting, Ethics Audit, Ethical Dilemma	(4 Hours)
II	Conceptual Framework of Corporate Governance	(5 Hours)

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

Books recommended

1. Corporate Governance, Principles, policies and Practices – A.C. Fernando, Pearson Education
2. Mallin, C. A. (2004). Corporate Governance, Oxford University Press.
3. Business Ethics- Concepts and Cases – Manuel G. Velasquez
4. Corporate Governance – IICA, Taxman
5. Corporate Governance 1st Edition (English, Paperback, T. N. Satheesh Kumar)
6. Mandal, S.K. (2012): Ethics in Business and Corporate Governance, Tata McGraw--Hill Education, Private Limited
7. OECD, 2004, Revised OECD Principles of Corporate Governance, April 2004.
<http://www.oecd.org/dataoecd/32/18/31557724.pdf>
8. Benn, S. and Bolton, D.(2011): Corporate Social Responsibility, SAGE Publications, Inc
9. The Art of Corporate Governance – Dr. Joffy George
10. 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

- Abdallah, H., & Valentine, B. (2009). Fundamentals and Ethics Theories of Corporate Governance. Middle Eastern Finance and Economics, 4, 88-96.
- Alder, G. S. & Gilbert, J. (2006). Achieving ethics and fairness in hiring: going beyond the law. Journal of Business Ethics 68: 449--464.
- Czurra, A. (2006). Who cares about corruptions? Journal of international Business Studies, 37: 807---822
- Donaldson, L., & Davis, J. H. (1991). Stewardship theory or agency theory: CEO governance and shareholder returns. Australian Journal of Management, 16(1), 49-64.
- Donaldson, T. & Dunfee, T. W. (1999). Ties That Bind. Harvard School of Business Press, Boston, MA.

- Fama, E., & Jensen, M. (1983). Separation of ownership and control. *Journal of Law and Economics*, 26(2), 301-325.
- Jensen, M. C., & Meckling, W. H. (1976). Theory of the Firm: Managerial Behaviour, Agency Costs, and Ownership Structure. *Journal of Financial Economics*, 3(4), 305 - 350.
- Jensen, M. C. (2001). Value Maximisation, Stakeholder Theory and the Corporate Objective Function. *European Financial Management*, 7(3), 297-317.
- La Porta, R., Lopez-de-Silanes, F., Shleifer, A., & Vishny, R. (2000). Investor protection and corporate governance. *Journal of Financial Economics*, 58(1- 2), 3-27.
- Pfeffer, J. (1978). Size and Composition of Corporate Board of Directors: The Organization and its Environment. *Administrative Science Quarterly*, 17(1), 29-218
- Schleifer, A., & Vishny, R. W. (1997). A survey of corporate governance. *Journal of Finance*, 52(2), 737-783.
- Tricker, R. I. (1994). *International Corporate Governance*. Simon & Schuster, Singapore.
- Williamson, O. E. (1985). *The Economic Institutions of Capitalism*. New York: The Free Press.
- Zingales, Luigi (1998). *Corporate Governance*. The New Palgrave Dictionary of Economics and the Law. Available at SSRN: <http://ssrn.com/abstract=46906> or <http://dx.doi.org/10.2139/ssrn.46906>.

Lecture Plan			
Lectures No	Topics	Prescribed Text Book	Chapter No.
41.	Business ethics & its importance, Morality of Profits	1, 2 & 5	2
42.	Theories of Ethics	3,5, 8 & 9	2-3
43.	Ethical practices in Business: Program, code of conduct, Credo, Ethics Training And Communication, Ethics Committee, Integrity Pact.	4,7,8 & 9	3-4
44.	Whistle Blower Policy & Vigil Mechanism, Social and Ethical Accounting, Ethics Audit, Ethical Dilemma	1,5,7 & 8	3-5 & 11
45.	Corporate Governance- Meaning, Need & its Scope	2,4 & 5	7
46.	Elements of Good Corporate Governance	1,2 & 4	7
47.	Evolution of Corporate Governance & Development in India	1,3 & 6	10
48.	Corporate Governance Theories	3,6 & 7	6
49.	Corporate Governance Models	4, 6 & 9	5
50.	Corporate Governance-Legal & Regulatory Framework	2,5 & 6	8
51.	Shareholders-The Prime Stakeholders & other Stakeholders	4, 7 & 9	8-9
52.	Role of Board of Directors in Corporate Governance	1, 2 & 3	9
53.	Role of Board of Auditors in Corporate Governance	6, 7 & 8	11
54.	Whistle blowing Mechanism in Corporate Governance	2, 5 & 6	12
55.	Corporate Governance & Financial Reporting	3,4 & 5	12-13
56.	Media & Corporate Governance	7, 8 & 9	13

57.	Role of Government in Corporate Governance	8 & 9	14
58.	Corporate Social Responsibility-Meaning, Needs & Factors	5, 7 & 8	15
59.	Principles of CSR, CSR in India (under Companies Act, 2013)	4, 8 & 9	15, 16
60.	Corporate Governance & CSR & Environmental Concerns	2, 3,7 & 8	9

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[Established under the Central Universities Act 2009]

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

www.cuhimachal.ac.in

Human Resource Management

Course Code: MGT 102

Course Name: Human Resource Management

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

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

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

Attendance Requirements:

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

Evaluation Criteria:

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

Course Contents:

UNIT - I: Introduction to HRM

(8 Hours)

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

UNIT - II: Human Resource Planning

(8 Hours)

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

UNIT – III: Recruitment, Selection and HR Development

(8 Hours)

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

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

UNIT – IV: Performance Management and Performance Appraisal

(8 Hours)

Performance Appraisal- Traditional Techniques of Performance Appraisal- Annual Confidential Report, Checklist Method, Forced Choice Method, Forced Distribution Method, Critical Incident, Field Review, Essay Method; Modern Techniques of Performance Appraisal- 360⁰ 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; Grievance Handling - Characteristics and Causes of Grievance, Model Grievance Procedure

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.

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[Established under the Central Universities Act 2009]

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

www.cuhimachal.ac.in

Leadership- Concept and Theories

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: Leadership- An Introduction (4 Hours)

- Leadership- basic definition of the concept and components of leadership
- Trait Approach in theories of leadership (development and the present situation)
- Personal traits and skills that support effective leadership; how traits and skills are affected by context
- Leader and values; the significance of self-knowledge for the role of a leader (identity and integrity of leader)

UNIT II: Leadership Development

- Emotions and self-management, emotional intelligence and its significance in the role of leader, handling emotions and stress
- Significance of communication skills for work, life and leadership, Social perception in organization
- Skills for leadership and performance management- Goal Setting, support of employee development and communication of feedback, delegation, solving conflicts and negotiation
- Tools for analysis of leadership styles and 360⁰ feedback; Coaching and mentoring

UNIT III: Competency and Behavioral Approaches to Leadership (4 Hours)

- Model of four competencies for leadership
- The contingency theory, situational leadership
- Transactional and transformational leadership
- Model of well balanced and authentic leadership
- Model of relation between leader and follower (LMX theory)

UNIT IV: Leadership of Workgroups and Teams (4 Hours)

- Motivation in the context of personality, sources of motivation, motivation and performance
- Leadership of workgroups and teams- group structure and dynamics, individual in a group, group problem solving
- Formation of teams and team work, team excellence
- Participative leadership

UNIT V: Power, Politics and Organizational Culture (4 Hours)

- Leadership and Power, sources of power in organizations
- Micro-politics: its strategy and tactics
- Leadership and organization culture- activities leading to the formation, assertion or changes in organization culture
- Intercultural aspects of 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.
3. Dubrin, A.J. 2013. Principles of Leadership. South-Western/Cengage Learning.

Suggested Additional Readings:

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



Compensation Management

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:

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 activities: 5%

Course Contents

UNIT I Introduction to Compensation Management

8 Hours

- Compensation Management: Meaning and Significance
- Factors influencing Compensation Decisions
- Historical Background or Theories of Wage Determination
- Process of Compensation Determination
- Types of Wages, Methods of Wage Payment
- Wage and Salary Administration in India: Methods of Wage Fixation (Unilateral, Bipartite and Tripartite)
- National Wage Policy and its Objectives, Wage Policy at Company Level

UNIT II Legal Framework of Compensation in India-I

8 Hours

- Workmen's Compensation Act, 1923
- Payment of Wages Act, 1936
- Minimum Wages Act, 1948
- Equal Remuneration Act, 1976

UNIT III Legal Framework of Compensation in India-II

8 Hours

- Employee's State Insurance Act, 1948
- Employee's Provident Funds Act, 1952
- The Payment of Bonus Act, 1965
- The Payment of Gratuity Act, 1972

UNIT IV Managing Employees' Compensation

8 Hours

- Components of Compensation
- Types of Wage Incentive Plans: Individual Incentive and Group Incentive Plans
- Short-term Incentives Plans - Straight Piecework Plan, Standard Hour Plan, Taylor's Differential Piece Rate Plan and Halsey 50-50 Method, Rowan Plan and Gantt Plan
- Long-term Incentive Plans: Employee Stock Option Plan, Profit Sharing, Employee Co-partnership Employee Stock Ownership Plan (ESOP)
- Fringe Benefits: Objectives, Principles and Types of Fringe Benefits in India

Unit V Compensation of Special Groups and International Compensation

8 Hours

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

Text Books

1. Bhattacharya, Dipak Kumar, "Compensation Management", Sixth Impression, 2012, Oxford University Press, New Delhi.
2. Milkovich, George T., Newman, Jerry M., and Venkata Ratnam, C.S., "Compensation", Ninth Edition, 2013, McGraw Hill, New Delhi.
3. Deb, Tapomoy, "Compensation Management", 2009, Excel Books, New Delhi.

Suggested Reading

1. Bhatia, Dr. Kanchan, "Compensation Management", 2012, Himalaya Publishing House Pvt. Ltd., Mumbai.
2. Armstrong, Michael, and Murlis, Helen, "Reward Management: A Handbook of Remuneration Strategy and Practice", 5th Edition, 2005, Hay Group, London.
3. Henderson, Richard I., "Compensation Management in a Knowledge-Based World", 2006, Dorling Kindersley (India) Pvt. Ltd., New Delhi.

4. Goel, Dewakar, "Performance Appraisal and Compensation Management: A Modern Approach", 2008, PHI Learning Private Limited, New Delhi.
5. Milkovich, George T, and Jerry M. Newman, "Compensation", 2005, McGraw Hill/Irwin, New York.
6. Belchor, David W, "Compensation Administration", 1973, Prentice Hall, Englewood Cliffs NT.
7. Memoria, C.B., "Personnel Management", 2012, Himalaya Publishing House, New Delhi.

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[Established under the Central Universities Act 2009]

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

www.cuhimachal.ac.in

Leadership Development

Course Code: MGT 501

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:

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

Course Contents:

UNIT I: INTRODUCTION TO LEADERSHIP

(4 Hours)

- Introduction to Leadership

- Leadership Myths
- The Interactional Framework for Leadership
- Leadership Styles and Followership Styles
- Multiple Intelligences of a Leader

UNIT II: LEADERSHIP APPROACHES

(4 Hours)

- Trait Approach
- Behavioral Approach
- Contingency Approach
- Contemporary Approach

UNIT III: SKILLS FOR DEVELOPING YOURSELF AS A LEADER

(4 Hours)

- A-O-R Model of Leader Development
- Learning from Experience
- Building Technical Competence
- Building Effective Relationship with Superiors and Peers
- Development Planning
- Building Credibility and Influencing Others

UNIT IV: SKILLS FOR DEVELOPING OTHERS

(4 Hours)

- Setting Goals
- Providing Constructive Feedback
- Building High Performance Teams
- Delegating and Coaching

UNIT V: SKILLS TO DEAL WITH SITUATIONS

(4 Hours)

- Leadership and Change
- Skills for Optimizing Leadership as Situations 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 360⁰ 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.

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]
PO BOX: 21, DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

www.cuhimachal.ac.in

Management Principles and Functions

Course Code: MGT 205

Course Name: Management Principles and Functions

Faculty Name: Dr. Gitanjali Upadhaya

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

Course Objectives: The course is designed to:

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

Attendance Requirement:

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

Evaluation Criteria:

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 Contents:

- UNIT - I: Introduction to Management (4 Hours)**
- Meaning and Importance of Management, Nature and Functions of Management
 - Evolution of Management Theory: Classical Approach- Scientific Management, Bureaucratic Management, Administrative Management
 - Behavioral Management Approach- Hawthorne Studies
 - Other Approaches- Management Science Approach, Contingency Approach, Systems Approach
- UNIT - II: Planning and Decision Making (4 Hours)**
- Planning: An Overview, Importance of Planning at Organizations, Steps in Effective Planning
 - Goal Setting- SMART
 - Decision Making, Types of Decisions
 - Steps to Rational Decision Making
- UNIT - III: Organizing (4 Hours)**
- Meaning and Importance of Organization, Process of Organizing
 - Organizational Structure - Departmentation, Work Specialization, Unity of Command, Span of Control, Authority and Responsibility
 - Centralization and Decentralization
 - Mechanistic and Organic Structure
- UNIT - IV: Directing (4 Hours)**
- Staffing, Importance and need for Proper Staffing
 - Directing, Requirements of Effective Direction
 - Meaning and Need for Coordination
 - Difficulty in Coordination
- UNIT – V: Controlling (4 Hours)**
- Need for Control System
 - Steps in Control Process
 - Essentials of Effective Control System
 - Types of Control- Financial Control, Budgetary Control System, Auditing
 - Essentials of Effective Control System

Prescribed Text Books:

1. P C Tripathi & P N Reddy (2010), Principles of Management, 4th Edition, Tata McGraw Hill Education Private Limited, New Delhi.
2. Stephens P. Robbins, David A. Decenzo, Sanghamitra Bhattacharyya & Madhushree Nanda Agarwal (2010), Fundamentals of Management, 6th Edition, Pearson Education, New Delhi
3. Harold Koontz & Heinz Weihrich (2010), Essentials of Management, 8th Edition, Tata McGraw Hill Education Private Limited, New Delhi.

Suggested Additional Readings:

4. James A. F. Stoner, R. Edward Freeman & Daniel R. Gilbert, JR (2010), Management, 6th Edition, Pearson Education, New Delhi

5. Chuck Williams & Manas Ranjan Tripathy (2013), MGMT-Principles of Management: A South Asian Perspective, Cengage Learning India Pvt. Ltd., Delhi.
6. Karminder Ghuman & K Aswathappa (2010), Management, 1st Edition, Tata McGraw Hill Education Private Limited, New Delhi.
7. Dr. Neeru Vasishth (2011), Principles of Management, 3rd Edition, Taxmann publications Private Limited, New Delhi.
8. Gene Burton & Manab Thakur (2010), Management Today, 13th Edition, Tata McGraw Hill Education Private Limited, New Delhi.
9. Dr. P. Subba Rao & C. Hima Bindu (2010), Management Theory and Practice, 1st Edition, Himalaya Publishing House, New Delhi.



CENTRAL UNIVERSITY OF HIMACHAL PRADESH
 [ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]
 PO BOX: 21, DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)
www.cuhimachal.ac.in

Organizational Behaviour

Course Code: MGT 202

Course Name: Organizational Behaviour

Faculty Name: Dr. Aditi Sharma / Dr. Gitanjali / Dr. Rita Sharma

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

Course Objectives: The course is designed to-

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

Attendance Requirements:

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

Evaluation Criteria:

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

- Assignment- 05
- Quiz- 05

Course Contents

UNIT I Introduction to Organizational Behaviour

(8 Hours)

- Concept and Importance of OB, Multidisciplinary Nature of OB
- Models of Organizational Behaviour
- Roles and Skills of a Manager
- Challenges and Opportunities of OB Managers
- Work Force Diversity & Cross Culture Organisational Behaviour

UNIT II Perception, Attitude and Job Satisfaction

(8 hours)

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

UNIT III Learning, Leadership and Motivation

(8 Hours)

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

UNIT IV Personality, Emotions and Stress Management

(8 Hours)

- Personality – Components, MBTI
- Big Five Model of Personality
- Type A ,Type B Personality
- Emotions and Moods
- Stress Management- Sources of Stress, Consequences of Stress, Individual and Organizational Approaches to Stress Management

UNIT V Group, Organizational Culture and Organizational Change

(8 Hours)

- Group- Definition, Stages of Group Development
- Group Dynamics- Group Norms, Group Cohesiveness, Group Think, Group Shift
- Organizational Culture- Definition, Types
- Organizational Change-Planned Change, Resistance to Change, Approaches to Change Management

Text Books

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

Suggested Reading

1. Nelson,D,;Quick, James; Khandelwal (2012). ORGB. Cengage Learning. Second Edition
2. Luthan, F.Organizational Behaviour.McGraw Hills.1995
3. Ashwathapa, K.. “Organizational Behaviour”Himalyan Publishing House.

4. Pareek, U. "Understanding Organizational Behaviour". Orford University Press. Second Edition
5. Prasad, L.M. "Organizational Behaviour "Sultan Chand and Sons, New Delhi.

Presentation Topics

S.No.	Topics	Roll No.	Name	Date	Grade
1	Concept and Importance of OB, Multidisciplinary Nature of OB	CUHP19MBA01	ABHISHEK		
2	Models of Organizational Behaviour	CUHP19MBA02	ABHILESH		
3	Roles and Skills of a Manager	CUHP19MBA03	ABHINAV		
4	Challenges and Opportunities of OB Managers	CUHP19MBA04	ABHISHEK		
5	Work Force Diversity & Cross Culture Organisational Behaviour (Case Study)	CUHP19MBA05	ABHISHEK GAUTAM		
6	Perception- Concept, Factors affecting Perception	CUHP19MBA06	ABHISHEK		
7	Attribution Theory and Perceptual Errors (Case study)	CUHP19MBA07	ABHISHEK SHARMA		
8	Meaning and Components of Attitude	CUHP19MBA08	ABHISHEK SINGH		
9	Job satisfaction and Factors Affecting Job satisfaction	CUHP19MBA09	AKSHAY DHIMAN		
10	Types of Job Attitudes (Case Study)	CUHP19MBA10	AKSHAY		
11	Theories of Learning- Classical and Operant Learning Difference between Classical and Operant Conditioning (Case Study)	CUHP19MBA11	AKSHIT KUMAR		
12	Theories of Learning- Social Learning Reinforcement, Types of Reinforcement (Case Study)	CUHP19MBA12	AKSHIT KUMAR		
13	Definition and Importance of Leadership Theories of leadership-Trait and Contingency Theories (Case Study)	CUHP19MBA13	AKSHITA DHIMAN		
14	Theories of leadership-Behavioural and Contemporary Theories (Case Study)	CUHP19MBA14	ALISHA		
15	Motivation – Concept and Importance, Content and Process Theories of Motivation (Case Study)	CUHP19MBA15	AMAN KUMAR		
16	Personality – Components, MBTI (Personality Scale)	CUHP19MBA16	AMAN KUMAR		
17	Big Five Model of Personality (Personality Scale)	CUHP19MBA17	AMIT KATOCH		
18	Type A ,Type B Personality (Case Study)	CUHP19MBA18	AMOL		
19	Emotions and Moods (Case Study)	CUHP19MBA19	AMRIT		
20	Stress Management- Sources of Stress, Consequences of Stress, Individual and Organizational Approaches to Stress Management (Case Study)	CUHP19MBA20	ANJALI		
21	Group- Definition, Stages of Group Development	CUHP19MBA21	ANKIT KUMAR		
22	Group Dynamics- Group Norms, Group Cohesiveness, Group Think, Group Shift (Case Study)	CUHP19MBA22	ANKUSH		
23	Organizational Culture- Definition, Types (Case Study)	CUHP19MBA23	ANKUSH RANA		
24	Organizational Change-Planned Change (Case Study)	CUHP19MBA24	ANSHUL		
25	Resistance to Change, Approaches to Change Management (Case Study)	CUHP19MBA25	ABHISHEK VERMA		
26	Quiz Unit 1	CUHP19MBA26	ARUN KUMAR		
27	Quiz Unit 2	CUHP19MBA27	ASHISH KATOCH		
28	Quiz Unit 3	CUHP19MBA29	ASHISH KUMAR		
29	Quiz Unit 4	CUHP19MBA30	ASHISH SHARMA		
30	Quiz Unit 5	CUHP19MBA31	BALBIR SINGH		
31	Quiz (Current Affairs and Business News)	CUHP19MBA33	BALJEET KAUR		

LECTURE PLAN

Lectures	Topics	Prescribed Text Book	Chapter No.
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 Organisation, 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 – 19	Control Techniques	Book – 2	Chapter – 18
Lecture – 20	Problems in Control Process	Book – 2	Chapter – 18



Counselling Skills

Course Code: MGT 507

Course Name: Counselling Skills

Teacher: Dr. Gitanjali Upadhaya

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

Course Objectives: The course is designed to-

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

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

Evaluation Criteria:

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

Course Contents

UNIT I Introduction to Counselling

3 Hours

- Definition of Counselling, History and Trends in the field of Counselling, Need and Aim of Counselling, Counselling vs. Guidance, Counselling and Psychotherapy- Similarities and Differences
- Personal and Professional Aspects of Counselling
- Ethical and Legal Aspects of Counselling

UNIT II Counselling Processes

3 Hours

- Building Counselling Relationships
- Working in a Counselling Relationship
- Termination of Counselling Relationship

UNIT III Theories of Counselling

5 Hours

- Psychoanalytic, Adlerian and Humanistic Theories
- Behavioural, Cognitive, Systemic, Brief and Crisis Theories of Counselling

UNIT IV Counselling Practices

4 Hours

- Conducting Groups
- Offering Consultation
- Participating in Evaluation and Research
- Utilizing Tests and Assessment Methods

UNIT V Counselling Specialties

5 Hours

- Professional School Counselling
- College Counselling and Student Life Services
- Career Counselling
- Marriage, Couple, and Family Counselling
- Mental Health and Community Counselling

Text Book

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

Suggested Reading

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

Presentation Topics

S.No.	Topics	Roll No.	Name	Date	Grade
1	Definition of Counselling, History and Trends in the field of Counselling, Need and Aim of Counselling, Counselling vs. Guidance, Counselling and Psychotherapy- Similarities and Differences	CUHP19MBA01	ABHISHEK		
2	Personal and Professional Aspects of Counselling, Ethical and Legal Aspects of Counselling	CUHP19MBA11	AKSHIT KUMAR		
3	Building Counselling Relationships, Working in a Counselling Relationship, Termination of Counselling Relationship	CUHP19MBA12	AKSHIT KUMAR		
4	Psychoanalytic, Adlerian and Humanistic Theories Behavioural, Cognitive, Systemic, Brief and Crisis Theories of Counselling	CUHP19MBA13	AKSHITA DHIMAN		
5	Conducting Groups, Offering Consultation, Participating in Evaluation and Research, Utilizing Tests and Assessment Methods	CUHP19MBA14	ALISHA		
6	Professional School Counselling	CUHP19MBA15	AMAN KUMAR		
7	College Counselling and Student Life Services	CUHP19MBA18	AMOL		
8	Career Counselling	CUHP19MBA23	ANKUSH RANA		
9	Marriage, Couple, and Family Counselling	CUHP19MBA24	ANSHUL KASHYAP		
10	Mental Health and Community Counselling	CUHP19MBA31	BALBIR SINGH		

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[Established under the Central Universities Act 2009]

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

www.cuhimachal.ac.in

Industrial Psychology

Course Code: HRM 512

Course Name: Industrial Psychology

Faculty Name: Dr. Gitanjali Upadhaya

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

Course Objectives: The course is designed to:

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

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

Evaluation Criteria:

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

Course Contents:

UNIT I: Introduction to Industrial Psychology

(8 Hours)

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

UNIT II: Research in I/O Psychology and Psychological Testing

(10 Hours)

- Considerations in Conducting Research- Ideas, Hypotheses, and Theories
- Literature Reviews- Journals, Bridge Publications, Trade Magazines

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

UNIT III: Individual Psychology at Workplace

(8 Hours)

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

UNIT IV: Social Psychology at Workplace

(8 Hours)

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

UNIT V: Organizational Psychology

(6 Hours)

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

Prescribed Text Books:

- Aamodt Michael G. 2013, Industrial/ Organizational Psychology- An Applied Approach, Seventh Edition, Cengage Learning, USA
- Bisen, Vikram and Priya, 2010, Industrial Psychology, New Age International Publishers, New Delhi.
- Levy, Paul E., 2010, Industrial Organizational Psychology, Third Edition, Worth Publishers New York.

Suggested Additional Readings:

- Singh, Narendar, 2011, Industrial Psychology, McGraw Hill, New Delhi
- Schultz, D and S.E. Schultz, 2012, Psychology and Work Today, Pearson Education.
- Ghosh, P.K., and Ghorpade, M. B., 2011, Industrial Psychology, Himalaya Publishing House, Mumbai

- Blum, M.L. and Naylor, J.C., 2004, Industrial Psychology, CBS Publishers & Distributors Pvt. Ltd., New Delhi
- Nelson, Quick and Khandelwal, 2016, Organizational Behaviour- A South-Asian Perspective, Cengage Learning Pvt. Ltd. Delhi.
- Tiffin, J. and McCormick, E.J., Industrial Psychology, Fifth Edition, Prentice-Hall India, New Delhi
- Harrell, T.W., 1967, Industrial Psychology, 2nd Indian Reprint, Oxford & IBH Publishing Co., New York
- Smith, K.L. and Wakeley, J.H., 1972, Psychology of Industrial Behavior, 3th Edition, Tata McGraw Hill, New Delhi



CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

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

www.cuhimachal.ac.in

Organisation Development

Course Code: COD 404

Course Name: Organisation Development

Faculty Name: Dr Bhawana Bhardwaj

Year of Course Revision: 2020

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

Expected Outcome: After completion of this course students will be able to understand use OD Interventions in theory as well as 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%
 - Attendance and Class Participation: 10%
 - Presentation: 10%
 - Quiz: 5%

Course Contents

UNIT I Organisational Change and its Management	4 Hours
<ul style="list-style-type: none">• Planned Change – Nature and Theories• Models of Planned Change• Leading and Managing Change• Action Research- Introduction and Process	
UNIT II Organisation Development and Organisation Transformation	4 hours
<ul style="list-style-type: none">• Organisation Development – History, Concept, Importance• Values, Assumptions and Beliefs of OD• Organization transformation vs Organization Development	
UNIT III OD Interventions -I	4 hours
<ul style="list-style-type: none">• Definition of Interventions and classification of Interventions• Individual-based interventions• Life and Career Planning• Transaction Analysis• Coaching and Counselling• T-Group Training	
UNIT IV OD Interventions – II	4 hours
<ul style="list-style-type: none">• Process Consultations and Role Negotiations• Fish Bowl and Role Analysis Techniques• Organisation Mirroring and Third Party Peace Making• Employee Involvement	
UNIT V OD Interventions -III	4 hours
<ul style="list-style-type: none">• MBO	

- Grid OD
- Confrontation Meeting
- Power, Politics and Organisation Development

Case Study:

Black & Decker International: Globalisation of the Architectural Hardware Line (Book 2, pp732-744)

Text Books:

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

Additional Readings:

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

Lesson Plan

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Nature of Planned Change - Theories	Book 2	Chapter 2
Lecture – 2	Models of Planned Change	Book 2	Chapter 2
Lecture – 3	Leading and Managing Change	Book 1	Chapter 10
Lecture – 4	Action Research- Introduction and Process	Book 2	Chapter 5
Lecture – 5	Organisation Development – History, Concept; Organisation Transformation	Book 1	Chapter 2
Lecture – 6	Values, Assumptions and Beliefs of OD	Book 1	Chapter 4
Lecture – 7	Organization Transformation , Organisation Development Vs OT	Book 3	Chapter 5
Lecture – 8	Case study on Organization Transformation	Class notes	Class notes
Lecture – 9	Definition of Interventions and classification of Interventions	Book 1	Chapter 8
Lecture – 10	Individual based interventions – Life and Career Planning	Book 3	Chapter 13
Lecture – 11	Transaction Analysis	Book 1	Chapter 5

Lecture – 12	Coaching and Counselling and T-Group(Sensitivity Training)	Book 1	Chapter 13
Lecture – 13	Process Consultations Role Negotiations	Book 1	Chapter 9
Lecture – 14	Fish Bowl Role Analysis Techniques	Book 1	Chapter 9 and 10
Lecture – 15	Employee Involvement	Book 2	Chapter 15
Lecture – 16	Survey Feedback	Book 1	Chapter 11
Lecture – 17	MBO	Book 1	Chapter 12
Lecture – 18	Grid OD	Book 1	Chapter 11
Lecture – 19	Confrontation Meeting Total Quality Management	Book 1	Chapter 12
Lecture – 20	Power, Politics and Organisation Development	Book 1	Chapter 16

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

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

www.cuhimachal.ac.in

Performance Management- Systems & Strategies

Course Code: HRM 509

Course Name: Performance Management- Systems & Strategies

Faculty Name: Dr. Bhawana Bhardwaj

Year of Revision: 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

- 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, Components and importance of Performance Management
- Advantages and Disadvantages of the 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 & Management 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

Course Code: HRM 513

Course Name: Labour Laws

Faculty Name: Dr. Bhawana Bhardwaj

Year Of Revision: 2019

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

Expected Outcomes:

After completion of the course the student will be able to understand various laws related to employment and will make them employable to such organization where knowledge related to labour law is a prerequisite

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 Labour Legislation and their importance
- 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:

Sinha, P.R.N, Sinha, Indu Bala and Shekhar, S.P (2019). Industrial Relations, Trade Unions and Labour Legislation. McGraw Hill.

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.

Management of Financial Institutions

Programme of Study	MBA
Course Code:	AFA 411
Course Name:	Management of Financial Institutions
Designed by Faculty	Dr Manpreet Arora

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 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. 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 Financial System

(4 Hours)

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

UNIT - II: Money market and Capital Market

(3 Hours)

- Financial Markets: The Money market, Capital Market

- Functions and role
- Instruments

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

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

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

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

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

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

Prescribed Text Books:

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

Supplementary Reading:

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

8. Bhole L M, Mahakhud Jitendra (2012). Financial Institutions and Markets. Tata McGraw Hill, New Delhi.

LECTURE PLAN

Lectures	Topics	Prescribed Text Book
Lecture – 1	The Indian Financial System	Book – 1
Lecture – 2	Components of formal financial system, Functions of a financial system	Book – 1
Lecture – 3	Primary and secondary Markets	Book – 1
Lecture – 4	Stock exchanges, Benefits of stock exchanges	Book – 1
Lecture – 5	Financial Markets: The Money market, Capital Market	-----
Lecture – 6	Functions & Role of Financial Markets	Book –1,2&3
Lecture – 7	Instruments	Book – 1&2
Lecture – 8 &9	The Reserve Bank of India, Roles of RBI	Book – 3
Lecture –10 & 11	Techniques of monetary Control (CRR, SLR, Bank rate, OMO)	Book – 1
Lecture – 12	The Securities and Exchange Board of India – Genesis, Organisation, Objectives and Functions	Book – 2&3
Lecture – 13 & 14	Development Financial Institutions – Development Banks, SIDBI	Book – 1&3
Lecture – 15	EXIM BANK, NABARD	Book – 1

Lecture –16	Banking Institutions, Functions of a Bank, Scheduled Commercial Banks & Cooperative Banking	Book – 1&3
Lecture – 18 &19	Financial Inclusion, Retail Banking	Book – 1&3
Lecture –19 & 20	Micro finance, Bancassurance, Merchant banking	Book – 3

Mergers and Acquisitions

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

(6 Hours)

- Motives for mergers and acquisitions
- Forms of Mergers and Acquisitions
- Theories of Mergers
- History of Mergers
- Merger Waves
- What Causes Merger Waves?

- Recent trends in Mergers and Acquisitions
- Case Study: Merger of ICICI Ltd. With ICICI Bank(Chapter 1 Ray)
- Case Study: Merger of Reliance Petroleum Ltd. With Reliance Industries Ltd.

UNIT - II: History and Strategic approaches to Mergers and Acquisition (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

UNIT - III: Valuation of Mergers and Acquisitions (Theoretical Aspects only) (15 Hours)

- Basics of Valuation
- Various expressions of value
- Objectives of valuation
- Public sector valuation
- Case Study: Corporate Valuation and Indian Politics: Privatization of Balco
- Approaches to Corporate Valuation
- Corporate valuation techniques: Net Asset Valuation Model,
 - Optimized Deprival Valuation Model, Price Earning Valuation Model,
 - Tobin'S Q Model, Enterprise Value creation model, The Free Cash Valuation Model , EVA Model
 - Economic Gains and costs of M&A
 - The share exchange ratio
- Case Study: Swap Ratio and the failed Merger Between Global Trust Bank and UTI Bank

UNIT - IV: Valuing the Intangibles: Brands, Goodwill, Human Resources and Customer Relationships

(6 Hours)

- Types of Intangible assets
- Theoretical aspects of valuation of Brands
- Theoretical aspects of valuation of Goodwill
- Theoretical aspects of valuation of Human Resources
- Theoretical aspects of valuation of customer relations

UNIT - V: Restructuring, Takeover Tactics and Review of Research Papers (8 Hours)

- Divestures, Equity carve Outs, Spin offs
- Preliminary Takeover steps, Establishing a Toehold
- Bidding Strategies, Bear Hugs
- Tender Offers, Proxy Fights
- Divestment, LBO'S, Spin offs
- Poison pills, golden parachutes, greenmail, standstill agreements

- White knight, divestments,
- Case lets on takeover strategies
- Review of increasing Mergers in online business (Flipkart, Mantra, Snapdeal)

Review of Research Papers

- Trends and prospective on Corporate Mergers in Contemporary India (P L Beena, Economic and Political Weekly, 2008)
- Type of Merger and Impact on Operating Performance: The Indian Experience (Prmod, Vidyadhar, Economic and Political Weekly, 2008)
- Review of Mergers in Telecom Sector

Prescribed Text Books:

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

Suggested Additional Readings:

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

LECTURE PLAN

Lectures	Topics	Prescribed Text Book
Lecture – 1	Motives for mergers and acquisitions, Forms of Mergers and Acquisitions	Book – 1
Lecture – 2	Theories of Mergers, History of Mergers,	Book – 1
Lecture – 3	Merger Waves, What Causes Merger Waves?	Book – 1

Lecture – 4	Recent trends in Mergers and Acquisitions	Book – 1
Lecture – 5	Case Study: Merger of ICICI Ltd. With ICICI Bank(Chapter 1 Ray)	-----
Lecture – 6	Case Study: Merger of Reliance Petroleum Ltd. With Reliance Industries Ltd.	Book – 1,2&3
Lecture – 7 & 8	Strategies for entering into new markets.	Book – 1&2
Lecture – 9	Value creation Strategy in Mergers and Acquisitions.	Book – 3
Lecture – 10 & 11	Strategic approaches –BCG Matrix Analysis, Ansoff Matrix Analysis, Product Life Cycle Analysis	Book – 1
Lecture – 12 & 13	Basics of Valuation, Various expressions of value, Objectives of valuation, Public sector valuation	Book – 2&3
Lecture – 14	Case Study: Corporate Valuation and Indian Politics: Privatization of Balco	Book – 1&3
Lecture – 15	Approaches to Corporate Valuation	Book – 1
Lecture – 16	Corporate valuation techniques: Net Asset Valuation Model, Optimized Deprival Valuation Model, Price Earning Valuation Model,	Book – 1&3
Lecture – 17	Tobin’S Q Model, Enterprise Value creation model, The Free Cash Valuation Model, EVA	Book – 1&3

	Model	
Lecture –18	Economic Gains and costs of M&A	Book – 3
Lecture -19	The share exchange ratio	
Lecture- 20	, Case Study: Swap Ratio and the failed Merger Between Global Trust Bank and UTI Bank	

International Business Environment

Programme of Study	MBA
Course Code:	MIB 411
Course Name:	International Business Environment
Designed by Faculty	Dr Manpreet Arora
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 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%
 - vi. Library Work Assignment: 5%

- vii. Media watch: 5%
- viii. Quizzes/Games/Puzzles: 5%
- ix. Case study: 5%
- x. Group Presentation: 5%

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 polychronic cultures, universalism and Particularism, Individualism and Communitarianism, neutral v/s emotional cultures, specific v/s diffuse culture, cultural stereotypes, Religion, Language, Culture and OB,
- Demographic, Political, Regulatory, Natural,
- Technological Environment
- Political 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

Lectures	Topics	Prescribed Text Book
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	Book – 1

	Decisions, types of International Business	
Lecture – 5	Case Study	-----
Lecture – 6	Determinants of Entry Mode, the trade mode,	Book –1,2&3
Lecture – 7	Economic Environment, Economic Structures,	Book – 1&2
Lecture – 8 & 9	Socio/Cultural Environment, Demographic, Political, Regulatory, Natural Environment	Book – 3
Lecture –10	Technological Environment Political Environment	Book – 1
Lecture – 11&12	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	Book – 2&3
Lecture – 13	Case study	Book – 1&3

Qualitative Research

Programme of Study	MBA
Course Code:	MSO 603
Course Name:	Qualitative Research
Designed by Faculty	Dr Manpreet Arora
Year of Introduction/Revision of Course Contents	2019

Credits Equivalent: 4Credits (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 enable the students to consider the nature of Qualitative Research and equip them to understand its theory and design.
2. To make them understand the step-by-step demonstration of academic research writing.
3. 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:

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 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
- Theories underlying Qualitative Research
- Texts as Data in Qualitative Research
- Designing Qualitative Research

- The Qualitative Research Process

UNIT – III: Academic and Research Report Writing (5 Hours)

- Introduction to Academic and Research Report Writing
- Need and Importance
- Types of Research Reports
- Report Preparation and Presentation

UNIT - IV: Guidelines for Effective Documentation (8 Hours)

- Writing styles and language
- Guidelines for presenting tabular data
- Guidelines for visual representations
- Guidelines for oral presentations

UNIT - V: Thesis and Research Paper Writing (7 Hours)

- Layout of the thesis
- Contents prior to the chapters
- Preparation of abstract
- Introduction section
- Literature review
- Sections/chapters on computational methodology
- Results and discussion
- Conclusion
- References and future work
- Appendices

Prescribed Text Books:

1. Flick, Uwe. *An introduction to qualitative research*. Sage Publications Limited, 2018.
2. Chawla, Deepak, and Neena Sodhi. *Research methodology: Concepts and cases*. Vikas Publishing House, 2011.
3. Malhotra, Naresh K. "An Applied Orientation." *Marketing Research 2* (1999).

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.

Lecture Plan

Lectures	Topics	Prescribed Text Book
Lecture – 1 &2	Premise for using Qualitative Research Methods	Book – 1
Lecture – 3 & 4	Limitations of Quantitative Research , History of Qualitative Research	Book – 1
Lecture – 5	Distinguishing Qualitative and Quantitative Data Methods	Book – 1
Lecture – 6& 7	Approaches to Qualitative Research	Book – 1
Lecture – 8& 9	Ethics in Qualitative Research	-----
Lecture – 10 & 11	Qualitative Research: Theory and Design, Using the Existing Literature	Book –1,2&3
Lecture – 12& 13	Theories underlying Qualitative Research	Book – 1&2
Lecture – 14 &15	Texts as Data in Qualitative Research	Book – 3
Lecture –16 & 17	Designing Qualitative Research	Book – 1
Lecture – 18&19	The Qualitative Research Process	Book – 2&3
Lecture – 20 & 21	Introduction to Academic and Research Report Writing	Book – 1&3

Lecture- 22	Need and Importance of Academic writing	
Lecture-23 & 24	Types of Research Reports	
Lecture-25 &26	Report Preparation and Presentation	
Lecture -27& 28	Writing styles and language	
Lecture-29 & 30	Guidelines for presenting tabular data	
Lecture-30	Guidelines for visual representations	
Lecture-31	Guidelines for oral presentations	
Lecture-32	Layout of the thesis	
Lecture-33	Contents prior to the chapters	
Lecture-34	Preparation of abstract	
Lecture-35 & 36	Introduction section, Literature review	
Lecture-37	Sections/chapters on computational methodology	
Lecture-38	Results and discussion, Conclusion	

Lecture-39	References and future work	
Lecture-40	Appendices	

Operations Management

Programme of Study	MBA
Course Code:	POM 401
Course Name:	Operations Management
Designed by Faculty	Dr Manpreet Arora
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:

- 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 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 Operations Management

(5 Hours)

- Meaning of Productions and Operations

- Nature and Scope of Production / Operations Management
- Production / Operations as a system
- Production / Operations as an Organizational Function
- Production / Operations as Conversion/Transformative System
- Production / Operations as a means of creating utility
- Role of Operations Management
- Responsibilities of Production / Operations Manager
- Operations in Global Environment

UNIT – II: Designing Operations (3 Hours)

- Product Design and Analysis
- Make or Buy Decision

UNIT – III: Location and Layout (4 Hours)

- Layout Strategies
- Location Strategies

UNIT – IV: Forecasting (4 Hours)

- JIT and latest techniques
- Demand Forecasting

UNIT – V: Managing Inventory and Productivity (4 Hours)

- Inventory Management
- EOQ and inventory control techniques
- Productivity and Efficiency
- Application of Operations Management in Industry

Prescribed Text Books:

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

Suggested Readings

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

Lecture Plan

Lectures	Topics	Prescribed Text Book
Lecture – 1	Meaning of Productions and Operations; Nature and Scope of Production / Operations Management	Book – 1
Lecture – 2	Role of Operations Management	Book – 1
Lecture – 3 & 4	Production / Operations as a system; Production / Operations as an Organizational Function	Book – 1
Lecture – 5& 6	Production / Operations as Conversion/Transformative System	Book – 1
Lecture- 7 & 8	Production / Operations as a means of creating utility	
Lecture – 9 & 10	Responsibilities of Production / Operations Manager; Operations in Global Environment	-----
Lecture – 11&12	Product Design and Analysis; Make or Buy Decision	Book –1,2&3
Lecture – 13 ,14, 15	Layout Strategies Location Strategies	Book – 1&2
Lecture – 16	JIT and latest techniques Demand Forecasting	Book – 3
Lecture –17 & 18	Inventory Management, EOQ and inventory control techniques	Book – 1
Lecture – 19 & 20	Productivity and Efficiency; Application of Operations Management in Industry	

Programme of Study

MBA

Course Code:

MSO 506

Course Name:

Strategic Management

Designed by Faculty

Dr Manpreet Arora

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 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 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. Library Work Assignment: 5%
 - II. Subjective Assignment: 5%
 - III. Quizzes/Games/Puzzles: 5%
 - IV. Personality Assessment:5%
 - V. Live Projects: 5%

COURSE CONTENTS:

UNIT – I: Introduction to Strategic Management

(8 HOURS)

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

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

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

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

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

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

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

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

- Strategic Leadership
- Strategy Evaluation and Control

Prescribed Text Books:

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

Suggested Additional Readings:

1. Clegg, Stewart, Chris Carter, martin Kornberger and Jochen Schweitzer (2011). **Strategic: Theory & Practice**, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New

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

Lecture Plan

Lectures	Topics	Prescribed Text Book
Lecture – 1 &2	Strategic Planning and strategic Management	Book – 1
Lecture – 3	The Strategic Management Process	Book – 1
Lecture – 4&5	Strategic Intent: Vision, Mission and Objectives	Book – 1
Lecture – 6 & 7	Case Studies	Book – 1
Lecture- 8 &9	Environmental Analysis	
Lecture – 9 & 10	Industry Analysis	-----
Lecture – 11&12	Competitive Analysis	Book –1,2&3
Lecture – 13 & 14	Internal Analysis	Book – 1&2
Lecture – 15	Sun Tzu: Art of War, application in Business	Book – 3

Lecture –16	Kautilya Arthsastra: Relevance in today's Business	Book – 1
Lecture – 17 & 18	Case Studies	
Lecture – 19 & 20	Strategy Formulation: Corporate Level Strategy	Book – 2&3
Lecture – 21 & 22	Global Strategy	Book – 1&3
Lecture- 23, 24, 24	Business Level Strategy	
Lecture- 26 & 27	Strategic Analysis and Choice	
Lecture-28 & 29	Case Studies	
Lecture- 30 & 31	Strategy Implementation : Structural Issues	
Lecture- 32	Behavioural Issues in Strategy Implementation	
Lecture-33 & 34	Functional Strategies	
Lecture-35 & 36	Case Studies	
Lecture-37 & 38	Strategic Leadership	
Lecture-39 & 40	Strategy Evaluation and Control	

Programme of Study	MBA
Course Code:	AFA 407
Course Name:	Accounting For Managerial Decisions
Designed by Faculty	Dr Manpreet Arora
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

- 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%
 - 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 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

5

Lectures	Topics	Prescribed Text Book
Lecture – 1	Accounting, Book-keeping and Accounting	Book – 1
Lecture – 2	Users of Accounting	Book – 1
Lecture – 3 & 4	Basic Concepts and Conventions, Limitations of Accounting	Book – 1
Lecture – 4	Management Accounting	Book – 1
Lecture – 5	Financial Statements: Meaning and type of financial statements	Book – 1&2
Lecture – 6	Objectives and Methods of preparing Financial Statement Analysis	Book –1,2&3
Lecture – 7& 8	(Comparative and Common Size Statements, Trend Analysis)	Book – 1&2
Lecture – 9	Ratio analysis;	Book – 3
Lecture –10 & 11	Classification of Ratios; Liquidity ratios, Profitability ratios, Solvency ratios, Turnover Ratios	Book – 1
Lecture – 12	Advantages and Limitations of Ratio Analysis.	Book – 2&3
Lecture – 13	Marginal costing and Profit planning	Book – 1&3
Lecture – 14 & 15	P/V ratio, Break Even point, Marginal cost equation, Margin of Safety,	Book – 1
Lecture –16	Calculation of Desired Profit and Desired Sales	Book – 1&3

Lecture – 17 & 18	Budgeting for profit planning and control: Meaning of Budget and Budgetary control, Objectives; Merits and Limitations of Budgeting;	Book – 1&3
Lecture –19	Cash Budget & its format	Book – 3
Lecture –20	Zero Base Budgeting	

Project Management

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

Year of Introduction and Revision: 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 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%
 - 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 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, types of overheads
- Scheduling, Networking, Theoretical aspects of PERT, CPM
- Resource Allocation – Types of Project Constraints
- Risk Management – Process, Identifications, Analysis

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, Socio-demographic, Technological factors	Book – 1
Lecture – 3& 4	Project Feasibility – Market Analysis, Technical Analysis, Financial Analysis, Project Appraisal and Selection	Book – 1
Lecture – 5	Project Definition – Project Scope, Project Planning model, Work Breakdown Structure, Organizational Breakdown Structure	Book – 1
Lecture – 6	Estimating Time and Cost – Factors affecting quality of Estimate, Estimating Guidelines, Cost estimates, types of overheads	-----
Lecture – 7 & 8	Scheduling, Networking, Theoretical aspects of PERT, CPM	Book –1,2&3
Lecture – 9	Resource Allocation – Types of Project Constraints	Book – 1&2
Lecture – 10	Risk Management – Process, Identifications, Analysis	Book – 3
Lecture –11	Project Organization Structure and Culture – Traditional or Functional Organizations	Book – 1
Lecture – 12	Project management through dedicated team, Matrix Organizations, Choice of Organizations, Organizational Culture, Staffing and related issues	Book – 2&3
Lecture – 13 &	Project Monitoring and Control – Setting a Baseline,	Book – 1&3

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

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

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

www.cuhimachal.ac.in

Marketing Management

Course Code: MSC 401

Course Name: Marketing Management

Faculty Coordinator: Dr. Chaman Lal

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:

- 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%
 - 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/Presentation = 10%
- c. Case studies/Field Survey = 5%
- d. Surprise test/Activity/Quiz = 5%

Course Contents:

UNIT - I: Introduction to Marketing
Hours)

(8

- Meaning, Nature, Scope, and Importance of Marketing
- A history of schools of marketing thoughts
- Marketing Management Process: An overview
- Core Marketing Concepts and Philosophies
- An effective marketer and Customer-oriented Company
- An Effective Marketing Mix
- Growing Marketing Opportunities in India
- Customer Value

UNIT - II: Environmental Scanning and Information Gathering

(7 Hours)

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

3. Clow, Kenneth E. and Donald Baack (2012). **Case Studies in Marketing Management**, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.

4. 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.
5. Kotler, Philip; Kevin Lane Keller; Abraham Koshy and Mithileswar Jha (2013). **Marketing Management: A South Asian Perspective, 14 e.**; Pearson Education, New Delhi.
6. Kumar Arun and Meenakshi N (2011). **Marketing Management, 2nd Edition**, Vikas Publishing House Pvt. Ltd., New Delhi
7. 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, 1st 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

Lectures	Topics	Prescribed Text Book(s)	Chapter No.
Lecture – 1-3	Meaning and Importance of Marketing	Book-1	Chapter-1
Lecture – 4-6	Core Marketing Concepts and Philosophies	Book-1	Chapter-1
Lecture – 7&8	An effective marketer and Customer-oriented Company	Book-3	Chapter-2
Lecture – 9	An Effective Marketing Mix	Book-3	Chapter-2
Lecture – 10&11	Case Study	Reference material to be provide	
Lecture – 12-14	Analyzing the Marketing Environment	Book-1	Chapter-2
Lecture – 15&16	Impact of Environmental factors on marketing Decision	Book-2&3	Chapter-2&3
Lecture – 17&18	Marketing Information System	Book-3	Chapter-4
Lecture – 19&20	The changing face of consumer markets and role of marketing	Book-3	Chapter-3
Lecture – 21&22	Case Study	Reference material to be provide	
Lecture – 23&24	The Buying Decision Process and Factors Influencing the Consumer Behavior	Book-1&3	Chapter-4&3
Lecture – 25&26	Market Segmentation	Book-1&3	Chapter-6&5
Lecture – 27	Market Targeting	Book-1&3	Chapter-7
Lecture – 28&29	Market Positioning	Book-1	Chapter-8
Lecture – 30-32	Product Classification, Product Levels, Product Line and Product-Mix Decisions	Book-1&3	Chapter-9&7
Lecture – 33	Product Differentiation and Brand Positioning	Book-1	Chapter-10
Lecture – 34&35	Product Life Cycle	Book-1&3	Chapter-11&12
Lecture – 36&37	Pricing Strategies	Book-1&3	Chapter-12&13
Lecture – 38	Distribution Strategies	Book-1&2	Chapter-13&14
Lecture – 39	Promotion Mix	Book-1&2	Chapter-14&15
Lecture – 40	Emerging Trends and Ethical Issues	Book-1&2	Chapter-16&17

Retail Management

Course Code: MSC 440

Course Name: Retail 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 / 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 (5 Hours)

- Overview of Retailing
- Dynamics of Retailing
- Retailing Theory and Retail Formats
- Global & Indian Retail Scenario and Liberalization: Impact on Retail Industry

LECTURE PLAN

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

Lecture – 18	Rural Retailing &E-tailing	Journals	Research Papers
Lecture – 19	e-tailing: Applications	Book 3 Journals	Chapter 3&4 Research Papers
Lecture – 20	Current Trends in e-retailing	Journals	Research Papers

Rural Marketing

Course Code: MSC 507

Course Name: Rural Marketing

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:

- 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

(6 Hours)

- Rural Markets and its unique features, Rural Marketing, Evolution of Rural Marketing, and Difference between Rural Marketing and Urban Marketing.

- Need for Exploring the Rural Markets and Go Rural Decision
- Rural Marketing Models and Rural Marketing: Challenges & Opportunities
- The Rural Marketing Mix

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

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

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

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

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

Distribution Decisions: -

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

Promotion Decisions: -

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

UNIT – V: Applications (6 Hours)

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

Prescribed Text Books:

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

Suggested Additional Readings:

1. Gopaldaswamy T P, Rural Marketing, Wheeler Publishers, New Delhi.
2. Kashyap Pradeep, Amp, Raut, Sidhartha (2005), Rural Marketing, Wiley, New Delhi.
3. Neelmeghan S, Marketing in India: Cases and Readings, Vikas Publishing House, New Delhi.

4. Krishnamoorthy R(2011), Introduction to Rural Marketing, 3rd Revised Edition, Himalaya Publishing House Pvt. Ltd., Mumbai.

LECTURE PLAN

Lectures	Topics	Prescribed Text Book(s)	Chapter No.
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

Course Code: MSC 404

Course Name: Industrial Marketing

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:

- 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, 3rd Edition, Prentice Hall Inc.
3. Gross, A C, (1993), Business Marketing, Houghton Mifflin.
4. Webster, F. E., Industrial Marketing Strategy, Second Edition, John Wiley.
5. Cherunilam, F. (2015), Industrial Marketing: Text and Cases, Himalaya Publishing House.

Articles:

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

LECTURE PLAN

Lectures	Topics	Prescribed Text Book(s)	Chapter No.
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	Chapter 7&8

		Book 2	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	Communicating with Business Customers	Book 1 Book 2	Chapter 18 Chapter 12

Entrepreneurship Development

Course Code: EDM 206

Course Name: Entrepreneurship Development

Faculty Coordinator: Dr. Chaman Lal

Year of Introduction/Revision of Course Contents 2020

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 (6 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 (5 Hours)

- Entrepreneurial Policies in India
- Institutional Support to Entrepreneurs
- Clustering

UNIT – IV: Creating and Starting the Venture (7 Hours)

- Creativity and Business Idea.
- Legal Issues for the Entrepreneur

- Feasibility Analysis
 - The Business Plan
- UNIT – V: Entrepreneurship Management (6 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. Khanka, S.S., (2012), Entrepreneurial Development, First Edition(Revised). S. Chand & Company Ltd., New Delhi.
3. Roy, Rajiv., (2011), Entrepreneurship, Second Edition, Oxford University Press.
4. Charantimath P.M., (2008), Entrepreneurship Development & Small Business Enterprise, Third Edition, Pearson Education, New Delhi.

Suggested Extra Readings:

1. Zimmerer, W., Thomas, Scarborough, M., Norman, (2009), Essentials of Entrepreneurship and Small Business Management, Fifth Edition, PHI Learning Private Ltd, New Delhi.
2. Barringer, R., Bruce, Ireland, Duane, R., (2011), Entrepreneurship: Successfully Launching New Ventures, Third Edition, Pearson Education, New Delhi.
3. Timmons, A., Jeffry, Spinelli, Stephen, (2009), New Venture Creation: Entrepreneurship for the 21st Century, Seventh Edition, Tata McGraw-Hill, New Delhi.
4. Morse, A., Eric, Mitchell, K., Ronald, (2009), Cases in Entrepreneurship: The Venture Creation Process, Fourth Printing, SAGE Publications Inc., New Delhi.
5. Desai, Vasant, (2012), Entrepreneurial Development and Management of Small and Medium Enterprises, Second Edition Edition, Himalaya Publishing House, Mumbai.
6. Sinha, S K (2010), Small Business Management, Centrum Press, New Delhi.
7. Desai, Vasant, (2011), Entrepreneurial Development, Sixth Edition, Himalaya Publishing House, Mumbai.

LECTURE PLAN

Lectures	Topics	Prescribed Text Book(s)	Chapter No.
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

Course Code: MSC 508

Course Name: Customer Relationship Management

Faculty Coordinator: Dr. Chaman Lal

Year of Introduction/Revision of Course Contents 2020

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

Lectures	Topics	Prescribed Text Book	Chapter No.
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 Satisfaction, Customer Loyalty	Book 1 Book 3	Chapter 6&7 Chapter 3
Lecture – 16	Service Quality, Building a Relationship with Rural Customer	Book 1	Chapter 8&17
Lecture – 17&18	Retaining Customer, Customer Experience	Book 1	Chapter 12&13

	Management, Service Recovery	Book 2	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	Chapter 10 Chapter 16
Lecture – 30	CRM-Opportunities and Challenges	Book 1	Chapter 14

Sales & Distribution Management

Course Code: MSC 514

Course Name: Sales & Distribution Management

Faculty Coordinator: Dr. Chaman Lal

Year of Introduction/Revision of Course Contents 2020

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

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1&2	Overview of Sales Management	Book 1	Chapter 1
		Book 2	Chapter 2
Lecture – 3&4	Role & Success factors of professional sales people	Book 3	Chapter 1
		Book 2	Chapter 1
Lecture – 5&6	Selling, Modern Selling and Theories of Selling	Book 2	Chapter 2
		Book 1	Chapter 2
		Book 3	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	Chapter 3
		Book 2	Chapter 20
Lecture – 10&11	Management of Key Accounts, Sales Territories and Quotas	Book 1	Chapter 4
		Book 2	Chapter 21&22
		Book 3	Chapter 9
Lecture – 12&13	Sales Organisation and Relationship Selling Case Study	Book 1	Chapter 5
		Book 2	Chapter 7

		Book 3	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, Distribution Channel Strategy	Book 1	Chapter 8
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

Organizational Behavior

Course Code:

MGT 202

Course Name:

Organizational Behavior

Faculty Name:

Dr. Aditi Sharma / Dr. Gitanjali Upadhaya / Dr. Rita Sharma

Year of Introduction/Revision of Course Contents 2020

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work

placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to-

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

Attendance Requirements:

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

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

Course Contents

UNIT I Introduction to Organizational Behaviour

(8 Hours)

- Concept and Importance of OB, Multidisciplinary Nature of OB
- Models of Organizational Behaviour
- Roles and Skills of a Manager
- Challenges and Opportunities of OB Managers
- Work Force Diversity & Cross Culture Organisational Behaviour

UNIT II Perception, Attitude and Job Satisfaction

(8 hours)

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

UNIT III Learning, Leadership and Motivation

(8 Hours)

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

UNIT IV Personality, Emotions and Stress Management

(8 Hours)

- Personality – Components, MBTI
- Big Five Model of Personality
- Type A ,Type B Personality
- Emotions and Moods

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

UNIT V Group, Organizational Culture and Organizational Change

(8 Hours)

- Group- Definition, Stages of Group Development
- Group Dynamics- Group Norms, Group Cohesiveness, Group Think, Group Shift
- Organizational Culture- Definition, Types
- Organizational Change-Planned Change, Resistance to Change, Approaches to Change Management

Text Books

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

Suggested Reading

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

Lecture Plan

Lectures	Topics	chapter	books
Lecture – 1	Concept of OB	Chapter-1	book-1
Lecture – 2	Importance of OB	chapter-1	book-1
Lecture – 3	Multidisciplinary Nature of OB	chapter-3	book-1
Lecture –4	Models of Organizational Behavior	chapter-2	book-1
Lecture – 5	Roles and Skills of a Manager	chapter-1	book-1
Lecture – 6	Challenges and Opportunities of OB Managers	chapter-1	book-1
Lecture – 7	Work Force Diversity	chapter-2	book-1
Lecture – 8	Cross Culture Organizational Behavior	chapter-3	book-1
Lecture – 9	Perception- Concept	chapter-3	book-1
Lecture – 10	Factors affecting Perception	chapter-3	book-1
Lecture – 11	Attribution Theory	chapter-3	book-1

Lecture – 12	Perceptual Errors	chapter-3	book-1
Lecture – 13	Meaning and Components of Attitude	chapter-3	book-1
Lecture – 14	Job satisfaction	chapter-4	book-1
Lecture – 15	Factors Affecting Job satisfaction	chapter-4	book-1
Lecture – 16	Types of Job Attitudes	chapter-5	book-1
Lecture – 17	Theories of Learning- Classical, Operant	chapter-5	book-1
Lecture – 18	Social Learning	chapter-5	book-1
Lecture – 19	Definition and Importance of Leadership	chapter-5	book-1
Lecture – 20	Theories of leadership-Trait, Behavioral, Contingency	chapter-5	book-1
Lecture-21	Contemporary Theories	chapter-5	
Lecture-22	Motivation – Concept and Importance	chapter-6	book-1
Lecture-23	Content and Process of motivation	chapter-6	book-1
Lecture-24	Theories of Motivation	chapter-6	book-1
Lecture-25	Personality – Components	chapter-6	book-1
Lecture-26	MBTI	chapter-6	book-1
Lecture-27	Big Five Model of Personality	chapter-7	book-1
Lecture-28	Type A ,Type B Personality	chapter-7	book-1
Lecture-29	Emotions and Moods	chapter-7	book-1
Lecture-30	Stress Management- Sources of Stress	chapter-8	book-1
Lecture-31	Consequences of Stress	chapter-8	book-1
Lecture-32	Individual and Organizational Approaches to Stress Management	chapter-8	book-1

Lecture-33	Group- Definition, Stages of Group Development	chapter-8	book-1
Lecture-34	Group Dynamics- Group Norms,	chapter-9	book-1
Lecture-35	Group Cohesiveness	chapter-9	book-1
Lecture-36	Group Think, Group Shift	chapter-9	book-1
Lecture-37	Organizational Culture- Definition, Types	chapter-10	book-1
Lecture-38	Organizational Change-Planned Change	chapter-10	book-1
Lecture-39	Resistance to Change	chapter-10	book-1
Lecture-40	Approaches to Change Management	chapter-10	book-1

Self-management and development

Course Code: MGT 502

Course Name: Self-Management and Development

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

Course Objectives: The course is designed to:

- Familiarize students to the importance of self-management and development.
- To understand various approaches of self-management and development.

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

Attendance Requirement:

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

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)
<ul style="list-style-type: none"> • 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)
<ul style="list-style-type: none"> • Soft skills: Types, Importance • Communication skills, Developing Positive Attitude • Team building and Teamwork • Time Management, Stress Management 	
UNIT III: Understanding Self Development	(4 Hours)
<ul style="list-style-type: none"> • 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)
<ul style="list-style-type: none"> • 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)
<ul style="list-style-type: none"> • 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	Chapter-2 Chapter-2
		Book-3	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 Book-3	Chapter-3 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 Chapter3,5
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	Chapter10 Chapter-9
18.	Career Path and Development	Book -2 Book-3	Chapter11 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 Chapter11
20			

Organization Development & Transformation

Course Code: HRM 404

Course Name: Organization Development & Transformation

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
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

Total Quality Management

Programme of Study	MBA
Course Code:	POM 505
Course Name:	Total Quality Management
Designed by Faculty	Dr Rita Devi

Year of Introduction/Revision of Course Contents 2020

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 techniques (4 Hours)

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

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

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

UNIT – V: Quality Management Systems (4 Hours)

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

Prescribed Text Books:

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 (5th 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.	Chapter1
3.	Contributions of Dr. W. Edwards Deming: Fourteen points, PDSA cycle.	Chapter4
4.	Contributions of Dr Joseph Juran: Juran's Trilogy (Quality Planning, Quality Control & Quality Improvement)	Chapter4
5.	Concept of 'zero defect', four absolutes of quality and six C's.	Chapter5
6.	Quality Function Deployment (QFD): Introduction, Benefits of QFD	Chapter12
7.	Voice of the customer, House Of Quality (HOQ), Building HOQ	Chapter12
8.	Six Sigma	Chapter7
9.	Kaizen (Continuous Improvement)	Chapter6
10.	Cellular manufacturing, Poka yoke,	Chapter7
11.	Benchmarking	Chapter8
12.	Quality Circles, Quality Control and quality assurance	Chapter9
13.	Cause-and-effect diagram	Chapter5

14.	Pareto's Diagram	Chapter6
15.	Check Sheets	Chapter6
16.	Statistical Process Control	Chapter11
17.	Quality Management Systems	Chapter14
18.	ISO 9000 Series of standards	Chapter14
19.	ISO 14000 Series Standards	Chapter14
20.	ISO 14000 Series Standards	Chapter14

Organizational Theory, Design and Effectiveness

Programme of Study

MBA

Course Code:

HRM 408

Course Name:

Organizational Theory, Design and Effectiveness

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:

- 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

Lecture	Topics	Prescribed text Book	Chapters
1	Organization, Types of organization, Organizational Environment	Book -1 Book-2	Chapter-1 Chapter-1
2	Classical Theories: Scientific Management Theory	Book -1 Book-2 Book-3	Chapter-2 Chapter-2 Chapter-2
3	Administrative Management Theory, Theory of Bureaucracy	Book -1 Book-2 Book-3	Chapter-2 Chapter-2 Chapter-2
4	Classical Theories: Assumptions and Limitations	Book -1 Book-2 Book-3	Chapter-2 Chapter-2 Chapter-2
5	Behavioral Science Theories: Human Relations Approach,	Book -1 Book-2 Book-3	Chapter-3 Chapter-3 Chapter-3
6	Management Science Theory	Book -1 Book-2 Book-3	Chapter-3 Chapter-3 Chapter-3
7	System Theory: General System Theory, Open and Closed system, Organization and its sub systems	Book -1 Book-2	Chapter3,4 Chapter-3
8	Contingency Approach	Book -1 Book-2 Book-3	Chapter-4 Chapter-4 Chapter3,5

9	Organization Design, Components of Organization Design	Book -1 Book-2	Chapter-6 Chapter-5
10	Organization Structure, Eight Dimensions of Structure	Book -1 Book-2	Chapter-6 Chapter-6
11	Types of Organization Structure: Functional Organization, Matrix Organization, Strategic Business Unit	Book -1 Book-2	Chapter-6 Chapter-6
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	Organizational Conflict, Conflict and Organization Design	Book -1 Book-3	Chapter-8 Chapter-8
14	Power and Authority	Book -1	Chapter-9
15	Organizational Culture: Dimensions and Types	Book -1	Chapter-9
16	Introduction, Organizational Efficiency and Effectiveness	Book -2 Book-3	Chapter10 Chapter-9
17	Approaches to Effectiveness	Book -2 Book-3	Chapter10 Chapter-9
18	Perspectives of Organizational Effectiveness	Book -2 Book-3	Chapter10 Chapter-9
19	Monitoring Organizational Effectiveness	Book -1 Book-2	Chapter-9 Chapter-10
20	Criteria for Organizational Effectiveness	Book -1 Book-2	Chapter-9 Chapter10
20			

Organizational Behavior

Code: MGT 116

Course Name: Organizational Behaviour

Faculty Name: Dr. Rita Sharma/Prof Dipanker

Year of Introduction/Revision of Course Contents: 2020

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

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

Attendance Requirements:

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

Evaluation Criteria:

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

Course Contents

UNIT I Introduction to Organizational Behaviour

(8 Hours)

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

UNIT II Perception, Attitude and Job Satisfaction

(8 hours)

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

- Job satisfaction and Factors Affecting Job satisfaction
- Types of Job Attitudes

UNIT III Learning, Leadership and Motivation

(8 Hours)

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

UNIT IV Personality

(8 Hours)

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

UNIT V Emotions and Stress management

(8Hours)

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

Text Books

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

Suggested Reading'

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

Lecture Plan

Lectures	Topics	chapter	books
Lecture – 1	Concept and Importance of OB	Chapter-1	book-1
Lecture – 2	Multidisciplinary Nature of OB	chapter-1	book-1
Lecture – 3	Multidisciplinary Nature of OB	chapter-3	book-1
Lecture –4	Models of Organizational Behavior	chapter-2	book-1

Lecture – 5	Models of Organizational Behavior	chapter-1	book-1
Lecture – 6	Roles and Skills of a Manager	chapter-1	book-1
Lecture – 7	Challenges of OB managers	chapter-2	book-1
Lecture – 8	Opportunities of OB Managers	chapter-3	book-1
Lecture – 9	Perception- Concept	chapter-3	book-1
Lecture – 10	Factors affecting Perception	chapter-3	book-1
Lecture – 11	Attribution Theory	chapter-3	book-1
Lecture – 12	Perceptual Errors	chapter-3	book-1
Lecture – 13	Meaning and Components of Attitude	chapter-3	book-1
Lecture – 14	Job satisfaction	chapter-4	book-1
Lecture – 15	Factors Affecting Job satisfaction	chapter-4	book-1
Lecture – 16	Types of Job Attitudes	chapter-5	book-1
Lecture – 17	Theories of Learning- Classical, Operant	chapter-5	book-1
Lecture – 18	Social Learning	chapter-5	book-1
Lecture – 19	Definition and Importance of Leadership	chapter-5	book-1
Lecture – 20	Theories of leadership-Trait , Contingency	chapter-5	book-1
Lecture-21	Theories of leadership-Trait , Contingency	chapter-5	
Lecture-22	Behavioral and Contemporary Theories	chapter-6	book-1
Lecture-23	Motivation – Concept and Importance Content	chapter-6	book-1
Lecture-24	Process Theories of Motivation	chapter-6	book-1
Lecture-25	Personality – Components	chapter-6	book-1
Lecture-26	MBTI	chapter-6	book-1

Lecture-27	MBTI	chapter-7	book-1
Lecture-28	Big five Model of Personality	chapter-7	book-1
	Big five Model of Personality	chapter-7	book-1
Lecture-29			
Lecture-30	Big five Model of Personality	chapter-8	book-1
Lecture-31	Type A Personality	chapter-8	book-1
Lecture-32	Type B Personality	chapter-8	book-1
Lecture-33	Emotions and Moods	chapter-8	book-1
Lecture-34	Stress Management	chapter-9	book-1
Lecture-35	Sources of Stress	chapter-9	book-1
Lecture-36	Sources of Stress	chapter-9	book-1
Lecture-37	Consequences of stress	chapter-10	book-1
Lecture-38	Consequences of stress	chapter-10	book-1
Lecture-39	Individual and Organizational stress	chapter-10	book-1
Lecture-40	Approaches to Stress Management	chapter-10	book-1

Diversity & Cross Cultural Management

Programme of Study

MBA Course Code:

MGT 304

Course Name:

Diversity & Cross Cultural Management

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: 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
1	Understanding Culture	Book -1 Book-2	Chapter-1 Chapter-1
2	Determinants/ dimensions of Culture	Book -1 Book-3	Chapter-2 Chapter-2
		Book-5	Chapter-2
3	Major Models of National Culture- Hofstede's Model, Hall's Model	Book -1 Book-5 Book-6	Chapter-2 Chapter-2 Chapter-2
4	Trompenaar's Cultural Dimensions, GLOBE Study	Book -1 Book-3	Chapter-2 Chapter-2
5	Introduction to Intercultural Communication	Book -8 Book-10	Chapter-3 Chapter -7
6	Barriers to Intercultural Communication	Book -4 Book-5	Chapter-7 Chapter -5
7	Non-verbal Communication and Culture Enhancing Intercultural Communication	Book -7 Book-2	Chapter-3,4 Chapter -3
8	Cultural Issues while doing Business in Different Countries (China, US, Japan, Germany, Russia and United Kingdom)	Book -1 Book -9	Chapter-4 Chapter -4
9	Meaning and Purpose of Global Business Teams	Book -10	Chapter -6
10	Difference between Traditional Teams and Global Teams	Book -7	Chapter -4
11	Challenges created by Cultural Differences	Book -7	Chapter -4
12	Team Strategies and the Influence of Culture	Book -4 Book-5	Chapter-6 Chapter -9
13	Meaning and Purpose of Global Business Teams	Book-3	Chapter-8
14	Difference between Traditional Teams and Global Teams	Book -11	Chapter-9
15	Challenges created by Cultural Differences	Book -11	Chapter -9
16	Team Strategies and the Influence of Culture	Book -12	Chapter10

17	Meaning of Expatriates, Reasons for using Expatriates, Challenges faced by Expatriates	Book -2 Book-13	Chapter10 Chapter -9
18	Expatriate Failure: Reasons and Consequences	Book -2 Book-13	Chapter10 Chapter -9
19	Factors Influencing the Success of a Foreign Assignment	Book -7 Book-11	Chapter-9 Chapter-10
20	Repatriation Issues, Improving the Repatriation Process	Book -1 Book-2	Chapter-9 Chapter-10
20			

Organization Development

Programme of Study	MBA
Course Code:	MGT 323
Course Name:	Organization Development
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:

Familiarize students to the potency of behavioral science in managing the change and reenergizing the organizations

. Understand different interventions that can be used across various cultures with innovative techniques.

Train students to apply OD interventions for bringing out organizational effectiveness.

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

Evaluation Criteria:

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

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

Course Content

UNIT I: Organizational Change and its Management 4 Hours

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

UNIT II Organization Development and Organization Transformation 4 hours

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

UNIT III OD Interventions –I 4 hours

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

UNIT IV OD Interventions – II 4 hours

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

MBO

Grid OD

Confrontation Meeting and Total Quality Management

Text Books:

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

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

Lecture Plan

Lectures	Topics	Chapter and Book
1	Nature of Planned Change - Theories of Planned change	Chapter 2, Book 3
2	General Model of Planned Change	Chapter 2, Book 3
3	Leading and Managing Change	Chapter 2, Book 3
4	Action Research	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 vs. organization development	Chapter 1, Book 1
9	Definition of Interventions and classification of Interventions	Chapter 5, Book 3
10	Individual based interventions – Life and Career Planning	Chapter 5, Book 3

11	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



CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

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

www.cuhimachal.ac.in

Supply Chain Management

Course Code: MSC 408 (Spring 2019)

Course Name: Supply Chain Management (Semester: January 2019 to June 2019)

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:

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

Course Contents:

UNIT - I: SUPPLY CHAIN BASICS (8Hours)

- 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, Sales Forecasting Management: A Demand Management Approach
- Value Creation Through Supply Chain

UNIT - II: SUPPLY CHAIN SUB-SYSTEMS (6 Hours)

- Supply Chain Planning and Procurement Methods
- E-Procurement and Strategic Sourcing
- Inventory Management and Lean Manufacturing

UNIT - III: TACTICAL AND OPERATIONAL DECISIONS (6 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

(6 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)
 - Wool Supply Chain in Himachal Pradesh
- 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:

1. 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.
2. Chopra, Sunil; Peter Meindl and D. V. Kalra (2010). **Supply Chain Management: Strategy, Planning and Operation**, Pearson: New Delhi.
3. Harvard Business Review (2011). **HBR on Managing Supply Chain**, Harvard Business Review Press, Boston
4. Mentzer, John T. and Mark A Moon (2009). **Sales Forecasting Management: A Demand Management Approach, 2/e**, Response Books, New Delhi.
5. 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/e.**, Pearson: New Delhi.
3. Cohen, Shoshanah and Rousset, 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.

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]
 PO BOX: 21, DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)
www.cuhimachal.ac.in

Managing Innovation, Incubation and Creativity

Course Code: EDM 406 (Semester: January 2019 to June 2019) (Spring 2019)

Course Name: Managing Innovation, Incubation and Creativity

Faculty Name: Dr Sarvesh Kumar, Assistant Professor, Department of Marketing & SCM, SBMS, CUHP.

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

Course Objectives: The course is designed to

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

Attendance Requirements:

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

Evaluation Criteria:

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 (7 Hours)

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

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

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

UNIT – III: Strategies for Innovation (6 Hours)

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

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

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

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

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

Prescribed Text Books:

1. Borstein, David (2005). How to change the world: Social Entrepreneurs and the Power of New Ideas, Penguin Books India Pvt Ltd; New Delhi.
2. Chesbrough, Henry W. (2003). Open Innovation - The New Imperative for Creating and Profiting from Technology; Harvard Business School Press, Boston.

3. D'cruz, Premilla (2008). Thinking Creative at Work: a sourcebook, Response Business books from SAGE, New Delhi.
4. Evans, Nicholas D. (2003). Business Innovation and Disruptive Technology Harnessing the Power of Breakthrough Technology or Competitive Advantage; Financial Times Prentice Hall, Upper Saddle River, New Jersey.
5. Fagerberg, Jan; David C. Mowery and Richard R. Nelson; eds (2005). The Oxford Handbook of Innovation, Oxford University Press, Oxford.
6. Kelley, Tom and Jonathan Littman (2001). The Art of Innovation: Lessons in Creativity from IDEO, America's Leading Design Firm; Currency Book, New York.

Suggested Extra Readings:

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

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT
2009]

DHAULDHAR PARISAR-II, DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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

Consumer Behavior

Course Code: MSC 506

Course Name: Consumer Behavior
(Spring 2019)

Course Coordinator: Dr Sarvesh
Kumar

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

Course Objectives: The course is

designed to:

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

Attendance

Requirement:

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

Evaluation

Criteria:

1. Mid Term Examination:
25%
2. End Semester Examination:
50%
3. Continuous Internal Assessment:
25%
 - Class participation: 5%
 - Assignments, Presentations, Case studies & Field Surveys: 15%
 - Surprise test/Activity: 5%

Course

Contents:

UNIT – I: Introduction to Consumer Behavior (4 Hours)

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

UNIT – II: Consumer Modeling (5 Hours)

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

UNIT – III: Consumer Decision Making (5 Hours)

- Consumer Behavior and Brand Success
- Neuromarketing in Action
- Consumer Decision making and Branding Strategies: Shopping Style & Brands, Strategies of Consumer Decision Making
- Dark Side of Consumers: Consumer Terrorism, Addictive Consumption, Compulsive Consumption, Consumed Consumption, Illegal Activities

- **Case Study** – *Patanjali Ayurved Ltd. Brand Positioning*
- Field Survey to verify Case Study

UNIT – IV: Online Consumer Behavior and E-Mode of Brand Positioning (4 Hours)

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

UNIT – V: e-Marketing Ethics (2 Hours)

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

Assignments, Presentations, Case studies & Field Surveys (10 Hours)

Prescribed Text Books:

1. Suja R. Nair (2010), *Consumer Behavior in Indian Perspective: Text and cases*, 2nd Edition, Himalya Publishing House.
2. Michael R Solomon (2011), *Consumer Behavior: Buying, Having and Being*, 9th Edition.
3. Singh Bhagwan (2017), *Web Based Advertising: A Tool of Digital & Internet Based Marketing*, 1st Edition, Anamika Publisher
4. S. Ramesh Kumar (2009), *Consumer Behavior: Concepts readings and cases, The Indian Context*, Pearson Education
5. Leon G Schiffman, Leslie Lazar Kanuk, S. Ramesh Kumar (2010), *Consumer Behavior*, 10th Edition, Pearson

Suggested Additional Readings:

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

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

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

Marketing Research

Course Code: MSC 502 (Spring 2019)

Course Name: Marketing Research (Semester: January 2019 to June 2019)

Faculty Name: Dr Sarvesh Kumar, Assistant Professor, Department of Marketing &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:

- Introduce and familiarize students with important aspects of marketing research.
- Examine the characteristics of marketing management from the standpoints of the components of decisions and generic types of decision that have to be made in dynamic business environment.
- Prepare students for critically analyzing the nature of marketing research and its relation to decision making.

Attendance Requirement:

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

Evaluation Criteria:

4. Mid Term Examination: 25%
5. End Semester Examination: 50%
6. Continuous Internal Assessment : 25%
 - Class participation: 5%
 - Marketing Research Design (Assignment) : 5%
 - Marketing Research Action oriented Assignments (Ongoing for the semester): 10 %
 - Presentations on Marketing Research Action oriented Assignments : 5%

Course Contents:

UNIT – I: Marketing Research Information and Technology (6 Hours)

- The Role of Marketing Research in Strategic Planning
- The Marketing Research Process
- Defining the Marketing Research Problem (Case Study)
- Developing a Marketing Research Approach

UNIT – II: Marketing Research Design Formulation (6 Hours)

- Phenomenology and Marketing Research
- Marketing Research design (based on consumer behavior survey in Third Semester)
- Exploratory Research Design in Marketing Research: Secondary data
- Exploratory Research Design in Marketing Research: Qualitative Research
- Descriptive Research Design in Marketing Research: Survey and Observation
- Causal Research Design in Marketing Research: Experimentation

UNIT – III: Reporting in Marketing Research

(6 Hours)

- Analysis in Marketing Research based on consumer behavior survey in Third Semester
- Introduction Consumer Behavior Analytics
- Reporting in Marketing Research
- Case Study in Marketing Research

UNIT – IV: Marketing Research in Action

(4 Hours)

- Marketing Research in Action : Case study (Brand Switching)
- Marketing Research in Action : Pre and post advertisement Analysis

UNIT – V: Introduction to Marketing Research Analytics

(8 Hours)

- Application of IT in Marketing Research
- Introduction to Marketing Research Analytics
- Introduction to Data mining for marketing Research
- Introduction to R-Software
- Introduction to Business Analytics in Marketing Research

Prescribed Text Books:

1. Hair, Joseph F.; Robert P Bush and David J. Ortinau (2002). **Marketing Research: Within a changing Information Environment 2/e**, Tata McGraw Hill: New Delhi.
2. Malhotra, Naresh K. and Satyabhushan Dash (2011). **Marketing Research, 6/e**, Pearson: New Delhi.
3. Tan. Pang- Ning; Michael Steinbach and Vipin Kumar (2006). Introduction to Data Mining. Pearson Education, Boston.
4. Liebowitz, Jay; ed. (2014). **Business Analytics: An Introduction**, CRC Press: Boca Raton.

Suggested Additional Readings:

1. Aakar, David A; V. Kumar, George S. Day and Robert P. Leone (2011). **Marketing Research, 10/e**, Wiley India: New Delhi.

2. Beri, G. C. (2011). **Marketing Research, 4/e**, Tata McGraw Hill Education Pvt. Ltd.: New Delhi.
3. Bradley, Nigel (2010). **Marketing Research Tools and Techniques, 2e**, Indian edition, Oxford: New Delhi.
4. Churchill, Gilbert A. Jr. and Dawn Iacobucci (2005). **Marketing Research: Methodological Foundations, 9e**, South – Western Cengage Learning, New Delhi
5. Green, Paul E., Donald S. Tull and Gerald Albaum (2009). **Research for Marketing Decisions, 5/e**, PHI: New Delhi.
6. Hamel, Jacques; Atephane Dufour and Dominic Fortin (1993). **Case Study Methods**, Sage Publications: New Delhi
7. McDaniel, Carl (Jr.) and Roger Gates (2011). **Marketing Research, 8/e**, Wiley India: New Delhi.
8. Sontakki, C. N. (2013). **Marketing Research**, Himalaya Publishing House, Mumbai
9. Travers, Max (2001). **Qualitative Research through Case Studies**, Sage Publications: New Delhi.
10. Tull, Donald S. and Del I. Hawkins (2011). **Marketing Research: Measurement and Method, 6/e**, PHI: New Delhi.

Organizational Behaviour

Programme of Study	MBA
Course Code:	HRM 401
Course Name:	Organizational Behaviour
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-

- 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

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

Suggested Reading

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

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

UNIT I

- Employability skills
- Components of employability
- Models of employability

4 Hours

UNIT II

- Skills and Competencies
- Assertiveness
- Reading Skills

4 Hours

UNIT III	4 Hours
<ul style="list-style-type: none"> • Self Management • Self Awareness • Self Evaluation 	
UNIT IV	4 Hours
<ul style="list-style-type: none"> • Creativity • Methods of Enhancing Creativity • Innovations and Innovative Process 	
UNIT V	4 Hours
<ul style="list-style-type: none"> • 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. 14th 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,

Management of Industrial Relations

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

Programme of Study	MBA
Course Code:	HRM 504
Course Name:	Social Security and Labour Welfare
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

- 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. Punekar, 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.

LECTURE PLAN

5

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Evolution of Social Security	Text Book-1	Chapter 19
Lecture – 2 &3	Approaches to Social Security	Text Book-1	Chapter 19
Lecture – 4	Characteristics of Social Security	Text Book-1	Chapter 19
Lecture – 5	Social Assistance	Text Book-1	Chapter 19
Lecture – 6	Social Insurance	Text Book-1	Chapter 19
Lecture – 7	Mutual Benefits	Text Book-1	Chapter 19
Lecture – 8	ILO and Social Security	Text Book-1	Chapter 19
Lecture – 9	Historical Development of Labour Welfare	Text Book-1	Chapter 02
Lecture –10	Approaches of Labour Welfare	Text Book-1	Chapter 1
Lecture –11	Theories of Labour Welfare	Text Book-1	Chapter 1
Lecture –12	Principles of Labour Welfare	Text Book-1	Chapter 1
Lecture – 13	Statutory Welfare Provisions	Text Book-1	Chapter-4
Lecture – 14	Voluntary Welfare Provisions	Text Book-1	Chapter-5
Lecture – 15	Agencies for Labour Welfare	Addl Reading-1	Chapter-7
Lecture –16	Welfare of Special Categories of Labour	Text Book-1	Chapter-16
Lecture –17	Industrial Safety, Industrial Health	Text Book-1	Chapter-8&9
Lecture – 18	Industrial Housing, Industrial Hygiene	Text Book-1	Chapter-7&10
Lecture –19	Labour Welfare Practices in Europe	Addl Reading-1	Chapter 1
Lecture – 20	Labour Welfare Practices in India	Addl Reading-1	Chapter 1

Human Resource Management

Programme of Study	MBA
Course Code:	MGT 102
Course Name:	Human Resource Management
Designed by Faculty	Dr Aditi Sharma
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.

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- 360⁰ 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.

Business Research Methods

Programme of Study	MBA
Course Code:	MSO 601
Course Name:	Business Research Methods
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:

- 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

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
- UNIT – III: Measurement Design, Respondents Selection (4 Hours)**
- Types of Scaling
 - Validity and Reliability in Measurement
 - Questionnaire Designing
- 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, 9th 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.

Programme of Study	MBA
Course Code:	MGT 503
Course Name:	Human Values and Ethics
Designed by Faculty	Dr Aditi Sharma

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

1. Understand the significance of human values and ethics in achieving excellence at individual and societal level.
2. Internalize the subtleties of being good individuals and citizens without any bias to any particular religion, caste, creed and region.
3. Recognize, nurture and develop their inner and outer capacities enabling them to face the challenges of life with equanimity.
4. Apply values in their day to day interactions and operations.

Course Outcome: The students learn to conduct and lead an ethical business that is based on strong human values.

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- 5%
 - Group Discussion- 10%
 - Case Studies- 5%
 - Role Play- 5%

Course Contents:

UNIT I: Introduction to Ethics

(4 Hours)

- Concept, Origin and Relevance of Values in Global Context
- Meaning of Ethics
- Objectives of Ethics
- Sources of Ethics

- Types Of Ethics
- Ethical Dilemmas

UNIT II: Ethics and Values propagated by different Religions and Thinkers (4 Hours)

- Ethical Views of Kant, Spinoza, Aristotle, Plato, and Kautilya.
- Values Propagated By Different Religions - Hinduism, Islam, Christianity, Buddhism
- Gandhian Values In 21st Century

UNIT - III: Values, Norms, Beliefs (4 Hours)

- Values
- Norms
- Beliefs
- Morality
- Dominant Indian Values

.UNIT - IV: Development of Human Values (4 Hours)

- Self Exploration
- Professional Ethics
- Interpersonal Effectiveness and Stress Management through Human Interpersonal Effectiveness and Stress Management through Human Values

UNIT V: Applications of Values and Ethics (4 Hours)

- Environmental Ethics
- Work Place Spirituality
- Corporate Social Responsibility
- Business Ethics

Prescribed Text Books:

1. Murthy, C.S.V. (2011). Business Ethics: Text & Cases, Himalaya Publishing House, Mumbai
2. Gaur R.R., Sangal R., Bagaria G.P., (2010). Human Values and Professional Ethics. First Edition. Excel Books, New Delhi.
3. Banerjee, R.P. (2010). Ethics in Business Management: Concepts and Cases. First Edition. Himalaya Publishing House, Mumbai.
4. Balachandran S., Raja K.C.R., and Nair B.K. (2003). Ethics, Indian Ethos and Management. Second Edition. Shroff Publishers, Distributors Pvt. Ltd., Mumbai.

Suggested Additional Readings:

1. Bhatia S.K. (2001). Business Ethics and Managerial Values. First Edition. Deep and Deep Publications, New Delhi.

2. Sekhar R.C. (2002). Ethical Choices in Business. Second Edition. Response Books, New Delhi.
3. Chakraborty S.K. (2009). The Management and Ethics Omnibus. Eighth Edition. Oxford University Press, New Delhi.
4. Misra Rajan (2009). Human Values, University Science Press. First Edition. Darya Ganj, New Delhi.
5. Verma Yoginder (2007). Education in Human Values for Human Excellence. First Edition. Kanishka Publishers, New Delhi.

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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:

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:

6. Cooper, Donald R & Schindler, Pamela S (2010), Business Research Methods, 9th Edition, McGraw-Hill Companies, New Delhi
7. Chawla D. & Sondhi N, (2011), Research Methodology Concepts and Cases, Vikas Publishing House Pvt Ltd, New Delhi.
8. Bajpai N., (2013), Business Research Methods, Fourth Impression, Dorling Kindersley(India) Pvt. Ltd of Pearsons Education, New Delhi.
9. Ramamurthy G.C., (2012), Research Methodology, Dreamtech Press, New Delhi.
10. 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 Collection	Book – 1	Chapter – 4	1	1
8	1	Questionnaire Designing	Book – 1	Chapter – 5	1	--
9	1	Attitude Measurement	Book – 1	Chapter – 7	--	
10	1	Types of Scaling	Book – 1 Book – 2	Chapter – 5 Chapter – 6	--	1
11	1	Validity and Reliability in Measurement	Book – 1 Book - 2	Chapter – 4 Chapter – 6	1	--
12	1	Sampling Design	Book – 1 Book - 2	Chapter – 4 Chapter –	--	--

				6		
13	1	Testing of Hypothesis	Book – 1 Book - 2	Chapter – 5 Chapter – 8	--	1
14	1	Data Preparation	Book – 1 Book - 2	Chapter – 4 Chapter – 7	--	--
15	1	Univariate Analysis of Data	Book – 1 Book –2	Chapter – 5 Chapter – 7	--	--
16	1	Bivariate Analysis of Data	Book – 1 Book - 2	Chapter – 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	Lab Session	Use of Software's to solve various problems	--	--	--	--
Total	20				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: χ^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, diagrammatic representations, frequency distributions and cumulative frequency distributions.	Book – 1	Chapter – 2	1	--
7	1	Univariate data – dispersion, relative dispersion, skewness and	Book – 1	Chapter – 2	--	1

		kurtosis, Moments				
8	1	Bivariate data – scatter diagram, correlation coefficient and its properties	Book – 1	Chapter –5	1	--
9	2	Concept of Regression, Principles of least squares, Rank correlation – Spearman’s and Kendall’s measures.	Book – 1	Chapter –5	--	--
10	2	Random Experiment: Trial, Sample point, Sample space, Different types of events.	Book – 1 Book - 2	Chapter – 4 Chapter – 4	--	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	Chapter – 5 Chapter – 7	1	--
12	1	Conditional probability and Independence of events, Bayes’ Theorem and its applications..	Book – 1 Book - 2	Chapter – 6 Chapter – 7	--	--
13	2	Examples based on classical approach and repeated trials. Normal, binomial and Poisson; distribution and its properties	Book – 1 Book - 2	Chapter – 5 Chapter – 7	--	--
14	2	Matrix Algebra: Linear transformation and Matrices, Matrix operations.	Book – 1 Book - 2	Chapter – 6 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	Book – 1	Chapter – 6	--	--

		Characteristic roots and vectors, Systems of Linear Equations:	Book - 2	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	χ^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	Chapter – 15	--	--
27	2	SPSS and its applications in business and industry.	Practical work	Notes	--	--
48	Lab Session	Use of Software's to solve various problems	--	--	--	1

Total	40				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

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 therange 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:

4. Mid Term Examination: 25%
5. End Semester Examination: 50%
6. 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	Chapter – 6 Chapter – 7	–	–
15	15	The Regression Model and its Statistical Parameters,	Book – 1 Book –2	Chapter – 5 Chapter – 7	--	--
16	16	Actual and Fitted Values – the Regression Line and the Error Term.	Book – 1 Book - 2	Chapter – 6 Chapter – 7	–	–
17	17	The Meaning of the Linearity Assumption,.	Book – 1 Book –2	Chapter – 5 Chapter – 9	1	--
18	18	The Method of Ordinary Least Squares (OLS)	Book – 1	Chapter – 5	1	--
19	19	Monte Carlo Simulation	Book – 1 Book - 2	Chapter – 7 Chapter – 8	–	–
20	20	Efficient market hypothesis testing.	Book – 1	Chapter – 13	--	1
21	21	CAPM modeling, Modelling high frequency financial data.	Book – 1 Book – 2	Chapter – 13 Chapter – 14	--	--
22	22	Verification and testing of financial modeling. Basic	Book – 1	Chapter – 13	--	--
23	23	Time Series Concepts, Structural breaks.	Book-2	Chapter – 13	—	—
24	24	Modelling asset return volatility, leverage effect,	Book – 1	Chapter – 13	--	1
25	25	ARCH Model	Book – 1	Chapter – 14	1	--
26	26	GARCH Model	Book – 2	Chapter – 15	—	—
27	27	EGARCH	Book – 1	Chapter – 16	—	—
28	28	T-GARCH models.	Book – 2	Chapter – 16	—	—

29	29	Forecasting for Univariate and multivariate data.	Book – 2	Chapter – 17	1	--
30	30	Single Exponential Smoothing	Book – 1	Chapter – 15	—	1
31	31	ARIMA modelling	Book – 1	Chapter – 16	—	1
32	32	VAR model	Book – 2	Chapter – 16	—	—
33	33	Single equation modelling and Delphi method.	Book – 2	Chapter – 17	—	—
34	34	Introduction to E-Views and SPSS.	Book – 2	Chapter – 15		1
35	35	Gretl for data analysis in Finance with data from	Book – 1	Chapter – 16		
36	36	CPI Index	Book – 1	Chapter – 16		1
37	37	IIP Index	Book – 2	Chapter – 17		
38	38	NSE	Book – 2	Chapter – 15	1	1
39	39	BSE	Book – 2	Chapter – 16	1	1
40	40	Foreign Exchange Market	Book – 1	Chapter – 16	—	1
41	Lab Session	Use of Software's to solve various problems	--	--	--	--
Total	40				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 4th Edition*. New York: Oxford University Press.
2. Wooldridge, Jeffrey M. (2010) *Econometric Analysis of Cross Section and Panel Data 2nd Edition*. MIT Press.
3. Gujarati, Damodar N. (2002). *Basic Econometrics 4th Edition*. McGraw Hill
4. Chris Brooks.(2012), *Introductory Econometrics for Finance*, second edition, Cambridge.

Supplementary Readings:

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

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 Regression Models with the Method of Ordinary -2	Book – 2	Chapter – 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 Chapter – 9	--	--
24	1	Distributed Lag	Book – 1 Book – 2	Chapter – 9 Chapter – 7	--	--
25	1	Autoregressive Models:	Book – 1 Book - 2	Chapter – 6 Chapter – 7	--	--
26	1	Introduction and Nature of Distributed Lag (DL)	Book – 1	Chapter – 5	1	--

		..	Book –2	Chapter – 9		
27	1	Auto Regressive (AR) Model.	Book – 1	Chapter – 5	1	--
28	1	Time Series Analysis:	Book – 1 Book - 2	Chapter – 7 Chapter – 8	--	--
29	1	Testing Causality in Economics	Book – 1 Book - 2	Chapter – 7 Chapter – 8	--	--
30	1	Granger Causality Test.	Book – 1	Chapter – 13	--	1
31	1	Stationary, Test of Stationary.	Book – 1 Book – 2	Chapter – 13 Chapter – 14	--	--
32	1	Spurious Regression,	Book – 1	Chapter – 13	--	--
33	1	Unit Roots.	Book-2	Chapter – 13	--	--
34	1	Dickey-Fuller Test	Book – 1	Chapter – 13	--	1
35	1	Forecasting with DF test	Book – 1	Chapter – 13	--	--
36	1	Modeling volatility:	Book – 1	Chapter – 14	1	--
37	1	Models for volatility,	Book – 2	Chapter – 15	--	1
38	1	ARCH	Book – 1	Chapter – 16	--	1
39	1	GARCH..	Book – 2	Chapter – 16	--	1
40	1	Econometrics packages for modeling financial data	Book – 2	Chapter – 17	--	1

41	Lab Session	Use of Software's to solve various problems	--	--	--	--
Total	40				8	15



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 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: χ^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, diagrammatic representations, frequency distributions and cumulative frequency distributions.	Book – 1	Chapter – 2	1	--

7	1	Univariate data – dispersion, relative dispersion, skewness and kurtosis, Moments	Book – 1	Chapter – 2	--	1
8	1	Bivariate data – scatter diagram, correlation coefficient and its properties	Book – 1	Chapter –5	1	--
9	2	Concept of Regression, Principles of least squares, Rank correlation – Spearman’s and Kendall’s measures.	Book – 1	Chapter –5	--	--
10	2	Random Experiment: Trial, Sample point, Sample space, Different types of events.	Book – 1 Book - 2	Chapter – 4 Chapter – 4	--	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	Chapter – 5 Chapter – 7	1	--
12	1	Conditional probability and Independence of events, Bayes’ Theorem and its applications..	Book – 1 Book - 2	Chapter – 6 Chapter – 7	--	--
13	2	Examples based on classical approach and repeated trials. Normal, binomial and Poisson; distribution and its properties	Book – 1 Book - 2	Chapter – 5 Chapter – 7	--	--
14	2	Matrix Algebra: Linear transformation and Matrices, Matrix operations.	Book – 1 Book - 2	Chapter – 6 Chapter – 7	--	--
15	1	Elementary matrices and their uses, Rank of a	Book – 1 Book –2	Chapter – 5 Chapter – 7	1	--

		matrix and related results				
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	χ^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	Chapter – 15	--	--

27	2	SPSS and its applications in business and industry.	Practical work	Notes	--	--
48	Lab Session	Use of Software's to solve various problems	--	--	--	1
Total	40				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

Quantitative Analysis for Management

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:

1. Mid Term Examination: 50%
2. End Term Examination: 100%
3. 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
<ul style="list-style-type: none">● 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
<ul style="list-style-type: none">● Measures of Central Tendency, Arithmetic Mean● Median● Mode● Quartiles, Percentiles● Measures of Dispersion, Range, Mean Deviation , Standard Deviation	
UNIT III Correlation and Regression	8Hours
<ul style="list-style-type: none">● 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
<ul style="list-style-type: none">● 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
<ul style="list-style-type: none">● 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,	Text Book-1 Text Book-2	4 8

	Computation, Properties		
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

--	--	--	--

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[Established under the Central Universities Act 2009]

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

www.cuhimachal.ac.in

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

Supplementary Readings:

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

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 Autocorrelation.	Book – 2	Chapter – 1	--	1
6	1	Specification Errors	Book – 1	Chapter – 2	--	1
7	3	Tests of Specification and Misspecification	Book – 1	Chapter – 2	--	1
8	2	Models and Criteria for Model Selection.	Book – 1	Chapter – 5	1	1
9	2	Dummy Variables: Introduction and Uses.				
10	3	Distributed Lag and Autoregressive Models:	Book – 1 Book - 2	Chapter – 4 Chapter – 4	--	1
11	3	Introduction and Nature of Distributed Lag (DL)	Book – 1 Book - 2	Chapter – 5	1	1

				Chapter – 7		
12	2	Auto Regressive (AR) Model.				1
13	3	Modeling volatility: Models for volatility,	Book – 1 Book - 2	Chapter – 5 Chapter – 7	1	1
14	2	ARCH	Book – 1 Book - 2	Chapter – 6 Chapter – 7		1
15	2	GARCH..	Book – 1 Book –2	Chapter – 5 Chapter – 7	1	1
16	3	Econometrics packages for modeling financial data	Book – 1 Book - 2	Chapter – 6 Chapter – 7	1	1
41	Lab Session	Use of Software's to solve various problems	--	--	--	--
Total	40				8	15



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	Lab Session	Use of Software's to solve various problems	--	--	--	--
Total	20				5	9

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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, 9th 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	Chapter – 1	1	1
5	2	Research Design, Parts of Research Design Different Research Design	Book – 2	Chapter – 1	--	--
6	1	Sampling Design and its Steps Criteria of selecting a Sampling Procedure	Book – 2	Chapter – 1	--	1
7	1	Characteristics of a good Sample Design	Book – 2	Chapter – 1	--	1
8	1	Types of Sample Designs Sampling Process	Book – 2	Chapter – 1	--	1
9	1	Random Sampling Methods Sampling and non-Sampling errors	Book – 1	Chapter – 2	--	--
10	1	Primary Data Collection Methods	Book – 1	Chapter – 2	--	1
11	1	Difference between Questionnaire and Schedules Sources of Secondary Data Secondary Data collection Methods	Book – 1	Chapter – 5	1	--

12	1	Selection of appropriate method of data collection	Book – 1	Chapter –5	1	--
13	1	Measurement in Research Errors in measurement Validity and Reliability in Measurement Scaling	Book – 1 Book - 2	Chapter – 4 Chapter – 4	--	1
14	1	important scaling techniques Fundamental Statistical Tools of analysis	Book – 1 Book - 2	Chapter – 5 Chapter – 7	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	Lab Session	Use of Software's to solve various problems	--	--	--	--
Total	20				8	9

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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:

4. Mid Term Examination: 25%
5. End Semester Examination: 50%
6. 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; SivakumarAppalyer&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, 9th 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 Collection	Book – 1	Chapter – 4	1	1
8	1	Questionnaire Designing	Book – 1	Chapter – 5	1	--
9	1	Attitude Measurement	Book – 1	Chapter – 7	--	
10	1	Types of Scaling	Book – 1 Book – 2	Chapter – 5 Chapter – 6	--	1
11	1	Validity and Reliability in Measurement	Book – 1 Book - 2	Chapter – 4 Chapter – 6	1	--

12	1	Sampling Design	Book – 1 Book - 2	Chapter – 4 Chapter – 6	--	--
13	1	Testing of Hypothesis	Book – 1 Book - 2	Chapter – 5 Chapter – 8	--	1
14	1	Data Preparation	Book – 1 Book - 2	Chapter – 4 Chapter – 7	--	--
15	1	Univariate Analysis of Data	Book – 1 Book –2	Chapter – 5 Chapter – 7	--	--
16	1	Bivariate Analysis of Data	Book – 1 Book - 2	Chapter – 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	Lab Session	Use of Software’s to solve various problems	--	--	--	--
Total	20				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

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:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Counseling, Activities and Tutorials (CAT): 25%
 - xi. Class Participation: 5%
 - xii. Assignment: 5%
 - xiii. Analysis of various research papers: 5%
 - xiv. Presentation : 5%
 - xv. 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	Chapter – 4	--	1
6	1	Proportionate and Disproportionate Stratified Random Sampling, Cluster Sampling.	Book – 1	Chapter – 2	--	--
7	1	Non-Probability Sampling: Accidental Sampling, Quota Sampling, Purposive Sampling, Snowball Sampling.	Book – 1	Chapter – 2	--	1
8	2	Hypotheses: Nature, Characteristics, Sources	Book – 1	Chapter – 5	1	--

		& Types				
9	1	Statistical Inference: Point and interval estimates,				
10	2	Parametric and Non Parametric Tests	Book – 1 Book - 2	Chapter – 4 Chapter – 4	--	1
11	2	Tools of Data Collection: Primary & Secondary	Book – 1 Book - 2	Chapter – 5 Chapter – 7	1	--
12	1	Observation, Interview Schedule, Questionnaire,				
13	1	Types and Formats. Secondary data sources	Book – 1 Book - 2	Chapter – 4 Chapter – 6	--	--
15	2	How to write effective research paper	Book – 1 Book –2	Chapter – 4 Chapter – 7	--	--
16	2	Factors to keep in mind while writing research methodology part in a research paper	Book – 1 Book - 2	Chapter – 6 Chapter – 7		
17	2	Graphic and Diagrammatic Presentation	Book – 1 Book –2	Chapter – 5 Chapter – 9	1	--
18	2	Descriptive Statistics and Inferential Statistics	Book – 1	Chapter – 5	1	--

19	1	Regression: Simple,	Book – 1 Book - 2	Chapter – 7 Chapter – 8		
20	2	Multiple, Logistics	Book – 1	Chapter – 10	--	1
21	2	Ordinal and violation of assumptions,	Book – 1 Book – 2	Chapter – 11 Chapter – 11	1	--
22	2	diagnostic testing and remedial measures.	Book – 1	Chapter – 14	--	--
23	2	Factor Analysis, conjoint Analysis,	Book-2	Chapter – 16		
24	1	Discriminant analysis	Book – 1	Chapter – 16	--	
25	2	Confirmatory Factor Analysis.	Book – 1	Chapter – 15	1	--
25	Lab Session	Use of Software's to solve various problems	--	--	--	--
Total	40				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

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**, (9th ed.), Pearson: New Delhi.
2. Roy, Ram Naresh (2005). **A Modern Approach to Operations Management**, New Age International Ltd., New Delhi.

Suggested Readings

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

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.	Lectur es	Topics	Prescribe d Text Book	Chapters	Case Study	Presen tation
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
Total	20				7	12



CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[Established under the Central Universities Act 2009]

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

www.cuhimachal.ac.in

Course Code: MSO 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 andBasic 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
- 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(4th ed.)**, Tata McGraw-Hill: New Delhi

- Anderson, David R.; Sweeney, Dennis J. and Williams Thomas A. (2006). **An Introduction to management Science: Quantitative Approaches to Decision Making (11th ed.)**, Cengage Learning: New Delhi.

Suggested Readings

- Albright, S. Christian and Winston, Wayne L. (2012). **Management Science Modeling (4th ed.)**, Cengage Learning: Delhi.
- Baumol, W. J. (2000). **Economic Theory and Operations Analysis**, PHI: New Delhi
- Hiller, F.S. and G. J. Liberman (2001), **Introduction to Operations Research(7th ed.)**, Tata McGraw-Hill: New Delhi
- Grayson, C.G. (1973). "Management Science and Business Practice"; Harvard Business Review, Vol.51. Pp.41-48.
- Hira, D.S. and P.K Gupta (1996). **Operations Research**, S. Chand & Co.: New Delhi.
- Lee, S. M.(et.al) (1989). **Management Science**, Wm.C.Publishers: Iowa.
- Murthy, P Rama (2007).**Operations Research (2nd edition)**, New Age: New Delhi
- Panneerselvam, R. (2002).**Operations Research**, Prentice Hall of India: New Delhi
- Swarup, Kanti, Gupta, P.K and Manmohan (2012). **An Introduction to Management Science: Operations Research**, Sultan Chand & Sons: New Delhi.
- Taha, H.A. (1992), **Operations Research**, Prentice Hall of India: New Delhi
- Taylor III, Bernard W. (2007).**Introduction to Management Science, (9th ed.)**, Prentice Hall
- 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 making under certainty	Book – 1 Book – 2	Chapter – 13 Chapter – 14	--	--
17.	1	Decision making under conflict	Book – 1	Chapter – 13	--	--
18.	1	Decision tree	Book – 1	Chapter – 13	--	1
19.	1	Markov Chains	Book – 1	Chapter – 14	1	--
20.	1	Simulation	Book – 1	Chapter – 17	1	--
21.	Lab Session	Application of Management Science in Industry	Journals	Research Papers	--	--
22.	Lab Session	Use of Software's to solve various problems	--	--	--	--
Total	20				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 METHODS

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 way ANOVA, GLM.

UNIT IV: TOOLS AND TECHNIQUES-II

R-square, adjusted R-square, normality plots, multiple regression and its assumptions, multicollinearity, heteroscedasticity, autocorrelation, Factor Analysis, 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 using demo 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, 5th Edition, Tata McGraw Hill, New Delhi.
7. Pandey I M (2010) Financial Management, 10th Edition, Vikas Publishing House, New Delhi.
8. Vyuptakesh S. (2010) Fundamentals of Financial Management, 2nd 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, 6th 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	Chapter – 1	--	1
6	1	Research collection of data	Book – 1	Chapter – 2	--	--
7	2	Analysis and interpretation of data and outliers.	Book – 1	Chapter – 2	--	1
8	1	Presentation of data, funding for research, dissemination of	Book – 1	Chapter – 5	1	1

		research				
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	Chapter – 4 Chapter – 4	--	1
11	1	Surveys, case studies, field study, research planning, sampling.	Book – 1 Book - 2	Chapter – 5 Chapter – 7	1	1
12	1	Review of Measure of Central Tendency				1
13		dispersion, relative dispersion	Book – 1 Book - 2	Chapter – 5 Chapter – 7	--	1
14	1	Skewness and kurtosis, Moments	Book – 1 Book - 2	Chapter – 6 Chapter – 7		
15	1	Concept of Regression	Book – 1 Book - 2	Chapter – 5 Chapter – 7	--	--
16	1	Principles of least squares	Book – 1 Book - 2	Chapter – 6 Chapter – 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	Lab Session	Use of Software's to solve various problems	--	--	--	--
Total	40				7	16

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

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:

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.

Lesson plan

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Meaning, Nature statistics	Book – 1	Chapter – 1	--	1
2	1	Need of Statistics	Book – 2	Chapter – 1	--	1
3	1	Collection of data Primary and Secondary Data	Book – 2	Chapter – 1	1	1
4	1	Classification	Book – 2	Chapter – 1	--	1
5	1	Tabulation of Data	Book – 2	Chapter – 1	--	1
6	1	Presentation of Data	Book – 1	Chapter – 2	--	--

7	1	Measures of Central Tendency	Book – 1	Chapter – 2	--	1
8	1	Arithmetic Mean Median Mode	Book – 1	Chapter – 5	1	--
9	1	Quartiles, Percentiles				
10	1	Measures of Dispersion	Book – 1 Book - 2	Chapter – 4 Chapter – 4	--	1
11	1	Range, Mean Deviation	Book – 1 Book - 2	Chapter – 5 Chapter – 7	1	--
12	1	Standard Deviation				
13	1	Measurement of Correlation	Book – 1 Book - 2	Chapter – 5 Chapter – 7	--	--
14	1	Karl Pearson's Coefficient of Correlation, Rank Coefficient of Correlation	Book – 1 Book - 2	Chapter – 6 Chapter – 7		
15	1	Regression lines Determination of Regression lines and Regression Coefficients	Book – 1 Book – 2	Chapter – 5 Chapter – 7	--	--

16	1	Use of Index Numbers Kinds of Index Numbers	Book – 1 Book - 2	Chapter – 6 Chapter – 7		
17	1	Price Index Number, Quantity Index Number Methods of Constructing Index Numbers	Book – 1 Book –2	Chapter – 5 Chapter – 9	1	--
18	1	Basic concepts of probability, Laws of Probability	Book – 1	Chapter – 5	1	--
19	1	Addition Law, Multiplication Law	Book – 1 Book - 2	Chapter – 7 Chapter – 6	1	
20	1	Conditional Probability Bayes Theorem	Book – 1	Chapter – 11	1	1
21	Lab Session	Use of Software's to solve various problems	--	--	--	--
Total	20				7	8

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

Unit	Contents	Hours
I	Basics of Managerial Economics <ul style="list-style-type: none">• The Nature and Scope of Managerial Economics• Optimization Techniques and New Management Tools	5
II	Demand Analysis <ul style="list-style-type: none">• Demand Theory• Demand Estimation• Demand Forecasting	10
III	Production and Cost Analysis <ul style="list-style-type: none">• Production Theory and Estimation• Cost Theory and Estimation	10

IV	Market Structures <ul style="list-style-type: none"> • Perfect Competition, Monopoly, Monopolistic Competition, and Oligopoly 	10
V	Pricing Practices and Emerging trends in Managerial Economics <ul style="list-style-type: none"> • Pricing Practices • Emerging trends in Managerial Economics during COVID-19 Era 	5

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	Demand Estimation- The identification problem, Marketing research approaches to demand estimation	Book – 1	Chapter – 3	--	1
8	1	Regression analysis, simple regression analysis	Book – 1	Chapter – 5	1	--
9	2	Multiple regression analysis				
10	1	Problem in regression analysis	Book – 1 Book - 2	Chapter – 4 Chapter – 4	--	1
11	1	Demand estimation by regression analysis	Book – 1 Book - 2	Chapter – 6 Chapter – 5	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	Chapter – 8 Chapter – 8		
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	Chapter – 8 Chapter – 7	--	--
14	2	The nature of costs, short-run cost functions, long-run cost curves	Book – 1 Book - 2	Chapter – 6 Chapter – 7		
15	2	plant size and economies of scale, learning curves, minimising cost internationally	Book – 1 Book – 2	Chapter – 5 Chapter – 7	--	--

16	1	The new economies of scale, logistics of supply chain management	Book – 1 Book - 2	Chapter – 6 Chapter – 7		
17	2	Cost-volume-profit analysis and operating leverage, empirical estimation of cost functions.	Book – 1 Book – 2	Chapter – 5 Chapter – 9	1	--
18	1	Market structure and degree of competition, perfect competition,	Book – 1	Chapter – 5	1	--
19	1	Competition in the global economy,	Book – 1 Book - 2	Chapter – 7 Chapter – 8		
20	2	Monopoly, monopolistic competition	Book – 1	Chapter – 13	--	1
21	1	Oligopoly and market concentration,	Book – 1 Book – 2	Chapter – 12 Chapter – 13	--	--
22	2	Oligopoly models, profitability and efficiency implications of oligopoly,	Book – 1	Chapter – 14	--	--
23	1	The sales maximisation model, the march of global oligopolists.	Book-2	Chapter – 13		
24	1	Pricing of multiple products ,price discrimination	Book – 1	Chapter – 13	--	1
25	1	International price discrimination and dumping	Book – 1	Chapter – 16	1	--
26	1	Transfer pricing,	Book – 2	Chapter		

		pricing in practice.		- 16		
27	1	Emerging trends in Managerial Economics- Emerging trends in Managerial Economics during COVID-19.	Notes	Web Notes		
Total	40				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

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:

7. 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.
8. Morehouse, Richard E., and Pamela Maykut. *Beginning qualitative research: A philosophical and practical guide*. Routledge, 2002.
9. Silverman, David, ed. *Qualitative research*. Sage, 2016.
10. Glaser, Barney G., and Anselm L. Strauss. *Discovery of grounded theory: Strategies for qualitative research*. Routledge, 2017.
11. L BERG, B. R. U. C. E. "Qualitative research methods for the social sciences." (2001).
12. Malterud, Kirsti. "Qualitative research: standards, challenges, and guidelines." *The lancet* 358.9280 (2001): 483-488.