

**Central University of Himachal Pradesh  
School of Commerce and Management Studies**

**IQAC-Report**

**Criteria-I  
Documentary Evidence**

**For the year (2017-18)**

**Of**

**HPKV Business School  
School of Commerce and Management Studies (SCMS)**



**School of Commerce and Management Studies (SCMS)**

**Central University of Himachal Pradesh**

**Dhauladhar Parisar-II, Dharamshala, Kangra (Himachal Pradesh), 176215**

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**MINUTES OF THE FOURTH BOS OF DEPARTMENT OF ACCOUNTING AND FINANCE**

The meeting of the Fourth Board of Studies (BOS) for Department of Accounting & Finance was held on **December 1<sup>st</sup>, 2017 at 10.00 am** at Temporary Academic Block, Central University of Himachal Pradesh, Shahpur in the Dean's Chamber. The following members were present:

1. Dr. Sanjeev Gupta, **Chairman & Convener**, Head, Department of Accounting & Finance Management, Central University of Himachal Pradesh.
2. Prof. O P Verma, **External Subject Expert**, Professor, University Business School, Himachal Pradesh University, Shimla.
3. Dr Manpreet Arora, **Assistant Professor**, Department of Accounting & Finance, School of Business and Management Studies, Central University of Himachal Pradesh.
4. Dr Mohinder Singh, **Assistant Professor**, Department of Accounting & Finance, School of Business and Management Studies, Central University of Himachal Pradesh (Special Invitee).

Prof Kuldeep Singh, **External Subject Expert**, Department of Commerce, MDU Rohtak and Prof. H R Sharma, **Head**, Department of Economics and Public Policy and B C Chauhan, **Dean** School of Physical & Material Sciences could not attend the meeting and were granted leave of absence.

In The Fourth meeting of Board of Studies following decisions were taken agenda wise:

**AF-BoS-IV/17-1: Formal Confirmation of minutes of the meeting of the Third Board of Studies (BoS)**

The minutes of the meeting of the 3<sup>rd</sup> BoS which were finalized and sent to all the members of BoS were and same were finalised.

**The Board approved the said minutes.**

**AF-BoS-IV/17-2: To Revise credits of certain courses**

**Agenda-**Majority of the courses in the course catalogue are of two credits. It is proposed that in order to have in depth knowledge of certain courses it becomes important to revise the credits of certain courses to four credits. The list of courses for which the credits are raised to four from two is appended in Annexure II.



**Decision:** The amendment of the credits of courses was duly approved by the Board with consensus.

**AF-BoS-IV/17-3:** To recommend new Courses and rectify few titles to be offered by Department as well as school

**Agenda-**Certain new courses from the specialisation of finance and for the general overhauling of the student from diverse fields/common departments were placed before BoS for recommendations. So that they can be added in the list of courses offered from the department and school. Annexure III consisted of the list in which the new additions to various heads are added.

**Decision:** The amended courses were duly approved by the Board with consensus. It was also recommended by the Board that few more courses in the Department of Accounting and Finance can be added. Few other courses in the relevant field of four credits may be introduced.

**AF-BoS-IV/17-4:** To Review the contents of the courses being offered in the Department

**Agenda-**In accordance with the ordinances of the Central University of Himachal Pradesh (CUHP) the course contents are designed by respective faculty members within the prescribed broader guidelines laid down their in.

The course contents are reviewed regularly by the BoS. Thus, the course contents of the courses offered by the Department during academic session 2015-16 and Monsoon Semester 2017 were placed before BoS for review.

**Decision:** It was duly approved by the Board.

**AF-BoS-IV/17-5:** To evaluate Synopsis of Ph D Research Scholar(s) in Research Degree (RD) programme in the Department, to approve a change in title of synopsis and to recommend the confirmation of registration to the School Board.

The synopsis submitted by the Research Scholar(s) enrolled in Ph.D programme in the Department to be placed before BoS. Thereby, the synopses are placed for the approval of board.

| Sr. No. | Name                       | Roll No./Regd No. | Thesis title  |
|---------|----------------------------|-------------------|---|
| 1.      | Abdul Rishad Kuttiprathodi | CUHP13RDMGMT01    | Impact and Effectiveness of Central Bank Intervention in Foreign Exchange Market: Empirical Evidence from India |

|    |              |                |   |
|----|--------------|----------------|---|
| 2. | Akhil Sharma | CUHP14RDMGMT01 | Dynamics of Crude Oil Prices and Exchange Rate: An Empirical Evidence from Indian Perspective     |
| 3  | Vikas        | CUHP14RDMGMT04 | "Consumer Perception Towards Electronic Payment Systems: An Empirical Study In Himachal Pradesh". |

**Decision:** The synopses were duly approved by the Board.

**AF-BoS-III/17-6: To change the title of research work**

Mr Bhushan Singh (CUHP13RDMGT02) Supervised by Dr Mohinder Singh had placed a request before the Board for the change in title. Earlier the title was "**Financial Literacy and Investment Behaviour among Schedule Tribes: A Study of Himachal Pradesh**". The proposed new title is "**Household Portfolio, Risk Tolerance and Financial Literacy: A Study on Schedule Tribes of H.P**". The request to approve the change in title was placed before BOS.

**Decision:** The change the title of research work was duly approved by the Board.

The meeting ended with a vote of thanks by the chairman.





हिमाचलप्रदेश केंद्रीय विश्वविद्यालय

Central University of Himachal Pradesh

(Established Under Central Universities Act 2009)

School of Business and Management Studies (SBMS)



**Courses Offered Under  
Choice Based Credit System (CBCS)  
(2017– 19)**

**Central University of Himachal Pradesh,  
Dharamshala, District – Kangra, Himachal Pradesh – 176 206**

*[Handwritten signatures and initials]*

The Central University of Himachal Pradesh (CUHP) has modified its Choice Based Credit System (CBCS) in accordance with the guidelines of UGC. Hence, School of Business and Management Studies (SBMS) has also brought necessary changes in its Courses in view of amended relevant Ordinances. The modified Choice Based Credit System (CBCS) had been made functional the academic session 2015 - 16.

Based on the availability of intellectual resources, feedback from the students and available physical resources, the following courses have been selected for MBA Programme 2018-20. The students will exercise choice within the framework of CUHP- CBCS.

| Credit Requirement for MBA Program of Study (4 Semesters) |  |             |           |
|---|--|-------------|-----------|
| Course Category   |  | Percentage  | Credits   |
| 1. Core Courses   |  | 65%         |           |
|   | Compulsory Courses                           | 50%         | 40        |
|   | Open Courses                                 | 15%         | 12        |
| 2. Elective Courses                                       |  | 25%         |           |
|   | Specialization Courses                       | 20%         | 16        |
|   | Inter Disciplinary (University Wide) Courses | 5%          | 4         |
| 3. Foundation Courses                                     |  | 10%         |           |
|   | Skill Development Courses                    | 5%          | 4         |
|   | Human Making Courses                         | 5%          | 4         |
| <b>Total</b>  |  | <b>100%</b> | <b>80</b> |

| Semester wise Credit Distribution |            |           |                |          |                   |              |           |
|-----------------------------------|------------|-----------|----------------|----------|-------------------|--------------|-----------|
| Courses<br>->                     | 1. Core    |           | 2. Elective    |          | 3. Foundation     |              | Total     |
|                                   | Compulsory | Open      | Specialization | Open     | Skill Development | Human Making |           |
| I                                 | 16         | -         | -              | -        | 2                 | 2            | 20        |
| II                                | 12         | 4         |                | -        | 2                 | 2            | 20        |
| III                               | 4          | 4         | 8              | 4        | -                 | -            | 20        |
| IV                                | 8          | 4         | 8              | -        | -                 | -            | 20        |
| <b>Total</b>                      | <b>40</b>  | <b>12</b> | <b>16</b>      | <b>4</b> | <b>4</b>          | <b>4</b>     | <b>80</b> |

*[Handwritten signatures and initials]*

# 1. Core Courses

## a. Core Compulsory Courses: Required Credits 40

All MBA students shall study compulsory core courses in each semester as given below:

| I - Semester  |             |                                     |         |
|---------------|-------------|-------------------------------------|---------|
| Sl. No.       | Course Code | Course Name                         | Credits |
| 1             | AFA 407     | Accounting for Managerial Decisions | 2       |
| 2             | SAS 403     | Business Statistics                 | 2       |
| 3             | MSO 402     | Legal Aspects of Business           | 2       |
| 4             | MSO 413     | Managerial Economics                | 4       |
| 5             | MSC 401     | Marketing Management                | 4       |
| 6             | HRM 401     | Organizational Behaviour            | 2       |
| Total Credits |             |                                     | 16      |

| II - Semester |             |                           |         |
|---------------|-------------|---------------------------|---------|
| Sl. No.       | Course Code | Course Name               | Credits |
| 1             | AFA 403     | Financial Management      | 4       |
| 2             | HRM 402     | Human Resource Management | 4       |
| 3             | POM 401     | Operations Management     | 2       |
| 4             | MSO 601     | Business Research Methods | 2       |
| Total Credits |             |                           | 12      |

| III - Semester |             |   |         |
|----------------|-------------|---|---------|
| Sl. No.        | Course Code | Course Name                             | Credits |
| 1              | MSC 506     | Consumer Behaviour                      | 2       |
| 2              | MSO 507     | On-the-job Training and Training Report | 2       |
| Total Credits  |             |   | 4       |

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| IV -Semester  |             |   |         |
|---------------|-------------|---|---------|
| Sl. No.       | Course Code | Course Name   | Credits |
| 1             | AFA 450     | Seminar Paper on Emerging issues in Accounting and Finance                | 2       |
|               | HRM 414     | Seminar Paper on Emerging issues in HRM and OB                            |         |
|               | MSC 415     | Seminar Paper on Emerging issues in Marketing and Supply Chain Management |         |
| 2             | MSO 499     | Project Work  | 2       |
| 3             | MSO 498     | Comprehensive Viva Voce   | 2       |
| 4             | POM 504     | Operations Research   | 2       |
| Total Credits |             |   | 8       |

  
 Rita, R  
 Ann. G

**b. Open Core Courses: Required Credits: 12**

A student shall have the choice to take courses with total 12 credits out of the following courses as offered by the School of Business and Management Studies (SBMS). The department will notify the courses to be offered in each semester.

| Sl. No. | Course Code | Course Name                                  | Credits |
|---------|-------------|--|---------|
| 1.      | MSO 410     | Business Communication                       | 2       |
| 2.      | MSO 401     | Management Principles & Functions            | 2       |
| 3.      | EDM 413     | Entrepreneurship Development                 | 2       |
| 4.      | CSR 403     | Corporate Governance & Social Responsibility | 2       |
| 5.      | AFA 411     | Management of Financial Institutions         | 2       |
| 6.      | AFA 502     | Project Management                           | 2       |
| 7.      | MIB 411     | International Business Environment           | 2       |
| 8.      | POM 505     | Total Quality Management                     | 2       |
| 9.      | COD 404     | Organizational Development                   |         |
| 10.     |             |  |         |
| 11.     |             |  |         |

**2. Elective Courses****a. Specialisation: Required Credits 16**

The students shall have the choice to select one of the three baskets of courses out of the following groups. Further the students shall have choice of selecting 16 credits from chosen basket or specialisation area.

**Group I: Accounting & Finance**

| Sl. No. | Course Code | Course Name                                | Credits |
|---------|-------------|--|---------|
| 1.      | AFA 530     | Financial Econometrics                     | 4       |
| 2.      | AFA 512     | Investment Analysis & Portfolio Management | 2       |
| 3.      | AFA 427     | Tax Management                             | 2       |
| 4.      | AFA 504     | Financial Derivatives                      | 2       |
| 5.      | MGT 412     | Merger and Acquisition                     | 2       |
| 6.      | AFA 415     | Stock Market Operations                    | 2       |
| 7.      | AFA 404     | Personal Finance                           | 2       |
| 8.      | AFA 507     | Working Capital Management                 | 2       |
| 9.      | AFA 508     | Mergers and Acquisitions                   | 2       |
| 10.     | AFA 509     | Management of Mutual Funds                 | 2       |
| 11.     | AFA 524     | Options, Futures and other Derivatives     | 2       |
| 12.     | AFA 525     | Fundamentals of Investments                | 2       |
| 13.     | AFA 526     | Bond Markets Analysis and Strategies       | 2       |
| 14.     | AFA 529     | Quantitative Finance                       | 4       |
| 15.     | AFA 532     | Foreign Exchange Risk Management           | 2       |

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### Group II: Marketing and Supply Chain Management

| Sl. No. | Course Code | Course Name                        | Credits |
|---------|-------------|------------------------------------|---------|
| 1       | MSC 402     | Service Marketing                  | 2       |
| 2       | MSC 408     | Supply Chain Management            | 2       |
| 3       | MSC 405     | Integrated Marketing Communicatlon | 2       |
| 4       | MSC 501     | Social Marketing                   | 2       |
| 5       | MSC 502     | Marketing Research                 | 2       |
| 6       | MSC 520     | Internet Based Marketing           | 2       |
| 7       | MSC 507     | Rural Marketing                    | 2       |
| 8       | MSC 439     | Mobile Based Marketing             | 2       |
| 9       | MSC 440     | Retail Management                  | 2       |
| 10      | MSC 522     | Web Based Advertising              | 2       |
| 11      |             |                                    |         |
| 12      |             |                                    |         |

### Group III Human Resource Management

| Sl. No. | Course Code | Course Name                                     | Credits |
|---------|-------------|---|---------|
| 1       | HRM 405     | Career and Succession Planning                  | 2       |
| 2       | HRM 408     | Organizational Theory, Design and Effectiveness | 2       |
| 3       | HRM 409     | Leadership- Concept and Theories                | 2       |
| 4       | HRM 411     | Diversity and Cross Cultural Management         | 2       |
| 5       | HRM 502     | Management of Industrial Relations              | 2       |
| 6       | HRM 504     | Social Security and Labour Welfare              | 2       |
| 7       | HRM 508     | Compensation Management                         | 2       |
| 8       | HRM 512     | Industrial Psychology                           | 2       |
| 9       | HRM 513     | Labour Laws                                     | 2       |
| 10      | HRM 525     | Organization Transformation and Development     | 2       |
| 11      |             |   |         |
| 12      |             |   |         |

### 3. Foundation Courses

All the students of the University shall be required to take 4 credits from (a) Skill Development courses and 4 credits from (b) Human Making courses offered by the university departments. The University will notify the courses being offered in a semester in the beginning of each semester. Students will be given wider choice and will be selected on the basis of their score in admission score.

Note: The School of Business and Management Studies (SBMS) shall offer the following courses for all the students of the University.

#### a. Skill Development: Required Credits 4 (Four)

| Sl. No. | Course Code | Course Name                                   | Credits |
|---------|-------------|---|---------|
| 1.      | AFA 544     | Finance and Investment Skills                 | 2       |
| 2.      | EDM 403     | Success Stories of Entrepreneurs and Managers | 2       |
| 3.      | HRM 416     | Employability Skills                          | 2       |
| 4.      | MSC 520     | Internet Based Marketing                      | 2       |
| 5.      |             |   |         |

#### b. Human Making: Required Credits 4 (Four)

| S.No | Course Code | Course Name                     | Credits |
|------|-------------|---------------------------------|---------|
| 1.   | CSR 401     | Human Values and Ethics         | 2       |
| 2.   | CSR 405     | Self-Management and Development | 2       |
| 3.   | CSR 406     | Life & Career Planning          | 2       |
| 4.   | CSR 407     | Inter Personal Effectiveness    | 2       |
| 5.   | CSR 408     | Leadership Development          | 2       |

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**b. Elective Interdisciplinary Courses – Required Credits 4 (Four)**

The students of MBA shall take 4 credit courses from the courses offered by other Schools. The List of such courses shall be provided to the students in the beginning of the semester.

| Sl. No. | Course Code | Course Name                                  | Credits |
|---------|-------------|--|---------|
|         |             |  |         |
|         | MSO 506     | Strategic Management                         | 4       |
|         | EDM 406     | Managing Creativity, Innovation & Incubation | 2       |
|         | EDM 405     | Management of MSME                           | 2       |
|         | EDM 413     | Entrepreneurship Development                 | 2       |
|         |             |  |         |



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Based on the availability of intellectual resources, feedback from the students and available physical resources, the following courses have been selected for MBA Programme 2018-20. The students will exercise choice within the framework of CUHP- CBCS.

| Credit Requirement for MBA Program of Study (4 Semesters) |  |     | Percentage | Credits |
|---|--|-----|------------|---------|
| Course Category   |  |     |            |         |
| 1. Core Courses   |  |     | 65%        |         |
|   | Compulsory Courses                           | 50% |            | 40      |
|   | Open Courses                                 | 15% |            | 12      |
| 2. Elective Courses                                       |  |     | 25%        |         |
|   | Specialization Courses                       | 20% |            | 16      |
|   | Inter Disciplinary (University Wide) Courses | 5%  |            | 4       |
| 3. Foundation Courses                                     |  |     | 10%        |         |
|   | Skill Development Courses                    | 5%  |            | 4       |
|   | Human Making Courses                         | 5%  |            | 4       |
| Total   |  |     | 100%       | 80      |

| Semester wise Credit Distribution |            |      |                |      |                   |              |       |
|-----------------------------------|------------|------|----------------|------|-------------------|--------------|-------|
| Courses<br>->                     | 1. Core    |      | 2. Elective    |      | 3. Foundation     |              | Total |
|                                   | Compulsory | Open | Specialization | Open | Skill Development | Human Making |       |
| I                                 | 16         | -    | -              | -    | 2                 | 2            | 20    |
| II                                | 12         | 4    |                | -    | 2                 | 2            | 20    |
| III                               | 4          | 4    | 8              | 4    | -                 | -            | 20    |
| IV                                | 8          | 4    | 8              | -    | -                 | -            | 20    |
| Total                             | 40         | 12   | 16             | 4    | 4                 | 4            | 80    |

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## REGISTRATION FORM FOR FOUNDATION COURSES- SPRING SEMESTER, 2018

|                      |                  |  |
|----------------------|------------------|--|
| DEPARTMENT / CENTRE: |                  | PROGRAMME OF STUDY:                                |
| Roll No:             | NAME OF STUDENT: | TIMING: <b>1:30-2:30 (Tuesday &amp; Wednesday)</b> |

*Note: The student has to assign Course Code and Course Title as per his/her interest.*

### HUMAN MAKING COURSES

| Course Code | Course Title                             | Teacher Name/<br>Registration Room No. | Class Room<br>Allotted | Course Code and Course Title<br>(Opted by Students) | Teacher's<br>Remark |
|-------------|--|--|------------------------|---|---------------------|
| TTM 512     | Eco tourism Planning and practices       | Dr. Suman Sharma (304)                 | CR-09                  |   |                     |
| ECN 457     | Economics of Values and Ethics           | Mr. Kamal Singh (202)                  | CR-04                  |   |                     |
| PAS 417 A   | History & Philosophy of Science          | Dr. B.C. Chauhan (304)                 | CR-11                  |   |                     |
| CBB 436     | History of Science & Technology in India | Dr. Vikram Singh (209)                 | CR-10                  |   |                     |
| CSR 408     | Leadership Development                   | Dr. Gitanjali Upadhaya (202)           | CR-02                  |   |                     |
| ENV 508     | Environmental Ethics                     | Dr. S. Chatterjee (210)                | CR-01                  |   |                     |
| CSR 407     | Interpersonal Effectiveness              | Dr. Yoginder Singh Verma (101)         | CR-03                  |   |                     |
| CSI 429     | IT Tools for Smart Work                  | Mr. Dugra Prasad Dora (303)            | CR-05                  |   |                     |
| EEL-443     | Literature, Empathy and Human-Making     | Dr. Yash Pal (202)                     | CR-06                  |   |                     |

|                     |   |
|---------------------|---|
| <b>Undertaking:</b> | I hereby undertake that above information with respect to Human-Making Course is given by me as per my preference and I will not change it later. |
|---------------------|---|

**Signature of the Student**

## REGISTRATION FORM FOR FOUNDATION COURSES- SPRING SEMESTER, 2018

|                      |                  |  |
|----------------------|------------------|--|
| DEPARTMENT / CENTRE: |                  | PROGRAMME OF STUDY:                              |
| Roll No:             | NAME OF STUDENT: | TIMING: <b>1:30-2:30 (Thursday &amp; Friday)</b> |

*Note: The student has to assign Course Code and Course Title as per his/her interest.*

### SKILL DEVELOPMENT COURSES

| Course Code | Course Title                                  | Teacher Name/<br>Registration<br>Room No. | Class Room<br>Allotted | Course Code and Course Title<br>(Opted by Students) | Teacher's<br>Remark |
|-------------|---|---|------------------------|---|---------------------|
| ECN 456     | Basic Statistical and Econometric Techniques  | Mr. Amit Kumar Basantaray (202)           | CR-04                  |   |                     |
| TTM 429     | Security, Rescue and Disaster Management      | Dr. S. Sundararaman (304)                 | CR-09                  |   |                     |
| PAS 556     | Science of Yoga                               | Dr. OSKS Sastri (304)                     | CR-11                  |   |                     |
| ENV 528     | Nano - techniques and Environment             | Dr. Dilbag Singh (303)                    | CR-05                  |   |                     |
| MSC 412     | Personal Selling and Salesmanship             | Dr. Bhagwan Singh/Dr. Chaman Lal (202)    | CR-03                  |   |                     |
| MSC 430     | Digital Marketing                             | Dr. Bhagwan Singh (202)                   | CR-02                  |   |                     |
| EDM 406     | Managing Innovation, Incubation & Creativity  | Dr. Sarvesh Kumar (202)                   | CR-01                  |   |                     |
| AFA 411     | Management of Financial Institutions          | Dr. Manpreet Arora (209)                  | CR-06                  |   |                     |
| HRM 515     | International HRM                             | Dr. Rita Sharma (209)                     | CR-111                 |   |                     |
| AFA 544     | Finance and Investment Skills                 | Dr. Ashish Nag (209)                      | CR-10                  |   |                     |
| HRM 416     | Employability Skills                          | Dr. Aditi Sharma (209)                    | CR-08                  |   |                     |
| CSI 446     | Lab Libre Office (FOSS)                       | Mr. Ajay Kumar (303)                      | CR-12                  |   |                     |
| EEL 414     | Advanced Oral Communicative Skills in English | Dr. Yash Pal (202)                        | CR-07                  |   |                     |

**Undertaking:** I hereby undertake that above information with respect to Skill Development Course is given by me as per my preference and I will not change it later.

**Signature of the Student**



# Central University of Himachal Pradesh

(ESTABLISHED UNDER CENTRAL UNIVERSITIES ACT 2009)

PO Box: 21, Dharamshala, Himachal Pradesh-176215

## Course Registration Form

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

2. Semester: First (I)

3. Name of the School: School of Business & Management Studies

### Important Instructions:

- Student has to tick in the relevant box/ fill up the Course Code, Course Title, Credits in the relevant boxes.
- The courses opted by the student should be approved by the concerned Head of the Department/ Dean

| Compulsory Core Courses( No of Credits = 16) |             |                                     |           |     |                    |
|--|-------------|-------------------------------------|-----------|-----|--------------------|
| Sl. No.                                      | Course Code | Course Name                         | Credits   | Yes | Course Coordinator |
| 1  | AFA 407     | Accounting for Managerial Decisions | 2         | Yes | MA/ AN             |
| 2  | SAS 403     | Business Statistics                 | 2         | Yes | AN/ RD             |
| 3  | MSO 402     | Legal Aspects of Business           | 2         | Yes | MA                 |
| 4  | MSO 413     | Managerial Economics                | 4         | Yes | SG/ MS             |
| 5  | MSC 401     | Marketing Management                | 4         | Yes | CL/ SK             |
| 6  | HRM 401     | Organizational Behaviour            | 2         | Yes | YSV/ AS/ GI        |
|  |             | <b>Total Credits</b>                | <b>16</b> |     |                    |

| Skill Development Courses (No. Of Credit=2)* |  |  |  |  |  |
|--|--|--|--|--|--|
| 7  |  |  |  |  |  |
| Human making Courses (No. Of Credit=2)*      |  |  |  |  |  |
| 8  |  |  |  |  |  |

\*Please give your course preference in the sheet attached

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

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

Signature of the Student

### For Office Use Only

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

Signature of the Dean

Signature of Fee Clerk with seal of payment



# Central University of Himachal Pradesh

(ESTABLISHED UNDER CENTRAL UNIVERSITIES ACT 2009)

PO Box: 21, Dharamshala, Himachal Pradesh-176215

## Course Registration Form

1. Name of the Program of Study: Master of Business Administration (MBA) 2. Semester: Third (III)

3. Department: A&F. 4. Name of the School: School of Business & Management Studies

- Student has to tick in the relevant box/ fill up the Course Code, Course Title, Credits in the relevant boxes.
- The courses opted by the student should be approved by the concerned Head of the Department/ Dean

| Compulsory Core Courses( No of Credits = 04) |             |   |         |     |   |
|--|-------------|---|---------|-----|---|
| Sl. No.                                      | Course Code | Course Name                             | Credits | Yes | Course Coordinator                      |
| 1  | MSC 506     | Consumer Behaviour                      | 2       | Yes | Dr. Bhagwan Singh/<br>Dr. Sarvesh Kumar |
| 2  | MSO 507     | On-the-job Training and Training Report | 2       | Yes |   |
| Total Credits                                |             |   |         | 4   |   |

| Core Open Courses( No of Credits = 04) |             |   |         |     |   |
|--|-------------|---|---------|-----|---|
| Sl. No.                                | Course Code | Course Name                             | Credits | Yes | Course Coordinator                        |
| 1.                                     | EDM 413     | Entrepreneurship Development            | 02      | Yes | Dr. Chaman Lal/<br>Dr. Gitanjali Upadhaya |
| 2.                                     | AFA 502     | Project Management                      | 02      |     | Dr. Manpreet Arora                        |
| 3.                                     | MSC 405     | Integrated Marketing Communication      | 02      |     | Dr. Bhagwan Singh                         |
| 4.                                     | HRM 411     | Diversity and Cross Cultural Management | 02      |     | Dr. Gitanjali Upadhaya                    |
| Total Credits                          |             |   |         | 4   |   |

| Elective Specialization ( No of Credits = 08) |             |  |         |     |                    |
|---|-------------|--|---------|-----|--------------------|
| Sl. No.                                       | Course Code | Course Name                                  | Credits | Yes | Course Coordinator |
| 1.  | AFA 554     | Statistics for Finance                       | 02      |     | Dr. Mohinder Singh |
| 2.  | AFA 507     | Working Capital Management                   | 02      |     | Dr. Manpreet Arora |
| 3.  | AFA 512     | Investment Analysis and Portfolio Management | 02      |     | Dr. Ashish Nag     |
| 4.  | AFA 415     | Stock Market Operations                      | 02      |     | Dr. Mohinder Singh |
| 5.  | AFA 405     | Merchant Banking and Financial Services      | 02      |     | Dr. Ashish Nag     |
| Total Credits                                 |             |  |         | 8   |                    |

| Elective Interdisciplinary ( No of Credits =04) |             |                      |         |     |   |
|---|-------------|----------------------|---------|-----|---|
| Sl. No.   | Course Code | Course Name          | Credits | Yes | Course Coordinator  |
| 1.  | MSO 506     | Strategic Management | 04      |     | Dr. Aditi Sharma/<br>Dr. Manpreet Arora/<br>Dr. Sarvesh Kumar |
| Total Credits                                   |             |                      |         |     |   |

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

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

Signature of the Student

### For Office Use Only

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

Signature of Dean



# Central University of Himachal Pradesh

(ESTABLISHED UNDER CENTRAL UNIVERSITIES ACT 2009)

PO Box: 21, Dharamshala, Himachal Pradesh-176215

## Course Registration Form

1. **Name of the Program of Study: Master of Business Administration (MBA)**      2. **Semester: Third (III)**  
3. **Department: HRM&OB.**      4. **Name of the School: School of Business & Management Studies**

- Student has to tick in the relevant box/ fill up the Course Code, Course Title, Credits in the relevant boxes.
- The courses opted by the student should be approved by the concerned Head of the Department/ Dean

| Compulsory Core Courses( No of Credits = 04) |             |   |         |     |   |
|--|-------------|---|---------|-----|---|
| Sl. No.                                      | Course Code | Course Name                             | Credits | Yes | Course Coordinator                      |
| 1  | MSC 506     | Consumer Behaviour                      | 2       | Yes | Dr. Bhagwan Singh/<br>Dr. Sarvesh Kumar |
| 2  | MSO 507     | On-the-job Training and Training Report | 2       | Yes |   |
| Total Credits                                |             |   |         | 4   |   |

| Core Open Courses( No of Credits = 04) |             |   |         |     |   |
|--|-------------|---|---------|-----|---|
| Sl. No.                                | Course Code | Course Name                             | Credits | Yes | Course Coordinator                        |
| 1.                                     | EDM 413     | Entrepreneurship Development            | 02      | Yes | Dr. Chaman Lal/<br>Dr. Gitanjali Upadhaya |
| 2.                                     | AFA 502     | Project Management                      | 02      |     | Dr. Manpreet Arora                        |
| 3.                                     | MSC 405     | Integrated Marketing Communication      | 02      |     | Dr. Bhagwan Singh                         |
| 4.                                     | HRM 411     | Diversity and Cross Cultural Management | 02      |     | Dr. Gitanjali Upadhaya                    |
| Total Credits                          |             |   |         | 4   |   |

| Elective Specialization ( No of Credits = 08) |             |   |         |     |                    |
|---|-------------|---|---------|-----|--------------------|
| Sl. No.                                       | Course Code | Course Name                                 | Credits | Yes | Course Coordinator |
| 1.  | HRM 513     | Labour Laws                                 | 02      |     | Dr. Aditi Sharma   |
| 2.  | HRM 502     | Managment of Industrial Relations           | 02      |     | Dr. Aditi Sharma   |
| 3.  | HRM 508     | Compensation Management                     | 02      |     | Dr. Gitanjali      |
| 4.  | HRM 511     | Strategic HRM                               | 02      |     | Dr. Rita Sharma    |
| 5.  | HRM 525     | Organisation Transformation and Development | 02      |     | Dr. Rita Sharma    |
| Total Credits                                 |             |   |         | 8   |                    |

| Elective Interdisciplinary ( No of Credits =04) |             |                      |         |     |   |
|---|-------------|----------------------|---------|-----|---|
| Sl. No.   | Course Code | Course Name          | Credits | Yes | Course Coordinator  |
| 1.  | MSO 506     | Strategic Management | 04      |     | Dr. Aditi Sharma/<br>Dr. Manpreet Arora/<br>Dr. Sarvesh Kumar |
| Total Credits                                   |             |                      |         |     |   |

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

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

Signature of the Student

### For Office Use Only

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

Signature of Dean



# Central University of Himachal Pradesh

(ESTABLISHED UNDER CENTRAL UNIVERSITIES ACT 2009)

PO Box: 21, Dharamshala, Himachal Pradesh-176215

## Course Registration Form

1. **Name of the Program of Study: Master of Business Administration (MBA)** 2. **Semester: Third (III)**

3. **Department: M&SCM.** 4. **Name of the School: School of Business & Management Studies**

- Student has to tick in the relevant box/ fill up the Course Code, Course Title, Credits in the relevant boxes.
- The courses opted by the student should be approved by the concerned Head of the Department/ Dean

| Compulsory Core Courses( No of Credits = 04) |             |                                  |         |     |   |
|--|-------------|----------------------------------|---------|-----|---|
| Sl. No.                                      | Course Code | Course Name                      | Credits | Yes | Course Coordinator                      |
| 1  | MSC 506     | Consumer Behaviour               | 2       | Yes | Dr. Bhagwan Singh/<br>Dr. Sarvesh Kumar |
| 2  | MSO 507     | On-the-job Training and Training | 2       | Yes |   |
| Total Credits                                |             |                                  |         | 4   |   |

| Core Open Courses( No of Credits = 04) |             |                                    |         |     |   |
|--|-------------|------------------------------------|---------|-----|---|
| Sl. No.                                | Course Code | Course Name                        | Credits | Yes | Course Coordinator                        |
| 1.                                     | EDM 413     | Entrepreneurship Development       | 02      | Yes | Dr. Chaman Lal/<br>Dr. Gitanjali Upadhaya |
| 2.                                     | AFA 502     | Project Management                 | 02      |     | Dr. Manpreet Arora                        |
| 3.                                     | MSC 405     | Integrated Marketing Communication | 02      |     | Dr. Bhagwan Singh                         |
| 4.                                     | HRM 411     | Diversity and Cross Cultural       | 02      |     | Dr. Gitanjali Upadhaya                    |
| Total Credits                          |             |                                    |         | 4   |   |

| Elective Specialization ( No of Credits = 08) |             |                          |         |     |                    |
|---|-------------|--------------------------|---------|-----|--------------------|
| Sl. No.                                       | Course Code | Course Name              | Credits | Yes | Course Coordinator |
| 1.  | MSC 520     | Internet Based Marketing | 2       |     | Dr. Bhagwan Singh  |
| 2.  | MSC 509     | Green Marketing          | 2       |     | Dr. Sarvesh Kumar  |
| 3.  | MSC 507     | Rural Marketing          | 2       |     | Dr. Chaman Lal     |
| 4.  | MSC 404     | Industrial Marketing     | 2       |     | Dr. Chaman Lal     |
| 5.  | MSC 522     | Web Based Advertising    | 2       |     | Dr. Bhagwan Singh  |
| Total Credits                                 |             |                          |         | 8   |                    |

| Elective Interdisciplinary ( No of Credits =04) |             |                      |         |     |   |
|---|-------------|----------------------|---------|-----|---|
| Sl. No.   | Course Code | Course Name          | Credits | Yes | Course Coordinator  |
| 1.  | MSO 506     | Strategic Management | 04      |     | Dr. Aditi Sharma/<br>Dr. Manpreet Arora/<br>Dr. Sarvesh Kumar |
| Total Credits                                   |             |                      |         |     |   |

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

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

Signature of the Student

### For Office Use Only

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

Signature of Dean



# Central University of Himachal Pradesh

(ESTABLISHED UNDER CENTRAL UNIVERSITIES ACT 2009)

PO Box: 21, Dharamshala, Himachal Pradesh-176215

## Course Registration Form

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

2. Semester: II

3. Name of the School: School of Business & Management Studies

### Important Instructions:

- Student has to tick in the relevant box/ fill up the Course Code, Course Title, Credits in the relevant boxes.
- The courses opted by the student should be approved by the concerned Head of the Department/ Dean

### **Compulsory Core Courses (No. of Credits=12)**

| Sl. No. | Course Code | Course Name               | Credits   | Teacher   |
|---------|-------------|---------------------------|-----------|-----------|
| 1       | AFA 403     | Financial Management      | 4         | AN/MS/MA  |
| 2       | HRM 402     | Human Resource Management | 4         | YSV/AS/GI |
| 3       | POM 401     | Operations Management     | 2         | RS/SK     |
| 4       | MSO 601     | Business Research Methods | 2         | MS/AN/AS  |
|         |             | <b>Total Credits</b>      | <b>12</b> |           |

### **Open Core Courses (No. of Credits=04)**

| Sl. No. | Course Code | Course Name                       | Credits  | Teacher |
|---------|-------------|-----------------------------------|----------|---------|
| 1       | EDM 413     | Entrepreneurship Development      | 2        | CL      |
| 2       | MSO 401     | Management Principles & Functions | 2        | RS      |
| 3       | MSO 410     | Business Communication            | 2        | GI      |
|         |             | <b>Total Credits</b>              | <b>4</b> |         |

### **Foundation Courses (No. of Credits=04)**

| <b>Skill Development Courses (No. Of Credit=2)*</b> |  |  |  |  |
|---|--|--|--|--|
|   |  |  |  |  |
| <b>Human making Courses (No. Of Credit=2)*</b>      |  |  |  |  |
|   |  |  |  |  |

\*To be allotted as per the preference provided by the student

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

**Name of the Student (in Capital Letters):** \_\_\_\_\_ **Roll No.** \_\_\_\_\_

**Signature of the Student**

### **For Office Use Only**

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

**Signature of Dean**



# Central University of Himachal Pradesh

(ESTABLISHED UNDER CENTRAL UNIVERSITIES ACT 2009)

PO Box: 21, Dharamshala, Himachal Pradesh-176215

## Course Registration Form

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

2. Semester: (IV)

3. Department: Accounting and Finance 4. Name of the School: School of Business & Management Studies

### Important Instructions:

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

| S. No.   | Course Code | Course Title   | Credits | Teacher                              |
|--|-------------|--|---------|--------------------------------------|
| <b>Compulsory Core Courses( No of Credits = 8)</b> |             |  |         |                                      |
| 1.   | AFA 450     | Seminar Paper on Emerging issues in Accounting and Finance | 2       | All Teachers of Concerned Department |
| 2.   | MSO 499     | Project Work   | 2       | Concerned Mentor                     |
| 3.   | MSO 598     | Comprehensive Viva Voce                                    | 2       |                                      |
| 4.   | POM 504     | Operations Research  | 2       | SG                                   |
| <b>Core Open Courses( No of Credits = 4)</b>       |             |  |         |                                      |
| 5.   | POM 505     | Total Quality Management                                   | 2       | RS                                   |
| 6.   | MIB 411     | International Business Environment                         | 2       | MA                                   |
| 7.   | CSR 403     | Corporate Governance & Social Responsibility               | 2       | MS                                   |
| <b>Elective Specialization(No of Credits = 8)</b>  |             |  |         |                                      |
| 8.   | AFA 524     | Options, Futures and other Derivatives                     | 2       | AN                                   |
| 9.   | AFA 404     | Personal Finance   | 2       | MA                                   |
| 10.  | AFA 526     | Bond Markets Analysis and Strategies                       | 2       | AN                                   |
| 11.  | AFA 427     | Tax Management   | 2       | MS                                   |
| 12.  | AFA 532     | Foreign Exchange Risk Management                           | 2       | MS                                   |
| 13.  | AFA 508     | Mergers and Acquisitions                                   | 2       | MA                                   |

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

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

Signature of the Student

### For Office Use Only

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

Signature of the Dean



# Central University of Himachal Pradesh

(ESTABLISHED UNDER CENTRAL UNIVERSITIES ACT 2009)

PO Box: 21, Dharamshala, Himachal Pradesh-176215

## Course Registration Form

1. Name of the Program of Study: Master of Business Administration (MBA) 2. Semester: (IV)

3. Department: HRM&OB 4. Name of the School: School of Business & Management Studies

### Important Instructions:

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

| S. No.   | Course Code | Course Title                                    | Credits |                                      |
|--|-------------|---|---------|--------------------------------------|
| <b>Compulsory Core Courses( No of Credits = 8)</b> |             |   |         |                                      |
| 1.   | HRM 414     | Seminar Paper on Emerging issues in HRM and OB  | 2       | All Teachers of Concerned Department |
| 2.   | MSO 499     | Project Work                                    | 2       | Concerned Mentor                     |
| 3.   | MSO 598     | Comprehensive Viva Voce                         | 2       |                                      |
| 4.   | POM 504     | Operations Research                             | 2       | SG                                   |
| <b>Core Open Courses( No of Credits = 4)</b>       |             |   |         |                                      |
| 5.   | POM 505     | Total Quality Management                        | 2       | RS                                   |
| 6.   | MIB 411     | International Business Environment              | 2       | MA                                   |
| 7.   | CSR 403     | Corporate Governance & Social Responsibility    | 2       | MS                                   |
| <b>Elective Specialization(No of Credits = 8)</b>  |             |   |         |                                      |
| 8.   | HRM503      | Human Resource Development                      | 2       | YS                                   |
| 9.   | HRM 512     | Industrial Psychology                           | 2       | GI                                   |
| 10.  | HRM 515     | International HRM                               | 2       | GI                                   |
| 11.  | HRM 408     | Organisational Theory, Design and Effectiveness | 2       | RS                                   |
| 12.  | HRM 509     | Performance Management- Systems & Strategies    | 2       | AS                                   |
| 13.  | HRM 504     | Social Security and Labour Welfare              | 2       | AS                                   |

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

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

Signature of the Student

### For Office Use Only

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

Signature of the Dean

Signature of Fee Clerk with seal of payment



# Central University of Himachal Pradesh

(ESTABLISHED UNDER CENTRAL UNIVERSITIES ACT 2009)

PO Box: 21, Dharamshala, Himachal Pradesh-176215

## Course Registration Form

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

2. Semester: (IV)

3. Department: M&SCM

4. Name of the School: School of Business & Management Studies

### Important Instructions:

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

| S. No.   | Course Code | Course Title  | Credits | Teacher                              |
|--|-------------|---|---------|--------------------------------------|
| <b>Compulsory Core Courses( No of Credits = 8)</b> |             |   |         |                                      |
| 1.   | MSC 415     | Seminar Paper on Emerging issues in Marketing and Supply Chain Management | 2       | All Teachers of Concerned Department |
| 2.   | MSO 499     | Project Work  | 2       | Concerned Mentor                     |
| 3.   | MSO 598     | Comprehensive Viva Voce   | 2       |                                      |
| 4.   | POM 504     | Operations Research   | 2       | SG                                   |
| <b>Core Open Courses( No of Credits = 4)</b>       |             |   |         |                                      |
| 5.   | POM 505     | Total Quality Management  | 2       | RS                                   |
| 6.   | MIB 411     | International Business Environment  | 2       | MA                                   |
| 7.   | CSR 403     | Corporate Governance & Social Responsibility                              | 2       | MS                                   |
| <b>Elective Specialization(No of Credits = 8)</b>  |             |   |         |                                      |
| 8.   | MSC 522     | Web Based Advertising   | 2       | BS                                   |
| 9.   | MSC 514     | Sales and Distribution Management   | 2       | CL                                   |
| 10.  | MSC 508     | Customer Relationship Management  | 2       | CL                                   |
| 11.  | MSC 408     | Supply Chain Management   | 2       | SK                                   |
| 12.  | MSC 502     | Marketing Research  | 2       | SK                                   |
| 13.  | MSC 405     | Integrated Marketing Communication  | 2       | BS                                   |

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

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

Signature of the Student

### For Office Use Only

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

Signature of the Dean



Central University of Himachal Pradesh  
(Established under Central Universities Act 2009)

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

School of Business and Management Studies

Tentative Time Table (Monsoon Semester) with effect from 01.08.2017 (Semester-I)

| DAY  | SEMESTER | 8.30-9.30           | 9.30-10.30          | 10.30-11.30                 | 11.30-12.30         | 12.30-1.30              | 1.30-2.30 | 2.30-3.30           | TEACHER NAME & CODE    |  |       |  |                         |                         |
|------|----------|---------------------|---------------------|-----------------------------|---------------------|-------------------------|-----------|---------------------|------------------------|--|-------|--|-------------------------|-------------------------|
| MON  | I        | MSO 413, SEC A, MS  | MSO 402, SEC A, MA  | AFA 407, SEC A, AN          | LUNCH BREAK         |                         |           |                     | Dr. Sanjeev Gupta (SG) |  |       |  |                         |                         |
|      | ROOM     | CR-2                | CR-2                | CR-2                        |                     |                         |           |                     |                        |  |       |  |                         |                         |
|      | I        | AFA 407, SEC B, MA  | MSO 413, SEC B, MS  |                             |                     |                         |           |                     |                        | *MENTORING AND TUTORIALS (All Mentors & Mentees) |       |  | Dr. Bhagwan Singh (BS)  |                         |
|      | ROOM     | CR-3                | CR-3                |                             |                     |                         |           |                     |                        |  |       |  |                         |                         |
|      | I        | AFA 407, SEC C, AN  | HRM 401, SEC C, AS  | MSC 401, SEC C, CL          |                     |                         |           |                     |                        |  |       |  |                         | Dr. Y.S.Verma (YSV)     |
| ROOM | CR-111   | CR-111              | CR-3                | Dr. Gitanjali Upadhyay (GI) |                     |                         |           |                     |                        |  |       |  |                         |                         |
| TUE  | I        | SAS 403, SEC A, RS  | AFA 407, SEC A, AN  | MSO 413, SEC A, MS          |                     |                         |           |                     |                        | MSC 401, SEC A, CL                               | FC-HM |  | Dr. Manpreet Arora (MA) |                         |
|      | ROOM     | CR-3                | CR-3                | CR-3                        |                     |                         |           |                     |                        | CR-3   |       |  |                         |                         |
|      | I        | MSC 401, SEC B, SK  | MSO 402, SEC B, RS  | SAS 403, SEC B, AN          |                     |                         |           |                     |                        |  |       |  |                         | Dr. Mohinder Singh (MS) |
|      | ROOM     | CR-111              | CR-111              | CR-111                      |                     |                         |           |                     |                        |  |       |  |                         |                         |
|      | I        | SAS 403, SEC C, AN  | MSO 413, SEC C, SG  | MSC 401, SEC C, CL          |                     | Dr. Sarvesh Kumar (SK)- |           |                     |                        |  |       |  |                         |                         |
| ROOM | CR-2     | CR-2                | CR-2                |                             | Dr. Chaman Lal (CL) |                         |           |                     |                        |  |       |  |                         |                         |
| WED  | I        | MSC 401, SEC A, CL  | HRM 401, SEC A, YSV | MSO 413, SEC A, MS          | MSC 401, SEC A, CL  | FC-HM                   |           | Dr. Reeta Devi (RS) |                        |  |       |  |                         |                         |
|      | ROOM     | CR-111              | CR-111              | CR-111                      | CR-111              |                         |           |                     |                        |  |       |  |                         |                         |
|      | I        | MSC 401, SEC B, SK  | HRM 401, SEC B, GI  | AFA 407, SEC B, MA          | SAS 403, SEC B, AN  |                         |           |                     | FC-HM                  |  |       |  |                         |                         |
|      | ROOM     | CR-2                | CR-2                | CR-2                        | CR-2                |                         |           |                     |                        |  |       |  |                         |                         |
|      | I        | MSO 413, SEC C, SG  | MSC 401, SEC C, CL  | AFA 407, SEC C, AN          | MSO 402, SEC C, MA  |                         |           |                     | FC-HM                  |  |       |  |                         |                         |
| ROOM | CR-3     | CR-3                | CR-3                | CR-3                        |                     |                         |           |                     |                        |  |       |  |                         |                         |
| THU  | I        | HRM 401, SEC A, YSV | MSO 413, SEC A, MS  |                             |                     | FC-SD                   |           |                     |                        |  |       |  |                         |                         |
|      | ROOM     | CR-2                | CR-2                |                             |                     |                         |           |                     |                        |  |       |  |                         |                         |
|      | I        | HRM 401, SEC B, GI  | MSC 401, SEC B, SK  | MSO 413, SEC B, MS          |                     |                         |           |                     | FC-SD                  |  |       |  |                         |                         |
|      | ROOM     | CR-3                | CR-3                | CR-3                        |                     |                         |           |                     |                        |  |       |  |                         |                         |
|      | I        | HRM 401, SEC C, AS  | MSO 413, SEC C, SG  | MSC 401, SEC C, CL          |                     |                         |           |                     | FC-SD                  |  |       |  |                         |                         |
| ROOM | CR-111   | CR-111              | CR-2                |                             |                     |                         |           |                     |                        |  |       |  |                         |                         |
| FRI  | I        | MSO 402, SEC A, MA  | SAS 403, SEC A, RS  | MSC 401, SEC A, CL          |                     | FC-SD                   |           | MSO 413, SEC B, MS  |                        |  |       |  |                         |                         |
|      | ROOM     | CR-3                | CR-3                | CR-3                        |                     |                         |           |                     |                        |  |       |  |                         |                         |
|      | I        | MSO 402, SEC B, RS  | MSC 401, SEC B, SK  | MSO 413, SEC B, MS          |                     |                         |           |                     | FC-SD                  |  |       |  |                         |                         |
|      | ROOM     | CR-2                | CR-111              | CR-111                      |                     |                         |           |                     |                        |  |       |  |                         |                         |
|      | I        |                     | MSO 402, SEC C, MA  | MSO 413, SEC C, SG          | SAS 403, SEC C, AN  |                         |           |                     | FC-SD                  |  |       |  |                         |                         |
| ROOM |          | CR-2                | CR-2                | CR-2                        |                     |                         |           |                     |                        |  |       |  |                         |                         |

SECTION A (Roll no. 1-30)

SECTION B (Roll no. 31-60)

SECTION C (Roll no. 61-90)

CC:

1. Notice Board
2. All Heads/Directors, School of Business & Management Studies
3. All Concerned Teachers
4. Convener, University Time Table Committee
5. Guard File

विभागाध्यक्ष/Head of Department  
 हिमाचल प्रदेश केन्द्रीय विश्वविद्यालय  
 Himachal Pradesh Kendriya Vishwavidyalaya  
 Business School  
 वाणिज्य एवं प्रबंधन अध्ययन विभागीय  
 School of Commerce & Management Studies  
 हिमाचल प्रदेश केन्द्रीय विश्वविद्यालय  
 Central University of Himachal Pradesh  
 धर्मशाला परिसर - II/Dhauladhar Parisar-II  
 धर्मशाला, जिला कांगड़ा (हि.प्र.) - 176215  
 Dharamshala, Distt. Kangra (H.P.)-176215



**Central University of Himachal Pradesh**  
(Established under Central Universities Act 2009)

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

School of Business and Management Studies

Tentative Time Table Monsoon Semester with effect from 01.08.2017 (Semester-III)

| DAY  | SEMESTER | 11.30-12.30        | 12.30-1.30                  | 1.30-2.30  | 2.30-3.30                 | 3.30-4.30          | 4.30-5.30                   | TEACHER NAME & CODE         |
|------|----------|--------------------|-----------------------------|--|---------------------------|--------------------|-----------------------------|-----------------------------|
| MON  | III      | MSO 506, SEC A, AS | MSC 507, CL                 | *MENTORING AND TUTORIALS (All Mentors & Mentees) | MSC 520, BS               | EDM 413, SEC A, CL | MSO 507<br>Concerned Mentor | Dr. Sanjeev Gupta (SG)      |
|      | ROOM     | CR-2               | CR-2                        |  | CR-2                      | CR-2               |                             | Dr. Bhagwan Singh (BS)      |
|      | III      | MSO 506, SEC B, SK | AFA 512, AN                 |  | AFA 405, AN               | EDM 413, SEC B, GI |                             | Prof. Y.S.Verma (YSV)       |
|      | ROOM     | CR-3               | CR-3                        |  | CR-3                      | CR-3               |                             | Dr. Gitanjali Upadhyay (GI) |
|      | III      | MSO 506, SEC C, MA | HRM 511, RS                 |  | HRM 411, GI               | MSC 506, SEC C, BS |                             | Dr. Manpreet Arora (MA)     |
| ROOM | CR-111   | CR-111             | CR-111                      | CR-111   | Dr. Aditi Sharma (AS)- CR |                    |                             |                             |
| TUE  | III      | AFA 415, MA        | AFA 507, MA                 | LUNCH BREAK                                      | AFA 502, MA               | MSC 405, BS        | MSO 506, SEC A, AS          | Dr. Ashish Nag (AN)         |
|      | ROOM     | CR-3               | CR-2                        |  | CR-3                      | CR-3               | CR-3                        | Dr. Mohinder Singh (MS)     |
|      | III      | MSC 509, SK        | HRM 502, AS                 |  | MSC 404, CL               | AFA 554, MS        | EDM 413, SEC B, GI          | Dr. Sarvesh Kumar (SK)-     |
|      | ROOM     | CR-111             | CR-111                      |  | CR-111                    | CR-111             | CR-111                      | Dr. Chaman Lal (CL)         |
|      | III      | HRM 525, RS        |                             |  | HRM 413, AS               | HRM 508, GI        | MSC 506, SEC C, BS          | Dr. Reeta Devi (RS)         |
| ROOM | CR-2     |                    | CR-2                        | CR-2   | CR-2                      |                    |                             |                             |
| WED  | III      | MSC 509, SK        | MSO 507<br>Concerned Mentor | LUNCH BREAK                                      | AFA 415, MA               | AFA 405, AN        | AFA 502, MA                 |                             |
|      | ROOM     | CR-111             |                             |  | CR-111                    | CR-111             | CR-111                      |                             |
|      | III      | AFA 512, AN        |                             |  | MSC 507, CL               | HRM 502, AS        | MSC 405, BS                 |                             |
|      | ROOM     | CR-2               |                             |  | CR-2                      | CR-2               | CR-2                        |                             |
|      | III      | HRM 411, GI        |                             |  | HRM 525, RS               | MSC 520, BS        | HRM 511, RS                 |                             |
| ROOM | CR-3     | CR-3               | CR-3                        | CR-3   |                           |                    |                             |                             |
| THU  | III      | MSO 506, SEC A, AS | MSC 404, CL                 | LUNCH BREAK                                      | MSO 506, SEC A, AS        | MSC 506, SEC A, SK | MSO 507<br>Concerned Mentor |                             |
|      | ROOM     | CR-2               | CR-2                        |  | CR-2                      | CR-3               |                             |                             |
|      | III      | MSO 506, SEC B, SK | AFA 507, MA                 |  | MSO 506, SEC B, SK        |                    |                             |                             |
|      | ROOM     | CR-3               | CR-3                        |  | CR-3                      |                    |                             |                             |
|      | III      | MSO 506, SEC C, MA | HRM 508, GI                 |  | MSO 506, SEC C, MA        |                    |                             |                             |
| ROOM | CR-111   | CR-111             | CR-111                      |  |                           |                    |                             |                             |
| FRI  | III      | EDM 413, SEC A, CL | MSC 506, SEC B, BS          | LUNCH BREAK                                      | AFA 554, MS               | MSC 506, SEC A, SK | MSO 507<br>Concerned Mentor |                             |
|      | ROOM     | CR-3               | CR-3                        |  | CR-3                      | CR-3               |                             |                             |
|      | III      | MSO 506, SEC B, SK | EDM 413, SEC C, GI          |  | HRM 413, AS               | MSC 506, SEC B, BS |                             |                             |
|      | ROOM     | CR-111             | CR-111                      |  | CR-111                    | CR-111             |                             |                             |
|      | III      | MSO 506, SEC C, MA |                             |  |                           | EDM 413, SEC C, GI |                             |                             |
| ROOM | CR-2     |                    |                             | CR-2   |                           |                    |                             |                             |

Note: \* Classrooms for Mentoring Sessions

- CC:
1. Notice Board
  2. All Heads/Directors, School of Business & Management Studies
  3. All Concerned Teachers
  4. Convener, University Time Table Committee
  5. Guard File

विभागाध्यक्ष/Head of Department  
 हिमाचल प्रदेश केन्द्रीय विश्वविद्यालय विज्ञान संस्कूल  
 Himachal Pradesh Kendriya Vishwavidyalaya  
 Business School  
 Dean, School of Business and Management Studies  
 योगीश्वर एवं प्रबोधन अध्ययन विद्यापीठ  
 School of Commerce & Management Studies  
 हिमाचल प्रदेश केन्द्रीय विश्वविद्यालय  
 Central University of Himachal Pradesh  
 धौलाधार पारसर - II/Dhauladhar Parisar-II  
 धर्मशाला, जिला कांगड़ा (हि.प्र.) - 176215  
 Dharamshala, Distt. Kangra (H.P.)-176215



**Central University of Himachal Pradesh**  
(Established under Central Universities Act 2009)  
PO BOX: 21, DHARAMSHALA, DISTRICT KANGRA – 176215, HIMACHAL PRADESH  
School of Business and Management Studies  
**Tentative Time Table (Spring Semester) with effect from 23.01.2017 (Semester-II)**

| DAY  | SEMESTER | 8.30-9.30           | 9.30-10.30          | 10.30-11.30        | 11.30-12.30 | 12.30-1.30  | 1.30-2.30                     | 2.30-3.30   | 3.30-4.30 | 4.30-5.30           | TEACHER NAME & CODE           |                             |
|------|----------|---------------------|---------------------|--------------------|-------------|-------------|-------------------------------|-------------|-----------|---------------------|-------------------------------|-----------------------------|
| MON  | II       | HRM 402, SEC A, AS  | MSC 440, CL         | MSO 601, SEC A, AS | LUNCH BREAK | AFA 411, MA | TUTORIALS/ MENTORING SESSIONS |             |           |                     | Prof. Yoginder S. Verma (YSV) |                             |
|      | ROOM     | CR-111              | CR-2                | CR-2               |             | CR-6        |                               |             |           |                     |                               | Dr. Sanjeev Gupta (SG)      |
|      | II       | POM 401, SEC B, RS  |                     | AFA 403, SEC B, MA |             |             |                               |             |           |                     |                               | Dr. Gitanjali Upadhyay (GU) |
|      | ROOM     | CR-3                |                     | CR-3               |             |             |                               |             |           |                     |                               | Dr. Manpreet Arora (MA)     |
|      | II       | HRM 402, SEC C, YSV |                     | MSO 601, SEC C, AN |             |             |                               |             |           |                     |                               | Dr. Aditi Sharma (AS)       |
| ROOM | CR-2     |                     | CR-111              |                    |             |             |                               |             |           | Miss Rita Devi (RS) |                               |                             |
| TUE  | II       | AFA 411, MA         | POM 401, SEC A, SG  | AFA 403, SEC A, AN |             | MSO 401, RS | FC-HUMAN MAKING               |             |           |                     | Dr. Ashish Nag (AN)           |                             |
|      | ROOM     | CR-2                | CR-3                | CR-3               |             | CR-111      |                               |             |           |                     | Dr. Mohinder Singh (MS)       |                             |
|      | II       |                     | MSO 601, SEC B, MS  | HRM 402, SEC B, GI |             |             |                               |             |           |                     | Dr. Chaman Lal (CL)           |                             |
|      | ROOM     |                     | CR-111              | CR-111             |             |             |                               |             |           |                     | Dr. Sarvesh Kumar (SK)        |                             |
|      | II       |                     | HRM 402, SEC C, YSV | AFA 403, SEC C, MS |             |             |                               |             |           |                     |                               |                             |
| ROOM |          | CR-2                | CR-2                |                    |             |             |                               |             |           |                     |                               |                             |
| WED  | II       | POM 401, SEC A, SG  | HRM 402, SEC A, AS  | AFA 403, SEC A, AN |             | MSO 410, GI | FC-HUMAN MAKING               |             |           |                     |                               |                             |
|      | ROOM     | CR-111              | CR-111              | CR-111             |             | CR-3        |                               |             |           |                     |                               |                             |
|      | II       | HRM 402, SEC B, GI  | POM 401, SEC B, RS  | AFA 403, SEC B, MA |             |             |                               |             |           |                     |                               |                             |
|      | ROOM     | CR-2                | CR-2                | CR-2               |             |             |                               |             |           |                     |                               |                             |
|      | II       | POM 401, SEC C, RS  | HRM 402, SEC C, YSV | AFA 403, SEC C, MS |             |             |                               |             |           |                     |                               |                             |
| ROOM | CR-3     | CR-3                | CR-3                |                    |             |             |                               |             |           |                     |                               |                             |
| THU  | II       | MSC 440, CL         | HRM 402, SEC A, AS  | AFA 403, SEC A, AN |             |             | FC-SKILL DEVELOPMENT          |             |           |                     |                               |                             |
|      | ROOM     | CR-2                | CR-2                | CR-2               |             |             |                               | MSO 401, RS |           |                     |                               |                             |
|      | II       |                     | HRM 402, SEC B, GI  | AFA 403, SEC B, MA |             |             |                               | CR-111      |           |                     |                               |                             |
|      | ROOM     |                     | CR-3                | CR-3               |             |             |                               |             |           |                     |                               |                             |
|      | II       |                     | HRM 402, SEC C, YSV | AFA 403, SEC C, MS |             |             |                               |             |           |                     |                               |                             |
| ROOM |          | CR-111              | CR-111              |                    |             |             |                               |             |           |                     |                               |                             |
| FRI  | II       | MSO 601, SEC A, AS  | AFA 403, SEC A, AN  | HRM 402, SEC A, AS |             | MSO 410, GI | FC-SKILL DEVELOPMENT          |             |           |                     |                               |                             |
|      | ROOM     | CR-3                | CR-3                | CR-3               |             | CR-2        |                               |             |           |                     |                               |                             |
|      | II       | MSO 601, SEC B, MS  | HRM 402, SEC B, GI  | AFA 403, SEC B, MA |             |             |                               |             |           |                     |                               |                             |
|      | ROOM     | CR-111              | CR-111              | CR-111             |             |             |                               |             |           |                     |                               |                             |
|      | II       | MSO 601, SEC C, AN  | AFA 403, SEC C, MS  | POM 401, SEC C, RS |             |             |                               |             |           |                     |                               |                             |
| ROOM | CR-2     | CR-2                | CR-2                |                    |             |             |                               |             |           |                     |                               |                             |

CC:

1. Notice Board
2. All Heads/Directors, School of Business & Management
3. All Concerned Teachers
4. Guard File

| Detail of Courses                  |   |
|------------------------------------|---|
| AFA 403: Financial Management      | MSO 410: Business Communication               |
| HRM 402: Human Resource Management | AFA 411: Management of Financial Institutions |
| POM 401: Operations Management     | MSC 440: Retail Management                    |
| MSO 601: Business Research Methods |   |
| MSO 401: Management Principles     |   |

**Head of Department**  
Dean, School of Business and Management Studies  
Himachal Pradesh Kendriya Vishwavidyalaya  
Business School  
वाणिज्य एवं प्रबंधन अध्ययन विभागीय  
School of Commerce & Management Studies  
हिमाचल प्रदेश केन्द्रीय विश्वविद्यालय  
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**Central University of Himachal Pradesh**  
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 PO BOX: 21, DHARAMSHALA, DISTRICT KANGRA - 176215, HIMACHAL PRADESH  
 School of Business and Management Studies  
**Tentative Time Table (Spring Semester) with effect from 23.01.2017 (Semester I)**

| DAY | SEMESTER | 8.30-9.30 | 9.30-10.30 | 10.30-11.30 | 11.30-12.30 | 12.30-1.30                                | 1.30-2.30                                    | 2.30-3.30                                  | 3.30-4.30                      | 4.30-5.30          | TEACHER NAME & CODE           |                         |                             |
|-----|----------|-----------|------------|-------------|-------------|---|--|--|--------------------------------|--------------------|-------------------------------|-------------------------|-----------------------------|
| MON | IV       |           |            |             | AFA 427, MS | AFA 530, SG                               | TUTORIALS/ MENTORING SESSIONS                | AFA 526, AN                                | AFA 450                        | MSC 506, SEC C, SK | Prof. Yoginder S. Verma (YSV) |                         |                             |
|     | ROOM     |           |            |             | CR-2        | CR-2                                      |  | CR-2(SG), CR-3 (AN), CR-111(MA) & CR-(BMS) | CR-2                           |                    |                               | Dr. Sanjeev Gupta (SG)  |                             |
|     | IV       |           |            |             | MSC 514, CL | AFA 532, MS                               |  | MSC 408, SK                                | MSC 415                        |                    |                               | Dr. Bhagwan Singh (BS)  |                             |
|     | ROOM     |           |            |             | CR-3        | CR-8                                      |  | CR-3                                       | CR-5(BS), CR-6(CL) & CR-10(SK) |                    |                               |                         | Dr. Gitanjali Upadhyay (GU) |
|     | IV       |           |            |             | HRM 509, AS | HRM 414                                   |  | HRM 503, YSV                               |                                |                    |                               |                         | Dr. Manpreet Arora (MA)     |
|     | ROOM     |           |            |             | CR-111      | CR-3(PV), CR-12(AS), CR-111(RS), CR-11(G) |  | CR-111                                     |                                |                    |                               |                         | Dr. Aditi Sharma (AS)       |
| TUE | IV       |           |            |             | AFA 524, AN | AFA 404, MA                               | MSO 499 (With Respective Project Supervisor) | AFA 526, AN                                | AFA 532, MS                    | AFA 427, MS        | Miss Rita Devi (RS)           |                         |                             |
|     | ROOM     |           |            |             | CR-3        | CR-3                                      |  | CR-2                                       | CR-2                           | CR-3               |                               | Dr. Ashish Nag (AN)     |                             |
|     | IV       |           |            |             | HRM 407, RS | HRM 515, GI                               |  | MSC 408, SK                                | AFA 530, SG                    | HRM 504, AS        |                               | Dr. Mohinder Singh (MS) |                             |
|     | ROOM     |           |            |             | CR-111      | CR-2                                      |  | CR-111                                     | CR-3                           | CR-111             |                               | Dr. Chaman Lal (CL)     |                             |
|     | IV       |           |            |             | MSC 508, CL |   |  | HRM 512, GI                                |                                | MSC 502, SK        |                               | Dr. Sarvesh Kumar (SK)  |                             |
|     | ROOM     |           |            |             | CR-2        |   |  | CR-3                                       |                                | CR-2               |                               |                         |                             |
| WED | IV       |           |            |             | AFA 524, AN | MIB 411, MA                               | MSO 499 (With Respective Project Supervisor) | AFA 508, MA                                | CSR 403, MS                    | MSC 506, SEC A, SK |                               |                         |                             |
|     | ROOM     |           |            |             | CR-3        | CR-2                                      |  | CR-111                                     | CR-2                           | CR-2               |                               |                         |                             |
|     | IV       |           |            |             | MSC 514, CL |   |  | HRM 515, GI                                | EDM 413, CL                    | MSC 506, SEC B, BS |                               |                         |                             |
|     | ROOM     |           |            |             | CR-2        |   |  | CR-2                                       | CR-3                           | CR-3               |                               |                         |                             |
|     | IV       |           |            |             | HRM 509, AS |   |  | MSC 522, BS                                |                                |                    |                               |                         |                             |
|     | ROOM     |           |            |             | CR-111      |   |  | CR-3                                       |                                |                    |                               |                         |                             |
| THU | IV       |           |            |             | POM 504, RS | AFA 530, SG                               | MSO 499 (With Respective Project Supervisor) | MSC 506, SEC A, SK                         | AFA 508, MA                    | AFA 404, MA        |                               |                         |                             |
|     | ROOM     |           |            |             | CR-2        | CR-2                                      |  | CR-2                                       | CR-2                           | CR-3               |                               |                         |                             |
|     | IV       |           |            |             |             | HRM 407, RS                               |  | MSC 506, SEC B, BS                         | HRM 503, YSV                   | HRM 512, GI        |                               |                         |                             |
|     | ROOM     |           |            |             |             | CR-111                                    |  | CR-3                                       | CR-3                           | CR-2               |                               |                         |                             |
|     | IV       |           |            |             |             | MSC 508, CL                               |  |  | MSC 522, BS                    |                    |                               |                         |                             |
|     | ROOM     |           |            |             |             | CR-3                                      |  |  | CR-111                         |                    |                               |                         |                             |
| FRI | IV       |           |            |             | AFA 530, SG | EDM 413, CL                               | MSC 506, SEC C, SK                           | AFA 450 (SG, MS, MA, AN)                   | MIB 411, MA                    | POM 504, RS        |                               |                         |                             |
|     | ROOM     |           |            |             | CR-2        | CR-3                                      | CR-  | CR-2                                       | CR-2                           | CR-2               |                               |                         |                             |
|     | IV       |           |            |             | HRM 504, AS | CSR 403, MS                               |  | MSC 415 (BS, CL, SK)                       |                                |                    |                               |                         |                             |
|     | ROOM     |           |            |             | CR-3        | CR-2                                      |  | CR-3                                       | HRM 512 (PV, GI, AS, RS)       |                    |                               |                         |                             |
|     | IV       |           |            |             | MSC 502, SK |   |  |  |                                |                    |                               |                         |                             |
|     | ROOM     |           |            |             | CR-111      |   |  | CR-111                                     |                                |                    |                               |                         |                             |

**SLOT FOR U.M. COURSES**

- GROUP A (Roll no. 1-45)
- GROUP B (Roll no. 46-90)

**CC:**

- 1 Notice Board
- 2 All Heads/Directors, School of Business & Management Studies
- 3 All Concerned Teachers
- 4 Guard File

**Detail of Courses**

|   |  |   |
|---|--|---|
| AFA 450/HRM 414/MSO 415: Seminar Paper          | AFA 508: Mergers and Acquisitions          | HRM 515: International HRM                  |
| MSC 506: Consumer Behaviour                     | AFA 530: Financial Econometrics            | HRM 407: Emotional Intelligence             |
| EDM 413: Entrepreneurship Development           | AFA 532: Foreign Exchange Risk Management  | HRM 509: Performance Management             |
| MIB 411: International Business Environment     | MSC 522: Web Based Advertising             | HRM 504: Social Security and Labour Welfare |
| CSR 403: CG & SR                                | MSC 514: Sales and Distribution Management |   |
| POM 505: Total Quality Management               | MSC 508: Customer Relationship Management  |   |
| AFA 524: Options, Futures and Other Derivatives | MSC 408: Supply Chain Management           |   |
| AFA 404: Personal Finance                       | MSC 502: Marketing Research                |   |
| AFA 526: Bond Market Analysis and Strategies    | HRM 503: Human Resource Development        |   |
| AFA 427: Tax Management                         | HRM 512: Industrial Psychology             |   |

Dean, School of Business and Management Studies

  
 विभागाध्यक्ष/Head of Dept.,  
 हिमाचल प्रदेश केन्द्रीय विश्वविद्यालय  
 Himachal Pradesh Kendriya Vishwavidyalaya  
 Business School  
 वाणिज्य एवं प्रबंधन अध्ययन विभागीय  
 School of Commerce & Management Studies  
 हिमाचल प्रदेश केन्द्रीय विश्वविद्यालय  
 Central University of Himachal Pradesh  
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Central University of Jharkhand (Established under Central Universities Act 2009)  
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 School of Business and Management Studies

Time Table (Spring Semester) with effect from 24.01.2018 (Semester-IV)

| DAY   | SEMESTER | 11:30-12:30  | 12:30-2:30           | 2:30-3:30   | 3:30-4:30   | 4:30-5:30                                   | TUTORIALS & COORD             |
|---|----------|--|----------------------|---|-------------|---|-------------------------------|
| MON   | N        | AFA 427, MS  | MIB 411, GROUP A, MA |   | AFA 526, AN | POM 505, GROUP B, RS                        | Prof. Yogendra S. Verma (P.N) |
|   | N        | CR-2   | CR-111               |   | CR-2        | CR-3  | Dr. Sampat Gupta (S)          |
|   | N        | MSC 514, CL  | AFA 450              |   | MSC 405, BS | HBM 515, GI                                 | Dr. Bhargava Singh (BS)       |
|   | N        | CR-3   | Concerned Supervisor |   | CR-3        | CR-2  | Dr. Geetika Upadhyay (G)      |
| TUE   | N        | AFA 524, AN  | CR-403, MS           |   | AFA 508, MA | POM 505, GROUP A, RS                        | Dr. Raju Datta (RS)           |
|   | N        | CR-3   | CR-111               |   | CR-2        | CR-2  | Dr. Anshu Negi (AN)           |
|   | N        | HBM 408, RS  | MSC 415              |   | HBM 504, AS | POM 505, GROUP B, RS                        | Dr. Madhura Singh (MS)        |
|   | N        | CR-111   | Concerned Supervisor |   | CR-3        | CR-3  | Dr. Chaman Lal (CL)           |
| WED   | N        | MSC 508, CL  | HBM 414              |   | MSC 415, CL |   | Dr. Sampat Kumar (SK)         |
|   | N        | CR-2   | Concerned Supervisor |   | CR-111      |   |                               |
|   | N        | AFA 508, MA  | CR-403, MS           |   | AFA 404, MA | MIB 411, GROUP A, MA                        |                               |
|   | N        | CR-3   | CR-3                 |   | CR-2        | CR-2  |                               |
| THU   | N        | MSC 514, CL  | MSC 415              |   | MSC 522, BS | POM 504, GROUP B, SG                        |                               |
|   | N        | CR-2   | Concerned Supervisor |   | CR-3        | CR-3  |                               |
|   | N        | HBM 503, YSV   | HBM 414              |   | HBM 504, RS |   |                               |
|   | N        | CR-111   | Concerned Supervisor |   | CR-111      |   |                               |
| FRI   | N        | AFA 404, MA  | AFA 524, AN          |   | AFA 427, MS | MSC 415, BS                                 |                               |
|   | N        | CR-3   | CR-2                 |   | CR-2        | CR-2  |                               |
|   | N        | HBM 515, GI  | MSC 405, BS          |   | HBM 509, AS | AFA 450, MA                                 |                               |
|   | N        | CR-111   | CR-3                 |   | CR-111      | CR-3  |                               |
| SAT   | N        | MSC 508, CL  | HBM 503, YSV         |   |             | HBM 414, GI                                 |                               |
|   | N        | CR-2   | CR-111               |   |             | CR-111                                      |                               |
|   | N        | POM 505, GROUP A, RS                                     | HBM 512, GI          |   | AFA 526, AN | MSC 415, SK                                 |                               |
|   | N        | CR-2   | CR-111               |   | CR-2        | CR-111                                      |                               |
| SUN   | N        | MIB 411, GROUP B, MA                                     | AFA 532, MS          |   | MSC 408, SK | AFA 450, MS                                 |                               |
|   | N        | CR-3   | CR-106               |   | CR-3        | CR-3  |                               |
|   | N        | HBM 414, YSV   | HBM 414, BS          |   | AFA 450, AS | HBM 414, AS                                 |                               |
|   | N        | CR-3   | CR-111               |   | CR-111      | CR-111                                      |                               |
| Detail of Courses   |          |  |                      |   |             |   |                               |
| AFA 450/HBM 414/MSC 415: Seminar Pap./AFA 532: Foreign Exchange Risk Management |          | MSC 522: Web Based Advertising                           |                      | HBM 509: Performance Management                                 |             | HBM 509: Social Security and Labour Welfare |                               |
| POM 504: Operations Research  |          | MSC 514: Sales and Distribution Management               |                      | Note: Group A (Roll no. 1-45) and Group B (Roll NO. 46 Onwards) |             |   |                               |
| MIB 411: IBC  |          | MSC 508: Customer Relationship Management                |                      |   |             |   |                               |
| CR-403: CG & SR   |          | MSC 502: Marketing Research                              |                      |   |             |   |                               |
| POM 505: Total Quality Management   |          | MSC 502: Supply Chain Management                         |                      |   |             |   |                               |
| AFA 524: Options, Futures and Other Deriv                                       |          | HBM 503: Human Resource Development                      |                      |   |             |   |                               |
| AFA 404: Personal Finance   |          | HBM 512: Industrial Psychology                           |                      |   |             |   |                               |
| AFA 526: Bond Market Analysis and Strate  |          | HBM 515: International HRM                               |                      |   |             |   |                               |
| AFA 427: Tax Management   |          | HBM 408: Organizational Theory, Design and Effectiveness |                      |   |             |   |                               |
| AFA 508: Mergers and Acquisitions   |          |  |                      |   |             |   |                               |

SLOT FOR U.W. COURSES  
 GROUP A (Roll no. 1-45)  
 GROUP B (Roll no. 46-90)

CC  
 1. Nonce Board  
 2. All Heads/Deans, School of Business & Manag  
 3. All Concerned Teachers  
 4. Guard file

Dean, School of Business and Management Studies  
 Himachal Pradesh Kendriya Vishwavidyalaya  
 Business School

Head of Department  
 School of Commerce & Management Studies  
 Central University of Jharkhand  
 Dharamshala, Distt. Kangra (H.P.) - 17-215

Head of Department  
 School of Commerce & Management Studies  
 Central University of Jharkhand  
 Dharamshala, Distt. Kangra (H.P.) - 17-215

Head of Department  
 School of Commerce & Management Studies  
 Central University of Jharkhand  
 Dharamshala, Distt. Kangra (H.P.) - 17-215

Head of Department  
 School of Commerce & Management Studies  
 Central University of Jharkhand  
 Dharamshala, Distt. Kangra (H.P.) - 17-215





## Human Values and Other Value Added Courses- 2017-18

**Course Code:** CSR 408

**Course Name:** Leadership Development

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

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

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

### **Attendance Requirement:**

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

### **Evaluation Criteria:**

1. Mid Term Examination: 25
2. End Term Examination: 50
3. Continuous Internal Assessment : 25
  - 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 360<sup>0</sup> Leader: Pearson, New Delhi, India.
5. Alex, K. 2009. Soft Skills: Know Yourself & Know the World. S. Chand & Company Ltd. New Delhi.
6. Mohan, A. Chandra. 2013. Leadership and Management: Text, Cases and Exercises), Himalaya Publishing House, Mumbai.
7. Rowe, W. Glenn and Guerrero, Laura. 2013. Cases in Leadership, Third Edition, Sage Publications India Pvt. Ltd, New Delhi.
8. Vijayaragavan, G. 2014. High Performance Leadership: Text, Cases, Games & Practical Tools for High Performance Managers, Himalaya Publishing House, Mumbai.

**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**

| <b>Unit</b> | <b>Topic</b>  | <b>Duration</b>  |
|-------------|---|------------------|
| <b>I</b>    | <b>Ethics and Business</b>  | <b>(4 Hours)</b> |
|             | <ul style="list-style-type: none"><li>• Nature of business, importance of ethics in business</li><li>• Morality of profits, theories of Ethic</li></ul> |                  |

- Ethics in compliance, finance, HR, Marketing and Production
  - 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
- II Conceptual Framework of Corporate Governance (5 Hours)**
- Introduction, Need and Scope
  - Elements of Good Corporate Governance
  - Evolution of Corporate Governance
  - Developments in India
  - Legislative Framework of Corporate Governance in India
- III Board Effectiveness-Issues and Challenges (4 Hours)**
- Role of Directors, type of Board of Directors, Board Composition
  - Responsibilities of Board
  - Board committee
- IV Corporate Governance and Stakeholders (4 Hours)**
- Rights of Shareholders, Protection of Rights of Minority Shareholders
  - Investor Protection in India and Shareholder Activism
  - Definition and Evolution of Stakeholders Theory & Types of Stakeholders
- V Corporate Social Responsibility (3 Hours)**
- Meaning, Definitions, Need, Factors, Triple Bottom Line Approach
  - Principles of CSR, CSR in India, CSR under the Companies Act, 2013
  - CSR Audit
  - Performance evaluation and Reporting in CSR

**Books recommended**

1. Business Ethics- Concepts and Cases – Manuel G. Velasquez
2. Corporate Governance, Principles, policies and Practices – A.C. Fernando, Pearson Education
3. Corporate Governance – IICA, Taxmann
4. Mandal, S.K. (2012):Ethics in Business and Corporate Governance, Tata McGraw--Hill Education, Private Limited
5. Benn, S. and Bolton, D.(2011): Corporate Social Responsibility, SAGE Publications, Inc
6. The Art of Corporate Governance – Dr. Joffy George
7. Journals- (a) ICSI – Chartered Secretary (b) ICSI – Student Company Secretary – E-bulletin
8. Companies Act 2013 and Rules
9. SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

**Course Code:** EDM 413

**Course Name:** Entrepreneurship Development

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

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

- Develop 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
- The Nature and Importance of Entrepreneurship
- Theories of Entrepreneurship
- Classification of Entrepreneurs/Entrepreneurship
- Successful Entrepreneurs

**UNIT – II: Entrepreneurial Development (5 Hours)**

- Factors Influencing Entrepreneurial Development
- Entrepreneurial Development Models
- Entrepreneurship Development Programme
- Entrepreneurship: Emerging Areas

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

- Creativity and Business Idea.
- Legal Issues for the Entrepreneur
- Feasibility Analysis
- The Business Plan: Components and Preparation

**UNIT – IV: Entrepreneurship Management (6 Hours)**

- Selection of types of ownership
- Strategies for Growth
- Entrepreneurial Sickness
- Cases: Best management practices

**UNIT – V: Support Institutions and Policies (6 Hours)**

- Entrepreneurial Policies in India
- Support Institutions
- Clustering

**Prescribed Text Books:**

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

**Suggested Extra Readings:**

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

**Course Code:** CSR 401

**Course Name:** Human Values and Ethics

**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:

1. Understand the significance of human values and ethics in achieving excellence at personal and professional level.
2. Recognize, nurture and develop their inner and outer capacities enabling them to face the challenges of life with equanimity to ensure sustained happiness and prosperity which are the core aspirations of all human beings.

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

**Evaluation Criteria:**

Mid Term Examination: 25%

1. End Term Examination: 50%
2. Continuous Internal Assessment :
  - Class Attendance - 10%
  - Class Presentation - 5%
  - Written Assignment - 5%
  - Class Participation - 5%

**Course Contents:**

**UNIT I: Human Values and Ethics: An Introduction (4 Hours)**

- Meaning of Values, Formation of Self and Integration of Personality: Different Theories
- Culture and Values, Sources of Values, Types of Values
- Ethics, Types of Ethics, Objectives and Nature of Ethics
- Value Crisis in Contemporary Society, Education and Human Values

**UNIT - II: Business Ethics and Human Values (4 Hours)**

- Business Ethics: Meaning, Origin, Determinants of Business Ethics
- Principles and Importance of Business Ethics
- Value-Based Management, Values System in India
- Corporate Social Responsibility- History, Approaches, Benefits, CSR Examples

### **UNIT III: Indian Ethos and Human Values**

**(4 Hours)**

- Bases of Indian Ethos, Modern Approach towards Indian Ethos
- Indian Ethos- Management Thoughts and Practices, Ethos in Indian Context
- Ethics and Hinduism, Ethics and Buddhism, Ethics and Jainism
- Ethics and Sikhism, Ethics and Christianity, Islam and Ethics

### **UNIT IV: Values Propagated by Various Thinkers and Philosophers**

**(4 Hours)**

- Swami Vivekananda and his Philosophy
- Philosophy of Mahatma Gandhi
- The Philosophy of Aurobindo
- Philosophy of Rabindranath Tagore

### **UNIT - V: Human Values and Personal Development**

**(4 Hours)**

- Personal Growth and Human Values
- Human Values and Self Management
- Developing the Emotional and Spiritual Intelligence
- Harmony with Self, Family, Society, Nature and Existence

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

1. Manna, Samita and Suparna Chakraborti (2012). Values and Ethics in Business and Profession, PHI Pvt. Ltd., New Delhi.
2. Kumar, Niraj and Paras Tripathi (2014), Business Ethics, Himalaya Publishing House, Mumbai
3. Ganjre, Kumardatt A., Pawar, Prafulla A. and Laxman N. Renpure (2013). Indian Ethos- Modern Management Mantra, Himalaya Publishing House, Mumbai.
4. Gaur R.R., Sangal R., Bagaria G.P. (2010), Human Values and Professional Ethics, Excel Books, New Delhi.

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

1. Chakraborty S. K. and Chakraborty Debangshu (2013), Human Values and Ethics: In search of Organisational Integrity, Himalaya Publishing House, Mumbai.
2. Murthy, C.S.V. (2012), Business Ethics: Text and Cases, Himalaya Publishing House, Mumbai.
3. Fernando, A.C. (2010), Business Ethics: An Indian Perspective, Pearson Education, New Delhi.
  
4. Verma Yoginder (2007), Education in Human Values for Human Excellence, First Edition, Kanishka Publishers, New Delhi.
5. Ghosh, B. N. (2012), Business Ethics and Corporate Governance, Tata McGraw Hill Education Private Limited, New Delhi.
6. Balachandran S., Raja K.C.R., and Nair B.K. (2003), Ethics, Indian Ethos and Management, Second Edition, Shroff Publishers, Distributors Pvt. Ltd., Mumbai.

7. Mandal, S. K. (2011), Ethics in Business and Corporate Governance, Tata McGraw Hill Education Private Limited, New Delhi.
8. Banerjee, R.P. (2010). Ethics in Business Management: Concepts and Cases. First Edition. Himalaya Publishing House, Mumbai.
9. Bhatia S.K. (2001), Business Ethics and Managerial Values, First Edition, Deep and Deep Publications, New Delhi.
10. Sekhar R.C. (2002), Ethical Choices in Business, Second Edition, Response Books, New Delhi.
11. Chakraborty S.K. (2009), The Management and Ethics Omnibus, Eighth Edition, Oxford University Press, New Delhi.
12. MisraRajan (2009), Human Values, University Science Press, First Edition, Darya Ganj, New Delhi.

| <b>Lectures</b> | <b>Topics</b>   | <b>Prescribed Text Book</b> | <b>Chapter No.</b>                   |
|-----------------|---|-----------------------------|--------------------------------------|
| Lecture – 1     | Meaning of Values, Formation of Self and Integration of Personality: Different Theories | Book – 1                    | Chapter 1-12                         |
| Lecture – 2     | Culture and Values, Sources of Values, Types of Values                                  | Book – 3                    | Chapter 1-2                          |
| Lecture – 3     | Ethics, Types of Ethics, Objectives and Nature of Ethics                                | Book – 3                    | Chapter 5 and class notes            |
| Lecture – 4     | Value Crisis in Contemporary Society, Education and Human Values                        | Book – 3                    | Chapter 4,7,8, 11-13 and class notes |
| Lecture – 5     | Business Ethics: Meaning, Origin, Determinants of Business Ethics                       | Book – 1                    | Chapter – 5 &6                       |
| Lecture – 6     | Principles and Importance of Business Ethics  | Book –1                     | Chapter – 9, 10 &11                  |
| Lecture – 7     | Value-Based Management, Values System in India  | Book –3                     | Chapter – 18                         |
| Lecture – 8     | Corporate Social Responsibility- History, Approaches, Benefits, CSR Examples            | Book – 2                    | Chapter – 8                          |
| Lecture – 9     | Bases of Indian Ethos, Modern Approach towards Indian Ethos                             | Class Notes                 | Class Notes                          |
| Lecture – 10    | Indian Ethos- Management Thoughts and Practices, Ethos in Indian Context                | Book – 2                    | Chapter – 1 &3                       |
| Lecture – 11    | Ethics and Hinduism, Ethics and Buddhism, Ethics and Jainism                            | Book –2                     | Chapter – 16 &18                     |
| Lecture – 12    | Ethics and Sikhism, Ethics and Christianity, Islam and Ethics                           | Book – 2                    | Chapter – 17                         |

|              |  |                                   |                       |
|--------------|--|-----------------------------------|-----------------------|
| Lecture – 13 | Swami Vivekananda and his Philosophy                     | Class Notes                       | Class Notes           |
| Lecture – 14 | Philosophy of Mahatma Gandhi                             | Class Notes                       | Class Notes           |
| Lecture – 15 | The Philosophy of Aurobindo                              | Class Notes                       | Class Notes           |
| Lecture – 16 | Philosophy of Rabindranath Tagore                        | Book-<br>Additional<br>Reading 3  | Chapter 7-10          |
| Lecture – 17 | Personal Growth and Human Values                         | Class Notes                       | Class Notes           |
| Lecture – 18 | Human Values and Self Management                         | Class Notes                       | Class Notes           |
| Lecture – 19 | Developing the Emotional and Spiritual Intelligence      | Book –<br>Additional<br>Reading-3 | Chapter – 29,30,32,35 |
| Lecture - 20 | Harmony with Self, Family, Society, Nature and Existence | Class Notes                       | Class Notes           |

**Course Code: MSO 410**

**Course Name: Business Communication**

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

- Facilitate the learners to assess their understanding and apply the concepts of business communication in real-time business contexts.
- Enable students to understand practical aspects of business communication and help them in communicating effectively both verbally and non-verbally at workplace.
- Enable students to develop their soft skills, such as listening and body language, and prepare for interviews and group discussions.
- Attendance Requirements:

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

Evaluation Criteria:

4. Mid Term Examination: 25%
5. End Term Examination: 50%
6. Continuous Internal Assessment: 25%
  - Attendance: 10%
  - Library Assignment: 5%
  - Presentation: 5%
  - Quiz/Role Play/ Any other activities: 5%

Course Contents

UNIT I Nature and Scope of Communication 4 Hours

- Meaning, Features, Characteristics, Importance of Business Communication
- Benefits and Functions of Business Communication, The Mehrabian Model
- Communication Basics, Communication Networks, Tips for Effective Internal Communication
- Interpersonal Communication, Communication Barriers
- Effective Managerial Communication and Strategies for Improving Organizational Communication

UNIT II Listening Skills 3 Hours

- Effective Listening, Process, Advantages, Types of Listening
- Barriers to Effective Listening, Strategies for Effective Listening
- Leadership and Role of Listening

- Case Study: The Farewell Speech

Unit III Non-verbal Communication Skills

3 Hours

- Introduction, Significance, Forms of Non-verbal Communication
- Types of Non-verbal Communication
- Interpreting Non-verbal Messages
- Case Study: Charisma Corporation

UNIT IV Business Writing Skills

5 Hours

- Business Writing, Types of Business, Five Stages of Writing Business Messages
- Business Correspondence, Business Letter Writing, Kinds of Business Letters
- Reports, Kinds of Reports, Elements of Effective Business Reports, Steps in Writing Routine Business Reports
- Business Proposals, Types of Business Proposals, Components of a Proposal, Proposal Layout and Design
- Careers and Resumes

Unit V Developing Oral Communication Skills for Business

5 Hours

- Interviews, General Preparation for an Interview
- Business Presentations and Public Speaking
- Meetings and Conferences
- Group Discussions and Team Presentations
- Ethics in Business Communication

Text Book

1. Raman, Meenakshi. Prakash Singh (2013), Business Communication, Oxford University Press, New Delhi, Second Edition.

Suggested Reading

1. Mukerjee, Hory Sankar (2013). Business Communication, Oxford University Press, New Delhi.
2. Guffey, Mary Ellen. Richard Almonte. (2013). Essentials of Business Communication, Nelson, Sixth Canadian.
3. Sinha, K. K. (1999), Business Communication, GPC, New Delhi.
4. Raina, Roshan Lal. Iftikhar Alam. Faizia Siddiqui. (2010). Communication for Management. Word Press, New Delhi

### Lecture Plan

| <b>Lectures</b> | <b>Topics</b>  | <b>Prescribed Text Book</b> | <b>Chapter No.</b> |
|-----------------|--|-----------------------------|--------------------|
| Lecture – 1     | Meaning, Features, Characteristics, Importance of Business Communication   | Book 1                      | 1                  |
| Lecture – 2     | Benefits and Functions of Business Communication, The Mehrabian Model  | Book 1                      | 1                  |
| Lecture – 3     | Communication Basics, Communication Networks, Tips for Effective Internal Communication  | Book 1                      | 1                  |
| Lecture – 4     | Interpersonal Communication, Communication Barriers Effective Managerial Communication and Strategies for Improving Organizational Communication | Book 1                      | 1                  |
| Lecture – 5     | Effective Listening, Process, Advantages, Types of Listening   | Book 1                      | 2                  |
| Lecture – 6     | Barriers to Effective Listening, Strategies for Effective Listening  | Book 1                      | 2                  |
| Lecture – 7     | Leadership and Role of Listening; Case Study: The Farewell Speech  | Book 1                      | 2                  |
| Lecture – 8     | Introduction, Significance, Forms of Non-verbal Communication  | Book 1                      | 4                  |
| Lecture – 9     | Types of Non-verbal Communication  | Book 1                      | 4                  |
| Lecture-10      | Interpreting Non-verbal Messages; Case Study: Charisma Corporation   | Book 1                      | 4                  |
| Lecture – 11    | Business Writing, Types of Business, Five Stages of Writing Business Messages  | Book 1                      | 5                  |
| Lecture – 12    | Business Correspondence, Business Letter Writing, Kinds of Business Letters  | Book 1                      | 5                  |
| Lecture – 13    | Reports, Kinds of Reports, Elements of Effective Business Reports, Steps in Writing Routine Business Reports                                     | Book 1                      | 6                  |
| Lecture – 14    | Business Proposals, Types of Business Proposals, Components of a Proposal, Proposal Layout, and Design   | Book 1                      | 7                  |
| Lecture – 15    | Careers and Resumes  | Book 1                      | 8                  |
| Lecture – 16    | Interviews, General Preparation for an Interview   | Book 1                      | 9                  |
| Lecture – 17    | Business Presentations and Public Speaking   | Book 1                      | 10                 |
| Lecture – 18    | Meetings and Conferences   | Book 1                      | 11                 |
| Lecture – 19    | Group Discussions and Team Presentations   | Book 1                      | 12                 |
| Lecture – 20    | Ethics in Business Communication   | Book 1                      | 13                 |

**Course Code: CSR 401**

**Course Name: Human Values and Ethics**

**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:

1. Understand the significance of human values and ethics in achieving excellence at personal and professional level.
2. Recognize, nurture and develop their inner and outer capacities enabling them to face the challenges of life with equanimity to ensure sustained happiness and prosperity which are the core aspirations of all human beings.

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

**Evaluation Criteria:**

Mid Term Examination: 25%

1. End Term Examination: 50%

2. Continuous Internal Assessment :

- Class Attendance - 10%
- Class Presentation - 5%
- Written Assignment - 5%
- Class Participation - 5%

**Course Contents:**

**UNIT I: Human Values and Ethics: An Introduction (4 Hours)**

- Meaning of Values, Formation of Self and Integration of Personality: Different Theories
- Culture and Values, Sources of Values, Types of Values
- Ethics, Types of Ethics, Objectives and Nature of Ethics
- Value Crisis in Contemporary Society, Education and Human Values

**UNIT - II: Business Ethics and Human Values (4 Hours)**

- Business Ethics: Meaning, Origin, Determinants of Business Ethics
- Principles and Importance of Business Ethics
- Value-Based Management, Values System in India
- Corporate Social Responsibility- History, Approaches, Benefits, CSR Examples

**UNIT III: Indian Ethos and Human Values (4 Hours)**

- Bases of Indian Ethos, Modern Approach towards Indian Ethos
- Indian Ethos- Management Thoughts and Practices, Ethos in Indian Context
- Ethics and Hinduism, Ethics and Buddhism, Ethics and Jainism

- Ethics and Sikhism, Ethics and Christianity, Islam and Ethics

**UNIT IV: Values Propagated by Various Thinkers and Philosophers (4 Hours)**

- Swami Vivekananda and his Philosophy
- Philosophy of Mahatma Gandhi
- The Philosophy of Aurobindo
- Philosophy of Rabindranath Tagore

**UNIT - V: Human Values and Personal Development (4 Hours)**

- Personal Growth and Human Values
- Human Values and Self Management
- Developing the Emotional and Spiritual Intelligence
- Harmony with Self, Family, Society, Nature and Existence

**Prescribed Text Books:**

5. Manna, Samita and Suparna Chakraborti (2012). Values and Ethics in Business and Profession, PHI Pvt. Ltd., New Delhi.
6. Kumar, Niraj and Paras Tripathi (2014), Business Ethics, Himalaya Publishing House, Mumbai
7. Ganjre, Kumardatt A., Pawar, Prafulla A. and Laxman N. Renapure (2013). Indian Ethos- Modern Management Mantra, Himalaya Publishing House, Mumbai.
8. Gaur R.R., Sangal R., Bagaria G.P. (2010), Human Values and Professional Ethics, Excel Books, New Delhi.

**Suggested Additional Readings:**

13. Chakraborty S. K. and Chakraborty Debangshu (2013), Human Values and Ethics: In search of Organisational Integrity, Himalaya Publishing House, Mumbai.
14. Murthy, C.S.V. (2012), Business Ethics: Text and Cases, Himalaya Publishing House, Mumbai.
15. Fernando, A.C. (2010), Business Ethics: An Indian Perspective, Pearson Education, New Delhi.
16. Verma Yoginder (2007), Education in Human Values for Human Excellence, First Edition, Kanishka Publishers, New Delhi.
17. Ghosh, B. N. (2012), Business Ethics and Corporate Governance, Tata McGraw Hill Education Private Limited, New Delhi.
18. Balachandran S., Raja K.C.R., and Nair B.K. (2003), Ethics, Indian Ethos and Management, Second Edition, Shroff Publishers, Distributors Pvt. Ltd., Mumbai.
19. Mandal, S. K. (2011), Ethics in Business and Corporate Governance, Tata McGraw Hill Education Private Limited, New Delhi.
20. Banerjee, R.P. (2010). Ethics in Business Management: Concepts and Cases. First Edition. Himalaya Publishing House, Mumbai.
21. Bhatia S.K. (2001), Business Ethics and Managerial Values, First Edition, Deep and Deep Publications, New Delhi.
22. Sekhar R.C. (2002), Ethical Choices in Business, Second Edition, Response Books, New Delhi.
23. Chakraborty S.K. (2009), The Management and Ethics Omnibus, Eighth Edition, Oxford University Press, New Delhi.

24. MisraRajan (2009), Human Values, University Science Press, First Edition, Darya Ganj, New Delhi.

### **LECTURE PLAN**

| <b>Lectures</b> | <b>Topics</b>   | <b>Prescribed Text Book</b> | <b>Chapter No.</b>                   |
|-----------------|---|-----------------------------|--------------------------------------|
| Lecture – 1     | Meaning of Values, Formation of Self and Integration of Personality: Different Theories | Book – 1                    | Chapter 1-12                         |
| Lecture – 2     | Culture and Values, Sources of Values, Types of Values                                  | Book – 3                    | Chapter 1-2                          |
| Lecture – 3     | Ethics, Types of Ethics, Objectives and Nature of Ethics                                | Book – 3                    | Chapter 5 and class notes            |
| Lecture – 4     | Value Crisis in Contemporary Society, Education and Human Values                        | Book – 3                    | Chapter 4,7,8, 11-13 and class notes |
| Lecture – 5     | Business Ethics: Meaning, Origin, Determinants of Business Ethics                       | Book – 1                    | Chapter – 5 &6                       |
| Lecture – 6     | Principles and Importance of Business Ethics  | Book –1                     | Chapter – 9, 10 &11                  |
| Lecture – 7     | Value-Based Management, Values System in India  | Book –3                     | Chapter – 18                         |
| Lecture – 8     | Corporate Social Responsibility- History, Approaches, Benefits, CSR Examples            | Book – 2                    | Chapter – 8                          |
| Lecture – 9     | Bases of Indian Ethos, Modern Approach towards Indian Ethos                             | Class Notes                 | Class Notes                          |
| Lecture – 10    | Indian Ethos- Management Thoughts and Practices, Ethos in Indian Context                | Book – 2                    | Chapter – 1 &3                       |
| Lecture – 11    | Ethics and Hinduism, Ethics and Buddhism, Ethics and Jainism                            | Book –2                     | Chapter – 16 &18                     |
| Lecture – 12    | Ethics and Sikhism, Ethics and Christianity, Islam and Ethics                           | Book – 2                    | Chapter – 17                         |
| Lecture – 13    | Swami Vivekananda and his Philosophy  | Class Notes                 | Class Notes                          |
| Lecture – 14    | Philosophy of Mahatma Gandhi  | Class Notes                 | Class Notes                          |
| Lecture – 15    | The Philosophy of Aurobindo   | Class Notes                 | Class Notes                          |
| Lecture – 16    | Philosophy of Rabindranath Tagore   | Book- Additional Reading 3  | Chapter 7-10                         |
| Lecture – 17    | Personal Growth and Human Values  | Class Notes                 | Class Notes                          |
| Lecture – 18    | Human Values and Self Management  | Class Notes                 | Class Notes                          |
| Lecture – 19    | Developing the Emotional and Spiritual Intelligence                                     | Book – Additional Reading-3 | Chapter – 29,30,32,35                |
| Lecture - 20    | Harmony with Self, Family, Society, Nature and Existence                                | Class Notes                 | Class Notes                          |

## Skill Development Courses offered during the Academic Year – 2017-18

### Employability Skills

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|                            |                      |
|----------------------------|----------------------|
| <b>Programme of Study</b>  | MBA                  |
| <b>Course Code:</b>        | HRM 416              |
| <b>Course Name:</b>        | Employability Skills |
| <b>Designed by Faculty</b> | Dr Aditi Sharma      |

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

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

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

**4 Hours**

- Employability skills
- Components of employability
- Models of employability

**UNIT II**

**4 Hours**

- Skills and Competencies
- Assertiveness
- Reading Skills

**UNIT III**

**4 Hours**

- Self Management
- Self Awareness
- Self Evaluation

**UNIT IV** **4**  
**Hours**

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

**UNIT V** **4**  
**Hours**

- Negotiation skills
- Power and Politics

**Prescribed Text Books:**

1. Gravells ,Ann (2010) Delivering Employability Skills in the Lifelong Learning Sector: [Further Education and Skills](#), Learning Matters Ltd., UK.
2. Robbins, P.; Judge, A. and Vohra, N .(2012), Organizational Behaviour, Pearsons. 14<sup>th</sup> Edition

**Suggested Additional Readings:**

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

**Course Code:** MSC 412  
**Course Name:** Personal Selling and Salesmanship  
**Faculty Coordinator:** Mr. Chaman Lal

**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 the complexities and process of effective selling.
- Enable students to manage the sales and sales force functions.
- Provide training to students about selling techniques and skills
- Provide experience to handle the 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%

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

- b. Assignment/Presentation/ Surprise Test = 5%
- c. Skill Demonstration = 15%

**Course Contents:**

**UNIT - I: Understanding Marketing**

**(06 Hours)**

- Fundamentals of Marketing
- An effective marketer
- An Effective Marketing Mix
- Consumer Behaviour: Retail Vs. Organizational

**UNIT - II: Personal Selling and Salesmanship**

**(06 Hours)**

- Understanding personal selling and Theories of Selling
- Role and Success factors of Professional Salespeople
- Modern Selling/ Changing Role of a Sales Force
- Sales Preparation and Process
- Team Selling and Handling Objections

**UNIT - III: Selling Goods**

**(06 Hours)**

- Understanding the concept of Product
- Practical/Demonstration: Selling Consumable goods

- Practical/Demonstration: Selling Durable goods
- Field Selling

#### **UNIT - IV: Selling Services**

**(06 Hours)**

- Complexities with Service selling
- Practical/Demonstration: Selling Services

#### **UNIT - V: Managing Relations with Customers**

**(06 Hours)**

- Basics of Relationship
- Key Concepts
- Practical Demonstration: Relationship Selling and Service Recovery

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

1. Kotler Philip; Keller Kevin Lane; Koshy Abraham & Jha Mithileswar (2009), Marketing Management: A South Asian Perspective, 13<sup>th</sup> Edition, Pearson Education, New Delhi.
2. Havaladar Krishna and Cavale Vasant (2011), Sales and Distribution Management, Tata McGraw Hill Education.
3. Still, Cundiff and Govoni (2011), Sales Management (Decision, Strategy and Cases), Pearson Education, India.
4. Rai Alok Kumar (2013), Customer Relationship Management: Concepts and Cases, Second Edition, PHI Learning Pvt. Ltd., Delhi.

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

1. Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan Ul (2011), Principles of Marketing: A South Asian Perspective, 2<sup>nd</sup> Edition, Pearson Education, New Delhi.
2. Seth Jagdish N et. al, Customer Relationship Management, Tata McGraw Hill Publishing Co., New Delhi.
3. Bhatt K Govinda (2010), Customer Relationship Management, First Edition, Himalaya Publishing House.
4. Jobber and Lancaster (2011), Selling and Sales Management, Seventh Edition, Pearson Education, India.

**Course Code:** AFA 404

**Course Name:** Personal Finance

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

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

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

**Course Contents:**

**UNIT - I: Personal finance Basics and Time Value of Money (3 Hours)**

- Overview of financial planning process
- Components of a financial plan
- Tools of financial planning
- Opportunity cost and time

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

- Risk management by Insurance
- General insurance
- Commercial insurance
- Life insurance

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

- Risk reward trade off
- Rational choices, Investment styles
- Speculation, Gambling, Trading
- Hedging, Diversification
- Arbitrage, leveraging

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

- Equity shares, preference shares, debentures, Fixed deposits
- Saving Bonds
- Managed funds
- Mutual Funds
- Derivatives- Forward, Futures, options Swaps

**UNIT - V Loans and Collaterals (4 Hours)**

- Home loans, Personal loans, Consumer loans, Car loans
- Types of collaterals and their characteristics

**Prescribed Text Books:**

1. Indian Institute of Banking and Finance. Introduction to financial planning. Taxmann's publishing House, New Delhi.
2. Kapoor et al. Personal Finance. Eighth Edition. McGraw Hill Education (India) Pvt Ltd.

3. Kishore M. Ravi, Financial Management. Seventh Edition. Taxmann's publishing House, New Delhi.

**Suggested Additional Readings:**

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

**Lecture Plan**

| Lecture   | Topics   | Prescribed Text Books |
|-----------|--|-----------------------|
| Lecture1  | Overview of financial planning process                       | Books1                |
| Lecture2  | Components of a financial plan                               | Books1                |
| Lecture3  | Tools of financial planning                                  | Books1                |
| Lecture4  | Opportunity cost and time                                    | Books1                |
| Lecture5  | Risk management by Insurance                                 | Books1                |
| Lecture6  | General insurance  | Book2&3               |
| Lecture7  | Commercial insurance   | Book3                 |
| Lecture8  | Life insurance   | Book3                 |
| Lecture9  | Risk reward trade off  | Book2&3               |
| Lecture10 | Rational choices, Investment styles                          | Book4                 |
| Lecture11 | Speculation, Gambling, Trading                               | Book4                 |
| Lecture12 | Hedging, Diversification                                     | Book 3&4              |
| Lecture13 | Arbitrage, leveraging  | Book 3 &4             |
| Lecture14 | Equity shares, preference shares, debentures, Fixed deposits | Book 3&4              |
| Lecture15 | Saving Bonds   | Book 3&4              |
| Lecture16 | Managed funds, Mutual Funds                                  | Book 3&4              |
| Lecture17 | Derivatives- Forward, Futures, options Swaps                 | Book4                 |
| Lecture18 | Home loans, Personal loans                                   | Book4                 |
| Lecture19 | Consumer loans, Car loans                                    | Book4                 |
| Lecture20 | Types of collaterals, their characteristics                  | Book4                 |

**Course Code:** AFA 502

**Course Name:** Project Management

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

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

**Attendance Requirements:**

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

**Evaluation Criteria:**

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
  - Attendance 5%
  - Ability to express unusual situations 5%
  - Case study 5%
  - Presentation 5%
  - Quiz 5%

**Course Contents**

**UNIT I Project Initiation**

- Project Management – Project in Operations, Project management- Project hierarchy, Project Lifecycle, Project and Strategic Management
- Project Origination – Political, Legal, Economic, Socio-demographic, Technological factors, Other sources for Project ideas, Preliminary screening, Project rating
- Project Feasibility – Market Analysis, Technical Analysis, Financial Analysis, IRR, NPV, Benefit Cost Ratio, ARR, Payback Period, Environmental Analysis, Social Cost – Benefit Analysis, Project Appraisal and Selection

**UNIT II Project Planning**

- Project Definition – Project Scope, Project Planning model, Work Breakdown Structure, Organizational Breakdown Structure
- Estimating Time and Cost – Factors affecting quality of Estimate, Estimating Guidelines, Cost estimates
- Scheduling, Networking, PERT, CPM
- Resource Allocation – Types of Project Constraints, Time Constrained Projects, Working Capital Management
- Risk Management – Process, Identifications, Analysis, Risk Response Planning, Risk Monitoring and Control, Managing Change

**UNIT III Project Execution – Monitoring and Control**

- Project Organization Structure and Culture – Traditional or Functional Organizations, Project management through dedicated team, Matrix Organizations, Choice of Organizations, Organizational Culture
- Project Staffing – HR issues, Leadership and Management skills, Interpersonal Skills, Organizational Skills, Duties of Project Manager, Traits of Project Manager, The Project Team, Team Building, Managing Conflict, Other issues
- Project Monitoring and Control – Setting a Baseline, Project Management Information System, Monitoring and Controlling Time Performance, Integrated Monitoring System, Indices to Monitor Progress, Forecasting Final Project Cost

#### **UNIT IV Project Financing**

- Financing of the Project – Capital Structure, Menu of Financing, Internal Accruals, Equity Capital, Preference Capitals, Debentures, Term Loans, Working Capital Advances, Raising Venture Capital, Raising Capital in International Market, Project Financing Structures, Financial Closure, Credit Risk Rating
- Venture Capital and Private Equity – Venture Capital Investor,

#### **UNIT V Project Audit – Closure and Review**

- Project Audit – When to audit, How to audit, Who should audit, The Audit Report, Project Closure, Project Closure Process, Performance Evaluation
- Project Review and Administrative Aspect – Control of In-progress Projects, The Post Audit, Abandonment Analysis, Administrative aspects of Capital Budgeting, 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**

| <b>Lectures</b> | <b>Topics</b>   | <b>Chapter No.</b> |
|-----------------|---|--------------------|
| Lecture-1       | Project Management – Project in Operations, Project management-Project hierarchy, Project Lifecycle, Project and Strategic Management | Book 1             |
| Lecture-2       | Project Origination – Political, Legal, Economic, Socio-demographic,  | Book 1             |

|             |  |        |
|-------------|--|--------|
|             | Technological factors, Other sources for Project ideas, Preliminary screening, Project rating  |        |
| Lecture – 3 | Project Feasibility – Market Analysis, Technical Analysis, Financial Analysis  | Book 1 |
| Lecture-4   | IRR, NPV, Benefit Cost Ratio, ARR, Payback Period, Environmental Analysis  | Book 2 |
| Lecture – 5 | Social Cost – Benefit Analysis, Project Appraisal and Selection  | Book 1 |
| Lecture - 6 | Project Definition – Project Scope, Project Planning model   | Book 2 |
| Lecture-7   | Work Breakdown Structure, Organizational Breakdown Structure   | Book 1 |
| Lecture - 8 | Estimating Time and Cost – Factors affecting quality of Estimate, Estimating Guidelines, Cost estimates                                | Book 2 |
| Lecture-9   | Scheduling, Networking, PERT, CPM  | Book 1 |
| Lecture-10  | Resource Allocation – Types of Project Constraints, Time Constrained Projects, Working Capital Management                              | Book 1 |
| Lecture-11  | Risk Management – Process, Identifications, Analysis, Risk Response Planning, Risk Monitoring and Control, Managing Change             | Book 2 |
| Lecture-12  | Project Organization Structure and Culture – Traditional or Functional Organizations, Project management through dedicated team        | Book 3 |
| Lecture-13  | Matrix Organizations, Choice of Organizations, Organizational Culture  | Book 3 |
| Lecture-14  | Project Staffing – HR issues, Leadership and Management skills, Interpersonal Skills, Organizational Skills, Duties of Project Manager | Book 2 |
| Lecture-15  | Traits of Project Manager, The Project Team, Team Building, Managing Conflict, Other issues  | Book 3 |
| Lecture-16  | Project Monitoring and Control – Setting a Baseline, Project Management Information System   | Book 1 |
| Lecture-17  | Monitoring and Controlling Time Performance, Integrated Monitoring System, Indices to Monitor Progress, Forecasting Final Project Cost | Book 1 |
| Lecture-18  | Financing of the Project – Capital Structure, Menu of Financing, Internal Accruals, Equity Capital                                     | Book 1 |
| Lecture-19  | Preference Capitals, Debentures, Term Loans, Working Capital Advances, Raising Venture Capital   | Book 2 |
| Lecture-20  | Raising Capital in International Market, Project Financing Structures, Financial Closure, Credit Risk Rating                           | Book 1 |
| Lecture-21  | Venture Capital and Private Equity – Venture Capital Investor,   | Book 2 |
| Lecture-22  | Project Audit – When to audit, How to audit, Who should audit  | Book 1 |

|            |   |        |
|------------|---|--------|
| Lecture-23 | The Audit Report, Project Closure, Project Closure Process, Performance Evaluation            | Book 2 |
| Lecture-24 | Project Review and Administrative Aspect – Control of In-progress Projects                    | Book 1 |
| Lecture-25 | The Post Audit, Abandonment Analysis, Administrative aspects of Capital Budgeting, Evaluation | Book 1 |

**Course Code:** AFA 405

**Course Name:** Merchant Banking and Financial Services

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

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

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

**Attendance Requirements:**

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

**Evaluation Criteria:**

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

**Course Contents:**

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

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

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

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

**UNIT - III: Issue Management (4 Hours)**

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

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

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

**UNIT – V: Venture Capital (3 Hours)**

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

**Prescribed Text Books:**

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

**Suggested Extra Readings:**

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

**Course Code:** MSO 402  
**Course Name:** Legal Aspects of Business  
**Course Developed By:** Dr Manpreet Arora

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

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

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

**Attendance Requirements:**

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

**Evaluation Criteria:**

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

**Course Contents**

**UNIT I THE INDIAN CONTRACT ACT 1872**

- Law of Contract
- Nature of Contract
- Offer and acceptance
- Capacity of parties to contract
- Free consent. Coercion, Undue Influence, Mistake, Misrepresentation
- Consideration
- Performance of Contract
- Discharge of contract

**UNIT II SPECIAL CONTRACTS**

- Indemnity and Guarantee
- Bailment and Pledge
- Agency

**UNIT III THE SALE OF GOODS ACT 1930**

- Sales contract
- Guarantees and Warranties in sales contract
- Performance of sales contracts, Unpaid Seller

**UNIT IV COMPANY LAW**

- Major principles – Nature and types of companies
- Memorandum and Articles of Association

**UNIT V PARTNERSHIP ACT, 1932**

- Nature of Partnership
- Rights and Duties of Partners
- Types of Partners,

**Prescribed Text Books:**

1. Maheshwari & Maheshwari, (2009). Elements of Corporate Laws. Himalaya Publishing House Pvt. Limited, India.
2. Tulsian PC(2013). Business Law. Legal Aspects of Business. Tata Mc Graw Hill.

**Suggested Extra Readings:**

1. SethTejpal (2012). Business Law. Pearson India.
2. Sulphery, Basheer (2011). Laws for Business. Eastern Economy Edition. PHI. New Delhi.
3. Gogna P.P.S., (2008).Mercantile Law. 4th Edition. S. Chand & Co. Ltd., India.
4. Pathak Akhileshwar, (2010). Legal Aspects of Business. 4th Edition. Tata Mc Graw Hill.
5. Shukla M.C., (2007).Mercantile Law. First Edition. S. Chand & Company Ltd.
6. Kapoor N. D., (2009). Elements of mercantile Law. Latest Edition. Sultan Chand and Company, India.
7. Ramachandra K., Chandrashekara B., Kanakatee Chandrakant, (2010).Legal Aspects of Business Text and Cases.1<sup>st</sup> Edition. Himalya Publishing House Pvt. Limited, India.
8. Ramtirthkar R.R. (2009). Legal Aspects of Business. 2009 Edition. Himalaya Publishing House Pvt. Limited, India.
9. Kuchhal M C, (2010). Mercantile Law. Seventh Edition. Vikas Publishing House. New Delhi.
10. Bulchandani K.R, (2010). Business Law for Management. 6<sup>th</sup> Edition. Himalaya Publishing House Pvt. Limited, India.

**Lecture plan**

| <b>Lecture</b> | <b>Topic</b>  | <b>Prescribed Text Book.</b> |
|----------------|---|------------------------------|
| Lecture -1     | Law of Contract   | Book – 1                     |
| Lecture - 2    | Nature of Contract  | Book – 1                     |
| Lecture-3      | Offer and acceptance  | Book – 1                     |
| Lecture- 4     | Capacity of parties to contract   | Book – 1                     |
| Lecture- 5&6   | Free consent. Coercion, Undue Influence, Mistake, Misrepresentation And Consideration | -----                        |
| Lecture- 7 & 8 | Performance of Contract and Discharge of contract                                     | Book –1,2&3                  |

|                 |  |            |
|-----------------|--|------------|
| Lecture-9       | Indemnity and Guarantee                          | Book – 1&2 |
| Lecture-10      | Bailment and Pledge                              | Book – 3   |
| Lecture-11      | Agency   | Book – 1   |
| Lecture-12      | Sales contract                                   | Book – 2&3 |
| Lecture-13 & 14 | Guarantees and Warranties in sales contract      | Book – 1&3 |
| Lecture-15      | Performance of sales contracts, Unpaid Seller    | Book – 1   |
| Lecture-16      | Major principles – Nature and types of companies | Book – 1&3 |
| Lecture-17      | Memorandum and Articles of Association           | Book – 1&3 |
| Lecture-18      | Nature of Partnership                            | Book – 3   |
| Lecture-19      | Rights and Duties of Partners                    | Book – 1   |
| Lecture- 20     | Types of Partners                                | Book – 2&3 |

## List of Project Reports - 2018

| Sr. No | Registration Number | Name of the Students | Title of the Project   | Name of Project Guide | RD mentor if any |
|--------|---------------------|----------------------|--|-----------------------|------------------|
| 1.     | CUHP16MBA01         | Abhishek Sharma      | Financial performance analysis of State bank of India ltd.   | Prof. Sanjeev Gupta   |                  |
| 2.     | CUHP16MBA05         | Ajay Bhatia          | An analysis of customer relationship management of sbi bank in Kangra district: customer prespective   | Dr. Manpreet Arora    |                  |
| 3.     | CUHP16MBA07         | Akshay Kaundal       | Case study of employees working under out sourcing policy  | Dr. Ashish nag        |                  |
| 4.     | CUHP16MBA08         | Amit Kumar           |  | Dr. Mohinder Singh    | Mr. Vikas        |
| 5.     | CUHP16MBA10         | Ankush Saphiya       | People's concerns and preferences in cashless payments   | Dr. Aditi Sharma      |                  |
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