

HIMACHALPRADESH TECHNICAL UNIVERSITY HAMIRPUR



Syllabus

For

MBA

(Two Years Program Spread Over Four Semesters)

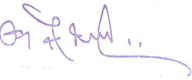
As per CBCS and National Education Policy (NEP-2020)

(w.e.f. the Academic Year 2023-2024)

Department of Management

School of Commerce and Management Studies

Approved by the Board of Studies


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H.P. Technical University
Hamirpur - 177 001, HP

1. Preamble

The Evaluation Scheme and Syllabus for MBA program is designed with a view to enhance the skills, knowledge & leadership of management graduates in order to maximize the employment opportunities in various functional areas. The guidelines of Model Curriculum of AICTE are duly considered by incorporating relevant emerging areas in all specializations offered during the program. It has also followed the guidelines of **National Education Policy 2020 (NEP 2020)** and **National Higher Education Qualification Framework 2023 (NHEQF 2023)** to emphasis on skill building through project and practical work specifying the objectives and learning outcomes for each subject. This Program has been designed to provide multiple entry and exit system to the students and different Levels defined in NHEQF.

Management education is dynamic and driven by socio-economic and technological changes as well as innovations. Hence, it is expected that latest updates from research, industry practices and cases must be discussed extensively during teaching to achieve the desired levels of knowledge and skills with practical outlook among students. The detailed syllabus has introduced case studies and latest updates also. Visits to Manufacturing Units, malls, warehouse & logistic hubs, Ports etc. and some short duration live Projects will be helpful to buddy managers in gaining the feel real corporate culture and working practices. It will help in orienting the students towards entrepreneurship and to start their own start-ups.

Today IT is enabled in all areas of management be HR, Finance, Marketing and hence technological integrations with all functions have changed the face of planning and decision making in all manufacturing and service industries. The Supply Chain processes are driven by ERP System and High-End Technologies for real time tracking and identifications during transportation for better customer support. Therefore, in the real time scenario, while designing the syllabus, we have given equal emphasis on the quantitative and analytics approaches which will help the students to understand the practical know how of corporate and will understand the pattern & interpretation of large data.

2. Program Objectives (POs)

- Exhibit managerial knowledge and its integrated application in the business context for effective decision making.
- Demonstrate analytical, critical and creative thinking abilities for problem solving.
- Lead self and others in the achievement of goals while contributing effectively to a team environment.
- Present information accurately, clearly, logically and concisely in oral and written communications.
- Manifest appropriate professional and ethical behaviour.

3. Program Learning Outcomes (PLOs)

- **Business Environment and Domain Knowledge (BEDK):** (Economic, legal and social environment of Indian business) - Graduates will acquire awareness and knowledge about functioning of local and global business environment and society. This helps in recognizing the functioning of businesses, identifying potential business opportunities, involvement of business enterprises and exploring the entrepreneurial opportunities.
- **Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI):** (Competencies in quantitative and qualitative techniques) Graduates will develop skills on analysing


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the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources.

- **Global Exposure and Cross-Cultural Understanding (GECCU):** Graduate will be able to demonstrate a global outlook with the ability to identify aspects of the global business and Cross-Cultural Understanding.
- **Social Responsiveness and Ethics (SRE):** Graduate will demonstrate responsiveness to contextual social issues/ problems and exploring solutions, understanding business ethics and resolving ethical dilemmas. Graduates are expected to identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making. Demonstrate awareness of ethical issues and can distinguish ethical and unethical behaviors.
- **Effective Communication (EC):** Graduate will use various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas. Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).
- **Leadership and Teamwork (LT):** Graduate will acquire skills to demonstrate leadership roles at various levels of the organization and leading teams. Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

4. Curriculum Structure

MBA degree program will have a curriculum with Syllabi consisting of following type of courses:

- **Core Course (CC):** A course, which should compulsorily be studied by a candidate as a core requirement is termed as a Core course.
- **Discipline Specific Elective (DSEC) Course:** Elective courses may be offered by the main discipline/subject of the study is referred to as Discipline Specific Elective.
- **Value addition (VA), Skill Enhancement (SEC)& Inter Departmental Elective Course(IDEC):** Generally, a course which can be chosen from a pool of courses and which may be very specific or specialized or advanced or supportive to the discipline/interdepartmental subject of study or which provides an extended scope or which enables an exposure to some other discipline/subject/domain or nurtures the candidate's values/proficiency/skill is called an Elective Course. These courses are value-based and skill-based and are aimed at providing hands-on-training, competencies, skills and to improve the employability skills of students.

5. Scheme of Examination

The pass percentage in each subject will be 40%.

- **Theory Examination**

Irrespective of credits, each paper will be of 100 marks (60 marks for theory exam and 40 marks for internal assessment) and duration of paper will be 3 hours.


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- **Practical Examination**

Each paper will be of 100 marks (60 marks for external practical exam and 40 marks for internal assessment) and duration of paper will be 3 hours.

- **Dissertation**

The Dissertation will be evaluated by the internal panel approved by Principal cum Director of the college and external examiner from the panel approved by the university authority/evaluation branch, HPTU, Hamirpur. The Head of the Department will assign a guide/supervisor, to each candidate for his/her dissertation work. The candidate shall be required to maintain his/her project diary (logbook) of work in the organization or under the Guide. Each student will be required to give at least two seminars on his/her Dissertation Work. Each student is required to submit three copies of his/her project reports in the Department after completion of the project work which will be evaluated by external examiner. Students are expected to work on a real-life problem. The student can formulate a project problem / Research problem with the help of her/his Guide and submit the project proposal / Research proposal of the same in the department. Approval of the project proposal is mandatory which will be evaluated by internal examiner appointed by respective college Principal or Director or university. If approved, the student can commence working on it and complete it by using the latest versions of the software packages / Research Tools for the development of the Dissertation work.

- **Instruction for paper setter**

In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and the candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted. The question paper for the end semester examination may have any one of the following patterns:

Section A (UNIT I) Two questions of long answer type of which one is to be attempted for 12 Marks.

Section B (UNIT II) Two questions of long answer type of which one is to be attempted for 12 Marks.

Section C (UNIT III) Two questions of long answer type of which one is to be attempted for 12 Marks.

Section D (UNIT IV) Two questions of long answer type of which one is to be attempted for 12 Marks.

Section E (Compulsory) 6 to 8 short answer type questions for 2 to 1.5 marks each and total for 12 Marks.

Total marks (A + B + C + D + E) $12 + 12 + 12 + 12 + 12 = 60$ marks

End Semester Examination (ESE)

For the theory course, the question paper for the final examination will consist of five sections-A, B, C, D & E. Sections A, B, C, D will have two questions each from the corresponding units I, II, III & IV of the syllabus. Section E will be compulsory and will have short answer type questions covering the whole syllabus. Each question will be of 12 or 8,4 or 6,6 marks. The candidates will attempt five questions in all, i.e. one question each from the sections A, B, C, D, and the compulsory question from section E. The question paper is expected to contain problems with a minimum weightage of 25% of the total marks from each unit.


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Template for End Semester Examination (4,3,2 credits)

Roll No. _____

Total Pages: 00

Month-Year (June-2023)

MBA Examination

Code

Title

Semester-X (CBCS)

Max. Time: 3 Hour

Max. Marks: 60

The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and nosupplementary/continuation sheet will be issued.

Note: Attempt five questions in all by selecting one question from each section A, B, C and D. Section-E is compulsory.

SECTION – A

(1x12 or 8,4 or 6,6)

1.

2.

SECTION – B

(1x12 or 8,4 or 6,6)

3.

4.

SECTION – C

(1x12 or 8,4 or 6,6)

5.

6.

SECTION – D

(1x12 or 8,4 or 6,6)

7.

8.

SECTION – E (Compulsory)

(6×2=12 or 4×3=12 or Case Study with 3 Questions Asked 4×3=12)

9.

(a-f)



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Mid Semester Examination (MSE)

During one semester, there will be one MST for theory and practical subjects. The question paper will consist of three sections A, B and C having total 20 marks. Section A will be compulsory *and will have short answer type questions consisting of five parts, each of one mark covering the syllabus mentioned.* Sections B and C will contain descriptive type questions of five and ten marks respectively. *Sections B and C will have two questions and the candidates will attempt three questions in all, i.e. one question each from the sections B and C.* Section-A is compulsory.

Template for Mid Semester Examination (4,3,2 credits)

Roll No. _____	Month-Year (June-2023)	Total Pages: 00
	MBA Examination	
	Code	
	Title	
	Semester-X (CBCS)	
Max. Time: 2 Hour		Max. Marks: 20
Note: Attempt three questions in all by selecting one question from each section B and C. Section-A is compulsory.		
	SECTION – A (Compulsory)	
	(8x1=8)	
1. (a-h)		
	SECTION – B	
	(6)	
2.		
3.		
	SECTION – C	
	(6)	
4.		
5.		

6. Subject Code System

Each subject code is denoted by alpha-numerals, alphabets before hyphen indicates course name and four numerals after hyphen indicates level, semester, and subject number respectively.

- For Example: MBA-6209
- First three alphabets “MBA” is degree indicator.
- First number “6” defines the Level. 6 for level 6 subject and 7 for level 7
- Second number “2” defines the semester.
- Third and fourth number are for subject number.

7. Assessment & Evaluation

IA-Internal Assessment (Theory)

Mid Semester Examination (MSE) = Weightage of 20 Marks for all courses.


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Teacher's Assessment (Assignment/Quizzes/Seminars/overall behaviour) = 15 Marks

Attendance = 05 Marks

Sr. No.	Percentage of Lecture Attended	Marks Awarded
1	From 75% to 80%	01
2	Above 80% to 85%	02
3	Above 85% to 90%	03
4	Above 90% to 95%	04
5	Above 95%	05

ESE-End-Semester Examination = 60 for all courses.

Total = (20 + 15 + 05 + 60 =100) for all courses.

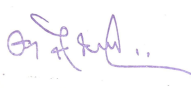
IA-Internal Assessment & External Assessment (Practical)

Mid Semester Examination (MSE) (including performance & Internal Viva-Voce) = 20

Teacher's Assessment (File Work & Lab performance + Attendance) = 15+05

ESE-End-Semester Examination (written script, performance, External viva-voce etc.) = 60

Total = 20+20+60 =100


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Template for-IA-Internal Assessment(Theory)

HIMACHAL PRADESH TECHNICAL UNIVERSITY

Department of Management, School of Commerce and Management Studies

AWARD SHEET THEORY (INTERNAL ASSESSMENT)

Name of the Institution:			Distribution of Marks					Total Marks
Programme:			Periodical Examinations		Teacher's Assessment		Attendance	
Subject:	Sub. Code:				discussion/ presentation	behavior		
Branch:	Semester:							
MAX. MARKS:	MIN. MARKS:							
Sr. No.	University Roll No.	Name of Student	10	10	10	05	05	40

Name of Internal Examiner	Head of Dept	Head of the Institution
Signature.....	Signature.....	Signature.....
Date.....	Date.....	Date.....


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Template for-IA-Internal Assessment(Practical/Project/Seminar/Viva-Voce)

HIMACHAL PRADESH TECHNICAL UNIVERSITY

Department of Physics, School of Basic and Applied Sciences

AWARD SHEET THEORY (INTERNAL ASSESSMENT)

(Practical/Project/Seminar/Viva-Voce)

Name of the Institution:			Distribution of Marks					Total Marks
Programme:			Periodical Examination		Teacher's Assessment		Attendance	
Subject:	Sub. Code:		10	10	Lab performance /work performance	Report/File work		
Branch:	Semester:							
MAX. MARKS:	MIN. MARKS:							
Sr. No.	University Roll No.	Name of Student	10	10	10	05	05	40
Name of Internal Examiner			Head of Dept		Head of the Institution			
Signature.....			Signature.....		Signature.....			
Date.....			Date.....		Date.....			

**Note: The distribution of marks for Institutional training, Internship, Survey, SWAYAM, MOOCs, NPTEL courses (if any) would be same as above.*


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Template for-External Examination
(Practical/Project/Seminar/Viva-Voce)

HIMACHAL PRADESH TECHNICAL UNIVERSITY

Department of Physics, School of Basic and Applied Sciences

(Practical/Project/Seminar/Viva-Voce)

Name of the Institute:				
Programme:				
Subject Name:..... Subject Code:.....				
Branch: Semester				
Max Marks Min. Marks:.....				
Sr. No.	University Roll No.	Name of Student	Marks in Figure	Marks in Words
Name of Internal Examiner: External Examiner.....				
Signature..... Signature.....				
Date..... Date.....				

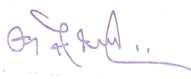
**Note: The distribution of marks would be on the basis of Work done/Task performance (20 marks), Performance (written/presentation) (20 marks) and viva-voce (20 marks), total=60 marks.*


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**SUBJECT COMBINATIONS ALLOWED FOR MASTER OF BUSINESS ADMINISTRATION
(MBA)PROGRAM
THEDETAILSOFCREDITDISTRIBUTION
School of Commerce and Management
Program: Master of Business Administration (MBA)**

Core Courses (CC) (Theory & Practical's)			Discipline Specific Elective Courses (DSE)			Value Added (VAC), Skill Enhancement Elective Courses (SEC) SWAYAM/MOOC/NPTEL			Inter Departmental (ID)			Research Project / 6 Month Internship		
14 Papers (Theory)			02 Papers (Theory) of 04 credits each			03 Papers of 02 credits each			01 Paper (Theory) of 02 Credits					
Sem.	Papers	Credit	Sem.	Papers	Credit	Sem.	Papers	Credit	Sem.	Papers	Credit	Sem.	Papers	Credit
I	06	24	I	-	-	I	01	02	I	-	-	I	-	-
II	03	12	II	02	08	II	01	02	II	01	02	II	-	-
III	02	08	III	04	16	III	01	04	III	-	-	III	-	-
IV	-	-	IV	-	-	IV	01	04	IV	-	-	IV	01	20
Credits = 44			Credits = 24			Credits = 12			Credits = 02			Credits = 20		
Total Credits =102						Total Marks = 2300								

**Note: For getting the degree to be awarded, the student has to pass 102 credits (2300 marks)*


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**Scheme of Teaching and Examination
Master of Business Administration (MBA)**

Semester-I

Subject Code	Course Category	Subject Title/ Subject Name	Periods			Credits	Evaluation Scheme					Total
			L	T	P		ESE	Internal Assessment				
								PE	TA	A	Total	
MBA-6101	CC	Fundamental of Management and Organizational Behaviour	4	0	0	4	60	20	15	05	40	100
MBA-6102	CC	Managerial Economics	4	0	0	4	60	20	15	05	40	100
MBA-6103	CC	Accounting for Managers	3	1	0	4	60	20	15	05	40	100
MBA-6104	CC	Entrepreneurship Development	3	1	0	4	60	20	15	05	40	100
MBA-6105	CC	Marketing Management	3	1	0	4	60	20	15	05	40	100
MBA-6106	CC	Business Law and Environment	4	0	0	4	60	20	15	05	40	100
UHV-6100	VAC	Universal Human Values & Professional Ethics	2	0	0	2	60	20	15	05	40	100
Total			23	3	0	26	420	140	105	35	280	700

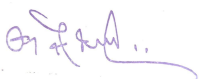
**Scheme of Teaching and Examination
Master of Business Administration (MBA)**

Semester-II

Subject Code	Course Category	Subject Title/ Subject Name	Periods			Credits	Evaluation Scheme					Total
			L	T	P		ESE	Internal Assessment				
								PE	TA	A	Total	
MBA-6201	CC	Financial Management	4	0	0	4	60	20	15	05	40	100
MBA-6202	CC	Human Resource Management	3	1	0	4	60	20	15	05	40	100
MBA-6203	CC	Business Research Methods	3	1	0	4	60	20	15	05	40	100
IKS-6200	VAC	Indian Knowledge System	2	0	0	2	60	20	15	05	40	100
MBA ID-6001	ID	Any Interdepartmental from the pool offered by other department	1	1	0	2	60	20	15	05	40	100
MBA-62**	DSE	Discipline Specific Elective 1	3	1	0	4	60	20	15	05	40	100
MBA-62**	DSE	Discipline Specific Elective 2	3	1	0	4	60	20	15	05	40	100
Total			19	5	0	24	420	140	105	35	280	700

Bridge Course

Subject Code	Course Category	Subject Title/ Subject Name	Periods			Credits	Evaluation Scheme					Total
			L	T	P		ESE	Internal Assessment				
								PE	TA	A	Total	
MBA-7401 (A)	CC	Credit Specific Training/Internship and its report	0	0	6	6	60	20	15	05	40	100
MBA-7402	SEC	Compulsory MOOC/NPTEL/Swayam Certification	0	0	4	4	60	20	15	05	40	100
Total			0	0	10	10	120	40	30	10	80	200


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**Scheme of Teaching and Examination
Master of Business Administration (MBA)**

Semester-III

Subject Code	Course Category	Subject Title/ Subject Name	Periods			Credits	Evaluation Scheme					Total
			L	T	P		ESE	Internal Assessment				
								PE	TA	A	Total	
MBA-7301	CC	Strategic Management	3	1	0	4	60	20	15	05	40	100
MBA-7302	CC	Business Analytics	3	1	0	4	60	20	15	05	40	100
MBA-7303	SEC	Compulsory MOOC/NPTEL/Swayam Certification	0	0	4	4	60	20	15	05	40	100
MBA-73**	DSE	Discipline Specific Elective 3	3	1	0	4	60	20	15	05	40	100
MBA-73**	DSE	Discipline Specific Elective 4	3	1	0	4	60	20	15	05	40	100
MBA-73**	DSE	Discipline Specific Elective 5	3	1	0	4	60	20	15	05	40	100
MBA-73**	DSE	Discipline Specific Elective 6	3	1	0	4	60	20	15	05	40	100
Total			18	6	4	28	420	140	105	75	280	700

**Scheme of Teaching and Examination
Master of Business Administration (MBA)**


Semester-IV

Subject Code	Course Category	Subject Title/ Subject Name	Periods			Credits	Evaluation Scheme					Total
			L	T	P		ESE	Internal Assessment				
								PE	TA	A	Total	
MBA-7401 (A)	CC	6 Month Internship	0	0	20	20	60	20	15	05	40	100
Or												
MBA-7401 (B)	CC	Dissertation	0	0	20	20	60	20	15	05	40	100
MBA-7402	SEC	Compulsory MOOC/NPTEL/Swayam Certification	0	0	4	4	60	20	15	05	40	100
Total			0	0	24	24	120	40	30	10	80	200


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Scheme of Teaching and Examination Master of Business Administration (MBA)												
Discipline Specific Electives (Financial Management)												
Subject Code	Course Category	Subject Title/ Subject Name	Periods			Credits	Evaluation Scheme					Total
			L	T	P		ESE	Internal Assessment				
								PE	TA	A	Total	
Subjects for 2nd Semester												
MBA-6211	DSE	Security Analysis and Portfolio Management	3	1	0	4	60	20	15	05	40	100
MBA-6212	DSE	Indian Financial System	3	1	0	4	60	20	15	05	40	100
Subjects for 3rd Semester (Student is required to choose 4 subjects total of 16 Credits)												
MBA-7311	DSE	Business Valuation and Value Based Management	3	1	0	4	60	20	15	05	40	100
MBA-7312	DSE	Financial Techniques for Strategic Decision-Making	3	1	0	4	60	20	15	05	40	100
MBA-7313	DSE	International Financial Management	3	1	0	4	60	20	15	05	40	100
MBA-7314	DSE	Risk Management and Derivatives	3	1	0	4	60	20	15	05	40	100
MBA-7315	DSE	Behavioural Finance	3	1	0	4	60	20	15	05	40	100
MBA-7316	DSE	Financial Econometrics	3	1	0	4	60	20	15	05	40	100
MBA-7317	DSE	Tax Management and Administration	3	1	0	4	60	20	15	05	40	100
MBA-7318	DSE	Bank and Financial Services	3	1	0	4	60	20	15	05	40	100

Scheme of Teaching and Examination Master of Business Administration (MBA)												
Discipline Specific Electives (Marketing Management)												
Subject Code	Course Category	Subject Title/ Subject Name	Periods			Credits	Evaluation Scheme					Total
			L	T	P		ESE	Internal Assessment				
								PE	TA	A	Total	
Subjects for 2nd Semester												
MBA-6221	DSE	Advertising and Sales Management	3	1	0	4	60	20	15	05	40	100
MBA-6222	DSE	Consumer Behaviour	3	1	0	4	60	20	15	05	40	100
Subjects for 3rd Semester (Student is required to choose 4 subjects total of 16 Credits)												
MBA-7321	DSE	Retail Management	3	1	0	4	60	20	15	05	40	100
MBA-7322	DSE	Marketing Research and Metrics	3	1	0	4	60	20	15	05	40	100
MBA-7323	DSE	Digital Marketing	3	1	0	4	60	20	15	05	40	100
MBA-7324	DSE	Green Marketing	3	1	0	4	60	20	15	05	40	100
MBA-7325	DSE	International Marketing	3	1	0	4	60	20	15	05	40	100
MBA-7326	DSE	Rural and Agricultural Marketing	3	1	0	4	60	20	15	05	40	100
MBA-7327	DSE	Service Marketing	3	1	0	4	60	20	15	05	40	100
MBA-7328	DSE	Strategic Product and Brand Management	3	1	0	4	60	20	15	05	40	100


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**Scheme of Teaching and Examination
Master of Business Administration (MBA)**

Discipline Specific Electives (Human Resource Management)


Subject Code	Course Category	Subject Title/ Subject Name	Periods			Credits	Evaluation Scheme					Total
			L	T	P		ESE	Internal Assessment				
								PE	TA	A	Total	
Subjects for 2nd Semester												
MBA-6231	DSE	Industrial Relation	3	1	0	4	60	20	15	05	40	100
MBA-6232	DSE	Training and Development	3	1	0	4	60	20	15	05	40	100
Subjects for 3rd Semester (Student is required to choose 4 subjects total of 16 Credits)												
MBA-7331	DSE	Team Dynamics and Leadership	3	1	0	4	60	20	15	05	40	100
MBA-7332	DSE	Performance and Compensation Management System	3	1	0	4	60	20	15	05	40	100
MBA-7333	DSE	Strategic Human Resource Management	3	1	0	4	60	20	15	05	40	100
MBA-7334	DSE	Talent and Knowledge Management	3	1	0	4	60	20	15	05	40	100
MBA-7335	DSE	Cross Cultural Management	3	1	0	4	60	20	15	05	40	100
MBA-7336	DSE	Industrial Psychology	3	1	0	4	60	20	15	05	40	100
MBA-7337	DSE	Labour Legislation in India	3	1	0	4	60	20	15	05	40	100
MBA-7338	DSE	International Human Resource Management	3	1	0	4	60	20	15	05	40	100
MBA-7339	DSE	Human Resource Analytics	3	1	0	4	60	20	15	05	40	100

**Scheme of Teaching and Examination
Master of Business Administration (MBA)**

Basket of Interdisciplinary Courses

Subject Code	Course Category	Subject Title/ Subject Name	Periods			Credits	Evaluation Scheme					Total
			L	T	P		ESE	Internal Assessment				
								PE	TA	A	Total	
MBA ID-6001												
(i)	ID	Innovation, Incubation and Creativity	1	1	0	2	60	20	15	05	40	100
(ii)	ID	Entrepreneurship and Start-Up Management	1	1	0	2	60	20	15	05	40	100
(iii)	ID	Leadership Development	1	1	0	2	60	20	15	05	40	100
(iv)	ID	Corporate Social Responsibility and Business Ethics	1	1	0	2	60	20	15	05	40	100

Legends:	CC - Core Course	MSE - Mid Semester Examination
	SEC - Skill Enhancement Course	TA - Teacher's Assessment
	VAC - Value Addition Course	A - Attendance
	DSE - Discipline Specific Electives	L - Lecture
	ID - Inter Departmental (Elective Course)	T - Tutorial
	ESE - End Semester Examination	P - Practical


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MBA-6101 Fundamental of Management and Organizational Behaviour							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
4	0	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To understand the nature of organization and interaction between individuals and the organization.
- To acquire the knowledge, skills and behaviours to work in different teams and situation to work in global environment.

Unit I	15 Lectures
Management: Concept, Nature, Importance; Management: Art and Science, Management Vs. Administration, Management Skills, Levels of Management. Taylor and Scientific Management, Fayol's Administrative Management, Hawthorne Experiments and Human Relations, Introduction to Functions of Management: Planning: Nature, Scope, Objectives and Significance, Types of Planning, Process of Planning. Organizing: Concept, Organisation Theories, Forms of Organisational Structure, Departmentation, Span of Control, Delegation of Authority, Authority & Responsibility, Organizational Design.	
Unit II	15 Lectures
Staffing: Concept, System Approach, Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal Directing: Concept, Direction and Supervision, Job Enrichment & Morale Building Controlling: Concept, Process, Types of Control.	
Unit III	15 Lectures
Introduction of OB: Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of Organizational Behaviour. Perception and Attribution: Concept, Nature, Process, Importance. Management and Behavioural Applications of Perception. Personality: Concept, Nature, Types and Theories of Personality Shaping, Personality Attitude and Job Satisfaction.	
Unit IV:	15 Lectures
Learning: Concept and Theories of Learning. Conflict: Concept, Sources, Types, Process. Group Dynamics: Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups Motivation: Theories of Motivation, Leadership: Styles of leadership Skill Development	

Course Learning Outcomes (CLOs)

- The students would be able to understand the spectrum of interactions between people and the physical environment.
- The students would develop an understanding of how geology interacts with major environmental problems facing people and society.
- The knowledge shared with the students will provide a useful foundation for discussing and evaluating specific environmental issues, as well as for developing ideas about how the problems should be solved.

Skill Development Activities:

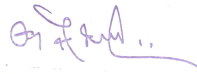
- Students will be divided into groups to identify, analyse, and develop a plan for resolving a key problem that an organization is facing and to analyse and apply OB concepts in a real organization.
- Identifying any five job profiles and listing out the various types of abilities required for those jobs and the personality traits required for the jobs.
- Based on learning concept of perception, conduct a role play in an organization to find out the impact of perceptual errors on perceptual interpretation.
- Develop few questions, interact with people in the organization to observe their personality and reaction.

Suggested Readings:

- Fred Luthans, “Organizational Behaviour”, (2019)12th Edition, McGraw Hill International Edition
- Stephen P. Robbins, “Organizational Behaviour, (2018) 8th Edition, Prentice Hall
- Buchanan, D. A., & Huczynski, A. A. (2019). Organizational behaviour. PearsonUK.

Further References:

- Aswathappa K, (2017), Organizational Behaviour (Text, Cases and Games). 12th Edition, Himalaya Publication House.
- Robbins, S.P., Judge, T.A., Sanghi, S (2010). Organizational Behaviour, Pearson Education.
- Stoner, R. James A.F., Edward Freeman Daniel R Gilbert Jr., Management 6TH Ed, Prentice-Hall of India
- Stoner, Freeman & Gilbert Jr - Management (Prentice Hall of India, 6thEdition)
- Koontz Harold &Weihrich Heinz – Essentials of management (Tata McGraw Hill, 5th Edition 2009)
- Robbins S.P. and Decenzo David A. - Fundamentals of Management: Essential Concepts andApplications (Pearson Education, 6th Ed).
- Weihrich Heinz and Koontz Harold - Management: A Global and Entrepreneurial Perspective (Mc Graw Hill, 12thEdition 2008)



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Model Question Paper

Roll No. _____

Total Pages: 02

(June-2023)

MBA Examination

Code MBA - 6101

Fundamental of Management and Organizational Behavior

Semester-I (CBCS)

Max. Time: 3 Hour

Max. Marks: 60

The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Note: Attempt five questions in all by selecting one question from each section A, B, C and D. Section-E is compulsory.

Section-A

Q1. Discuss the concept of organizing and its importance in management.

Or

Q2. Discuss the concepts of departmentation, span of control, and delegation of authority in organizational design.

(12x1 = 12 Marks)

Section-B

Q3. Describe the process of training and development and its benefits for organizations.

Or

Q4. Discuss the concept of controlling and its role in management.

(12x1 = 12 Marks)

Section-C

Q5. Explain the different models of organizational behaviour and their implications for management.

Or

Q6. Discuss the various types of personality and theories of personality shaping in the context of job satisfaction.

(12x1 = 12 Marks)

Section-D

Q7. Describe the different theories of motivation and their relevance in enhancing employee performance.

Or

Q8. Explain the process of conflict and strategies for managing and resolving conflicts in organizations.

(12x1 = 12 Marks)


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Section-E

Q9. Write Short note of the following:

- a) Management Vs Administration
- b) Accountability
- c) Job Enrichment
- d) Group Dynamic
- e) Job Design
- f) Level of Management

(6x2 = 12 Marks)

-End of the Paper-

MBA-6102 Managerial Economics							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P	C	Internal Assessment	End Semester Examination	Total	
4	0	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To introduce the concepts of Scarcity and Efficiency.
- To explain principles of micro-economics relevant to managing an organization.
- To describe principles of macroeconomics to understand the economic environment of business.
- To learn the basic Micro and Macroeconomic concepts.
- To understanding of Demand, Production, Cost, Profit and Market competitions with reference to a firm and industry.

Unit I	15 Lectures
Nature, Scope and Importance of Managerial Economics. Relationship of Managerial Economics with Decision Making. Distinction between Micro and Macroeconomics.	
Unit II	15 Lectures
Individual Demand, Market Demand, Kinds of Demand, Determinants of Demand, Demand Functions, Functions, Demand Schedule and Law of Demand. Elasticity of Demand: Concept, Types, Measurement and importance. Demand Forecasting: Sources of Data-Expert Opinions, Surveys and Market Experiments; Time Series Analysis-Trend Projection; Barometric Forecasting-Leading Indicators, Composite and diffusion Indices.	
Unit III	15 Lectures
Concept and types, Returns to Factor and Returns to Scale, Law of Variable Proportions. Cost concepts and Analysis: Concept of Cost, Short run and Long-run Cost Curves, Relationships among various costs, Break-even Analysis. Revenue Curves: Concept and Types. Pricing in various markets: Perfect Competition, Monopoly, Monopolistic, Competition Oligopoly.	
Unit IV:	15 Lectures
Conceptual Framework, Measures of National Income, Methods of Measurement, Limitations of National Income. Inflation: Meaning, Types, Theories, Causes, Effects and Control. Balance of Payments Monetary and Fiscal Policies.	

Course Learning Outcomes (CLOs)

- Understand the application of Economic Principles in Management decision making.
- Learn the micro economic concepts and apply them for effective functioning of a Firm and Industry.
- Understand, assess, and forecast Demand.
- Apply the concepts of production and cost for optimization of production.
- Design Competitive strategies like pricing, product differentiation etc. and marketing according to the market structure.

Skill Development Activities:

- Assessment of Demand Elasticity – Price, Income, Cross, Advertising.
- Demand Forecasting: Application of qualitative and quantitative methods of demand forecasting to various sectors (Automobile, Service, Pharmaceutical, Information Technology, FMCG, Hospitality etc.) in India.
- Preparing a Project proposal for a Business Venture.

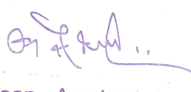
Suggested Readings:


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- Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, (2019), Economics, 20th ed, Tata McGraw Hill, New Delhi.
- Ritika Sinha : Managerial Economics, SBPD Publishing House
- Richard Lipsey and Alec Chrystal, (2015), Economics, 13th edition, Oxford, University Press, New Delhi.
- Samuelson, W. F., Marks, S. G., & Zagorsky, J. L. (2021). Managerial economics. John Wiley & Sons.

Further References:

- H. Craig Petersen, W. Cris Lewis, Sudhir K. Jain, (2019), Managerial Economics, 8th Edition, Pearson Education
- Dominick, S., Siddhartha K. Rastogi (2018) Managerial Economics, Eighth Edition, Oxford University Press.



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Model Question Paper

Roll No. _____

Total Pages: 02

**(June-2023)
MBA Examination
Code MBA - 6102
Managerial Economics
Semester-I (CBCS)**

Max. Time: 3 Hour

Max. Marks: 60

The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Note: Attempt five questions in all by selecting one question from each section A, B, C and D. Section-E is compulsory.

Section – A

Q1. Define managerial economics and discuss its scope. What is importance of managerial economics.

Or

Q2. What are the major macroeconomics issues related directly to business decision -making? What is their significance in business decision?

(12x1 = 12 Marks)

Section - B

Q.3 What is elasticity of demand? How will you measure income elasticity of demand? Discuss the degrees of income elasticity of demand.

Or

Q.4 Explain barometric method of demand forecasting. What is the difference between lead and lag indicators?

(12x1 = 12 Marks)

Section - C

Q.5 Explain and illustrate the three stages of production with the help of law of variable proportions. In which stage a rational producer would like to operate?


Or

Q.6 Show how in a perfectly competitive equilibrium, the price of a commodity is equal to its average and marginal cost of production. Explain with the help of a diagram.

(12x1 = 12 Marks)

Section – D

Q.7 Explain the value-added method of estimating national income? Why value is added method applied to estimate the national income.


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Or

Q.8 Explain the working of the monetary weapons of inflation control. Which they more effective than monetary measures in controlling inflation?

(12x1 = 12 Marks)

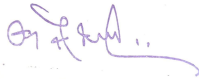
Section – E

Q.9 Write the short note of the following:

- a) Balance of payment
- b) Pure Oligopoly
- c) Sources of Data-Expert Opinions
- d) Explicit Cost
- e) Law of Demand
- f) NNP_{FC}

(6x2 = 12 Marks)

-End of the Paper-


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MBA-6103 Accounting for Managers							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	1	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To introduce students to Accounting Process, Accounting Standards and modern accounting software and IFRS.
- To orient the students about Financial Statements, its analysis and interpretation for decision making.
- To provide skills for eliciting information and making decisions.
- To give knowledge on the latest trends and developments in the field of accounting.

Unit I	15 Lectures
Overview of Accounting, Users of Accounting, Accounting Concepts Conventions, Book keeping and Accounting, Principles of Accounting, Accounting Equation , Overview to Deprecation (straight line and diminishing method , Accounting Standards : International Accounting Principles and Standards, Mechanics of Accounting : Double entry system of Accounting, Journalizing of transactions; Ledger posting and Trial Balance ,Preparation of final accounts, Profit & Loss Account, and Balance Sheet.	
Unit II	15 Lectures
Financial statement: Ratio Analysis- solvency ratios, Profitability ratios, activity ratios, liquidity ratios, Market capitalization ratios; Common Size Statement; Comparative Balance Sheet and Trend Analysis of manufacturing, Service & banking organizations. Funds Flow Statement: Meaning, Concept of Gross and Net Working Capital, Preparation of Schedule of Changes in Working Capital, Preparation of Funds Flow Statement and its analysis; Cash Flow Statement: Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis	
Unit III	15 Lectures
Cost: Meaning, Concept and Classification. Elements of Cost, Cost Sheet, Nature & Importance, Material Costing. Methods of Valuation of Material issue. Concept and material control and its techniques. Marginal Costing- Profit – Volume Ratio, Break Even Point, Margin of Safety, Application of Break-even Analysis. Standard costing & Breakeven Analysis, Budgetary Control.	
Unit IV:	15 Lectures
Meaning, aims, Nature, Scope, Objectives and functions and decision of financial management. Sources of finance. Working Capital Management- Significance Classification, Factors affecting working capital requirement.	

Course Learning Outcomes (CLOs)

- Demonstrate theoretical knowledge and its application in real time accounting.
- Capable of preparing financial statement of companies.
- Independently undertake financial statement analysis and take decisions.
- Comprehend emerging trends in accounting and computerization of accounting systems.

Skill Development Activities:

- Preparation of Financial Statements using quarterly / yearly transactions of a small business enterprise
- Listing the contents of Annual Reports of at least 10 companies
- Analysing performance of a company based on its annual report, using DU PONT Model, Altman's Z Score and Piotroski's F Score.
- Eliciting information from annual report and presenting it for facilitating decision making Hands-on practice on any accounting software.

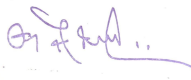
Suggested Readings:


Dean - Academic
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- Narayanaswamy R (2019), Financial Accounting – A Managerial Perspective, Eight Edition, PHI Learning Pvt. Ltd. Publication.
- Jain and Khan (2020), Management Accounting- Text, Problems and Cases, Sixth Edition, Tata McGraw Hill Publication.
- S.N Maheswari & S.K Maheswari, (2018), Corporate Accounting, Sixth Edition, Vikas Publishing House Pvt. Limited.

Further References:

- Prasanna Chandra (2017), Finance Sense- Finance for Non- finance Executives, Sixth edition, Tata McGraw Hill Publication.
- Anthony Robert and S Recce James (2019), Accounting Principle, Sixth Edition, A.I.T.B.S Publication.



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Model Question Paper

Roll No. _____

Total Pages: 03

(June-2023)
MBA Examination
Code MBA - 6103
Accounting For Managers
Semester-I (CBCS)

Max. Time: 3 Hour

Max. Marks: 60

The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Note: Attempt five questions in all by selecting one question from each section A, B, C and D. Section-E is compulsory.

Section – A

Q1. What do you mean by accounting cycle? Explain various steps involved in it.

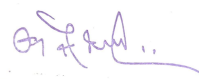
or

Q2. Edward's books show the following balances. Prepare his trading and profit and loss A/c for the year ended 31st December, 2016 and a balance sheet on that date.

Debit balances	₹	Credit balances	₹
Drawings	5,000	Capital	1,31,500
Sundry debtors	60,000	Loan at 6% p.a.	20,000
Coal, gas and water	10,500	Sales	3,56,500
Returns inward	2,500	Interest on investments	2,550
Purchases	2,56,500	Sundry creditors	40,000
Stock on 1-1-2016	89,700		
Travelling expenses	51,250		
Interest on loan paid	300		
Petty cash	710		
Repairs	4,090		
Investments	70,000		
	5,50,550		5,50,550

Adjustments:

- Closing stock was Rs. 1,30,000 on 31st December, 2016.
- Create 5% provision for bad and doubtful debts on sundry debtors
- Create provision at 2% for discount on debtors
- Interest on loan due for 9 months.


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(12x1 = 12 Marks)

Section - B

Q. A company having a net working capital of Rupees 2.8 lakhs as on 30-06-2023, indicates the following financial ratios and performances figures:

Current ratios	2.4
Liquidity ratio	1.6
Inventory turnover (on cost on sale)	8
Gross profit on sales	20%
Credit allowed (months)	1.5

The company's fixed assets is equivalent to 90% of its net worth (share capital plus reserves) while reserves amount to 40% of share capital.

Prepare the balance sheet of the company as on 30-06-2023 showing step by step calculations.

Or

Q.4 Prepare a Cash Flow Statement on the basis of the information given in the Balance Sheet of X Y Company Ltd.

Liabilities	2022	2023	Assets	2022	2023
Share Capital	2,00,000	2,50,000	Goodwill	10,000	2,000
12% Debentures	1,00,000	80,000	Land and Building	2,00,000	2,80,000
General Reserve	50,000	70,000	Machinery	1,00,000	1,30,000
Creditors	40,000	60,000	Debtors	40,000	60,000
Bills Payable	20,000	1,00,000	Stock	70,000	90,000
Outstanding Exp.	25,000	20,000	Cash	15,000	18,000
Total	4,35,000	5,80,000	Total	4,35,000	5,80,000

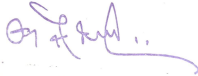
(12x1 = 12 Marks)

Section - C

Q.5 Explain the significance and objective of a break-even chart and state the factors which would cause the break-even point change

Or

Q.6 What do you mean by material control? Explain the objectives and essentials of effective material control.


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(12x1 = 12 Marks)

Section - D

Q.7 1. What is financial Management? What major decision are required to be taken in finance?

Or

Q.8 2. Describe the need and determinants of working capital in a business.

(12x1 = 12 Marks)

Section – E

Q.9 Write the short note of the following:

- a) Accounting Equation
- b) Common Size Statement
- c) Net Working Capital
- d) Economic Order Quantity
- e) Margin of Safety
- f) Objectives of Financial Management

(6x2 = 12 Marks)

-End of the Paper-



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MBA-6104 Entrepreneurship Development							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	1	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- The objective of the course is to make students understand the entrepreneurship concepts, develop entrepreneurial talents and generate innovative business ideas in emerging industrial scenario and to understand the ways of starting a company of their own and also to create a conscious effort to treat people and companies with respect and establish a positive working environment.
- To motivate the students on entrepreneurial opportunities and to run a business efficiently by various sources of financial supporting institutions for young entrepreneurs.

Unit I	15 Lectures
Concepts of entrepreneur and entrepreneurship, Importance and Characteristics of entrepreneurs, Types of entrepreneurs, Benefits and potential risks of entrepreneurship, Myths of Entrepreneurship, Factors affecting growth of Entrepreneurship in India, Role of Entrepreneurship in Economic Development, Competency requirement for entrepreneurs - Awareness of self-competency and its development.	
Unit II	15 Lectures
Opportunity Identification and Selection, Environmental dynamics and changes, Business Opportunities in emerging environment, challenges of new venture start-ups, Pit falls in selecting new ventures, Critical factors for new venture development, why new ventures fail, Sources of Finance for New Venture. Institutional support for Enterprises-Central & State Government Policy regarding Small and Medium Scale Enterprises in India.	
Unit III	15 Lectures
Feasibility analysis of Industry, Market, Product or service and Finance; Business plan Meaning, Significance, contents, formulation and presentation of Business Plan, preparing a model project report for starting a new venture, Final project report with feasibility study Common errors in Business Plan formulation.	
Unit IV:	15 Lectures
Identifying legal structures, Selection of an appropriate legal structure, Sole Proprietorship's, Partnerships, Companies, Companies under section 25, Franchising, Legal environment – patents, copyrights, trademarks. Social Entrepreneurship: Introduction, Meaning, Perspective of social entrepreneurship, Social entrepreneurship in practice, Boundaries of Social entrepreneurship, growth of entrepreneur communities.	

Course Learning Outcomes (CLOs)

- Understand of starting a company by the various financial institutions support
- Develop new innovative business ideas.
- Understand the marketing demand in various forms of business.
- Aware of alternative to jobs and employment which will make them job providers in an ethical manner.

Skill Development Activities:

- Understand types of entrepreneurs and what motivated them to start their career as entrepreneurs- Make Presentations.
- Students to identify their own innovative business ideas.
- Prepare a business plan and how to give a presentation of business plan for financial institutions and banks.
- Discuss with bankers / financial institutions to find out what they look for in a business plan - modify accordingly and present it in the class.
- Identify the legal forms for organization and intellectual property rights for their business ideas.
- Submit business plan report at the end of the course in groups.

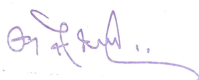
- Identify the social problems and business ideas to solve the problems faced by society and to know the impact of social entrepreneurs on society.
- Create an awareness for entrepreneurs about ethics and CSR
- Identify the organizations which are engaged in CSR and impact of that towards society.

Suggested Readings:

- Kanaka SS- Entrepreneurial development, S Chand -Fourth edition.
- Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, & Sabyasachi Sinha (2020), 'Entrepreneurship '. McGraw – Hill, Eleventh Edition
- Laura Hartman & Abha Chatterjee (2017), Perspectives in Business Ethics, McGraw Hill, Third Edition
- Vasant Desai, The Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House. Single Edition

Further References:

- Ashwathappa K "Essentials of Business Environment", Himalaya Publishing House, Fifteen Edition
- Jeffrey .A. Timmons & Stephen spinelli, New Venture Creation, Entrepreneurship for the 21st Century, Tata McGraw Hill, Seventh Edition
- John R Boatright, "Ethics and the Conduct of Business". Pearson Education, Sixth Edition.
- Prof. P S Bajaj and Raj Agrawal. "Business Ethics — An Indian Perspective". Biztantra. New Delhi. 2004, Single Edition



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Model Question Paper

Roll No. _____

Total Pages: 02

(June-2023)
MBA Examination
Code MBA - 6104
Entrepreneurship Development
Semester-I (CBCS)

Max. Time: 3 Hour

Max. Marks: 60

The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Note: Attempt five questions in all by selecting one question from each section A, B, C and D. Section-E is compulsory.

Section – A

Q1. John, a young individual with a passion for innovation, started his own business with a unique product idea. Over time, he faced various challenges and obstacles, but his determination and entrepreneurial skills helped him overcome them. Discuss the characteristics of John as an entrepreneur and how they contributed to his success.

Or

Q2. Explain the role of entrepreneurship in economic development. Provide examples to support your answer.

(12x1 = 12 Marks)

Section - B

Q.3 Discuss the policies and initiatives taken by the Indian government to promote entrepreneurship.

Or

Q.4 What are the critical factors for the successful development of a new venture? Provide examples to support your answer.

(12x1 = 12 Marks)

Section - C

Q.5 Explain the process of feasibility analysis for an industry, market, product, or service.

Or

Q.6 Discuss the significance of a business plan in starting a new venture. Outline the key contents that should be included in a comprehensive business plan.

(12x1 = 12 Marks)

Section – D

Q.7 Explain the difference between sole proprietorship and partnership as legal structures for businesses. Discuss the advantages and disadvantages of each.


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Or

Q.8 Define social entrepreneurship and discuss its perspective and importance in addressing social issues. Provide examples of successful social entrepreneurship initiatives.

(12x1 = 12 Marks)

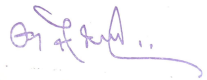
Section – E

Q.9 Attempt All

- a) Why do new ventures fail? Discuss the common reasons.
- b) Discuss the factors affecting the growth of entrepreneurship in India.
- c) Discuss the growth of entrepreneur communities and their impact on social entrepreneurship.

(4x3 = 12 Marks)

-End of the Paper-



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MBA-6105 Marketing Management							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	1	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- Make students understand the fundamental concepts of marketing & the environment in which marketing system operates.
- To analyse the motives influencing buying behaviour & describe major bases for segment marketing, target marketing, and market positioning.
- Identify a Conceptual framework, covering basic elements of the marketing mix.
- To understand fundamental premise underlying market driven strategies.
- Giving them hands on practical approach to subject study.

Unit I	15 Lectures
Introduction to Marketing: Introduction: Concept, Nature, Scope and Importance of Marketing; Marketing Concept and its Evolution; Market Analysis and Selection: Marketing environment – Macro and Micro Components and their Impact on Marketing Decisions. Introduction to various forms of Marketing Mix.	
Unit II	15 Lectures
Concept of Market Segmentation, Bases for Market Segmentation, Types of Market Segmentation, Effective Segmentation Criteria, Evaluating & Selecting, Concept of Targeting, Concept of Target Market, Positioning and Differentiation Strategies, Concept of Positioning. Meaning of Marketing Research, Scope; Marketing Research Process. Marketing Organization and Control: Organizing and Controlling Marketing Operations	
Unit III	15 Lectures
Product Decisions: Concept of a Product; Classification of Products; Major Product Decisions; Product Mix; Branding; Packaging and Labelling; Product Life Cycle – Strategic Implications; New Product Development and Consumer Adoption Process. Pricing Decisions: Factors Affecting Price Determination; Pricing Policies and Strategies; Discounts and rebates. Promotion Decisions: Communication Process; Promotion Mix – Advertising, Personal Selling, Sales Promotion, Publicity and Public Relations; Determining Advertising Budget; Media selection; Advertising effectiveness; Sales Promotion – Tools and Techniques.	
Unit IV:	15 Lectures
Distribution Channels: Distribution Channels and Physical Distribution Decisions: Nature, Functions, and Distribution Intermediaries; Retailing, Emerging trends in Retailing. and Wholesaling. Social, Ethical and Legal Aspects of Marketing; Marketing of Services; International Marketing; Green Marketing; Cyber Marketing; Relationship	

Course Learning Outcomes (CLOs)

- Develop an ability to assess the impact of the environment on marketing function.
- To formulate marketing strategies that incorporate psychological and sociological factors which influence buying.
- Understand concept of Branding, development of product and significance of market segmentation, targeting and positioning.
- Identifying marketing channels and the concept of product distribution.
- Identifying techniques of sales promotion, significance of marketing research.

Suggestive Readings:


- Kotler, Gary, (2019). Principles of Marketing, (16th ed.), Pearson Publications, Noida.
- Kotler, Kevin Lane, Keller. (2018). Marketing Management (15e ed.), Pearson, Noida:


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- V S Ramaswamy, N. Namakumari. (2018). Marketing Management. (Fifth, Ed.), McGraw Hill Education, New Delhi, India:
- Michael J. Etzel, Bruce J. Walker, William J. Stanton, Ajay Pandit. (2018). Marketing, 14e ed, McGraw Hill Education, Chennai, India.

Further References:

- Prachi Gupta, Ashita Aggarwal, HufrihMajra, Isaac Jacob, Varsha Jain, Ritu Narang. (2017), Marketing Management-Indian Cases, 1st Edition, Pearson, Chennai.
- Rajan Saxena. (2017). Marketing Management. (Fifth.Ed.), McGraw Hill Education, New Delhi, India.



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Model Question Paper

Roll No. _____

Total Pages: 03

**(June-2023)
MBA Examination
Code MBA - 6105
Marketing Management
Semester-I (CBCS)**

Max. Time: 3 Hour

Max. Marks: 60

The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Note: Attempt five questions in all by selecting one question from each section A, B, C and D. Section - E is compulsory.

Section – A

Q.1 What is marketing? Explain the core marketing concepts and their linkage to one another with suitable example.

Q.2. The ‘Marketing-Mix’ is one of the major concepts in modern marketing. Justify the statement in detail.

(12x1 = 12 Marks)

Section - B

Q.3 Explain the Price-Mix and share the factors or variables which should be keep in the mind of an entrepreneur while formulating marketing strategies with special reference to Indian market.

Or

Q.4 Define distribution channels. Explain the various distribution channels intermediaries in retailing and wholesaling in details.

(12x1 = 12 Marks)

Section - C

Q.5 Define market segmentation. Discuss different types of segmentation strategies and the need of segmenting markets in India.

Or

Q.6 How marketing research helps in organizing and controlling marketing operations? Explain with suitable real-life example.

(12x1 = 12 Marks)

Section – D

Q.7 What do you mean by Green Marketing? How is it related with social and with ethical aspect of marketing?

Or


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Q.8 What are the common strategies practiced by the business organizations for building customer relationships?

(12x1 = 12 Marks)

Section – E

Q.9 Case Study: XYZ Electronics Company's Product Launch

Background:

XYZ Electronics Company is a leading manufacturer of consumer electronics. They are known for their innovative and high-quality products. Recently, the company developed a revolutionary smartwatch with advanced features and capabilities. The management team at XYZ is planning a product launch to create a buzz in the market and generate significant sales.

Product Features:

The smartwatch offers a range of features, including:

Health and Fitness Tracking: It tracks heart rate, steps taken, calories burned, and sleep patterns, providing users with valuable health insights.

Communication and Connectivity: The smartwatch can sync with smartphones, enabling users to receive notifications, make calls, and reply to messages directly from their wrists.

Music and Entertainment: It has built-in music storage and playback capabilities, allowing users to listen to their favorite songs and podcasts without the need for a smartphone.

Customizability: The smartwatch supports interchangeable straps and watch faces, enabling users to personalize their devices according to their preferences.

Product Launch Strategy:

XYZ Electronics Company has decided to adopt a multi-channel marketing strategy for the smartwatch launch. The key components of their marketing plan are as follows:

Online Presence: The company will leverage its website, social media platforms, and online influencers to create excitement and generate pre-launch buzz.

Retail Partnerships: XYZ will collaborate with major retail chains to ensure widespread availability of the smartwatch in physical stores. They will also provide training and promotional materials to the retail staff.

Media Campaign: The company plans to run television and digital ad campaigns to reach a broader audience and showcase the smartwatch's features and benefits.

Influencer Marketing: XYZ will partner with popular tech influencers and celebrities who align with their target audience to endorse the smartwatch and share their experiences.

PR Events: The company will organize exclusive press events and product demonstrations for journalists and industry experts to generate positive media coverage and reviews.

Questions:

- What are the key features of XYZ Electronics Company's smartwatch?
- Describe the multi-channel marketing strategy employed by XYZ for the smartwatch launch.
- How can XYZ Electronics Company measure the success of their product launch? Suggest some key performance indicators (KPIs) they can use.

-End of the Paper-



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MBA-6106 Business Law and Environment							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
4	0	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To provide the student with knowledge of the legal environment in which a consumer and businesses operates.
- To provide the student with knowledge of legal principles.
- To understand the applications of these laws to practical commercial situations.
- To give students an understanding of the various constituents of the local and global business environments.
- To have a critical study of liberalization, privatization and globalization.

Unit I	15 Lectures
Contract Act, 1872: Definition of a Contract and its essentials, Formation of a valid Contract Damages for breach of a contract, Quasi contracts, Contract of Indemnity and Guarantee, Bailment and Pledge, Sales of Good Act, 1930: Meaning and its essentials, Caveat Emptor. Partnership Act, 1932: Definition of Partnership and its essentials, Rights and Duties of Partners: Types of Partners, Minor as a partner, Doctrine of Implied Authority, Registration of Firms, Dissolution of firms.	
Unit II	15 Lectures
Negotiable Instrument Act, 1881: Definition and characteristics, Kinds of negotiable instruments, Promissory Note, Bill of Exchange and Cheques, Crossing of Cheques, Bouncing of Cheques. Companies Act, 2013: Nature and Definition of a Company, Registration and Incorporation, Memorandum of Association, Articles of Association, Prospectus. Winding up of the Company. Consumer Protection Act, 2019: Aims and Objects of the Act, Redressal Machinery under the act, Procedure for complaints under the act, Remedies, Appeals, Enforcement of orders and Penalties. The Information Technology Act, 2000.	
Unit III	15 Lectures
Environmental Scanning: Different Aspects of Business Environment. Salient features of Economic Systems: Capitalist system/Market economy; Socialist system and Mixed Economy, Micro and Macro Environment. Monetary Policy, Fiscal Policies, Industrial Policy, EXIM Policy, FEMA (Foreign Exchange Management Act), Control of Foreign Direct Investment, Role of WTO, IMF and World Bank in global economic development.	
Unit IV	15 Lectures
Liberalization, Privatization and Globalization (LPG), Liberalization and impact on business growth, Aspect of Privatization and impact on business development, Globalization and its effect on Indian business, Enhanced opportunities and Threats of Globalization. Law of Consumer Protection, Law of Environment Protection Act 1986, features. Social Responsibility of Business.	

Course Learning Outcomes (CLOs)

- On completion of this course, learners will be able to: appreciate the relevance of business law to individuals and businesses and the role of law in an economic, political and social context.
- Identify the fundamental legal principles behind contractual agreements.
- Develop critical thinking through the use of law cases.
- Analyze the relationships between Government and business and understand the political, economic, legal and social policies of the country.
- Analyze current economic conditions in developing emerging markets, and evaluate present and future opportunities.

Skill Development Activities:

- Conducting model Group Discussion
- Group Discussion on cases relating to legal business battles in India


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Suggestive Readings:

- Gulshan J.J. - (2009) .Business Law Including Company Law (New Age International Publisher, 13thEdition)
- Maheshwari, S.N. and Maheshwari, S.K. (2011). A Manual of Business Laws, 3rd ed. Himalaya Publishing House.
- Tulsian, P C(2009) , “Business Laws,” Tata Mc Graw Hill, New Delhi
- Kuchhal M.C. - Business Law (Vikas Publication, 4th Edition)
- Avtar Singh - Principles of Mercantile Law (Eastern Book Company, 7th Edition).
- All acts pertaining to Business Law provided by Indian Governance.
- Intellectual property law, Revised and updated, Eastern Law House; 3rd edition (1 December 2020).

Further References:

- Fundamentals of Intellectual Property, Kalyan C. Kankanala, (2017), 3rd Edition, Asia Law House.
- Susan K Sell, Private Power, Public Law: The Globalization of Intellectual Property Rights, Cambridge University Press, 2003.
- Saleem, Shaikh (2010). Business Environment, 2nd edition, Pearson Education.
- S.K.Misra&Puri: Indian Economy (Its Development Experience), Himalaya Publishing House Pvt.Ltd.
- R,uddarDatt& K.P.M. Sundaram(2010) : Indian Economy, S.Chand& Co.
- Mungekar,Nachana&ManoharRao(2011) : Indian Economy in the New Millenium, Himalaya PublishingHouse Pvt. Ltd.
- G.Rama Krishna & A.G. Moss V.Suguna(2009): Economic Reforms in India- Retrospect and Prospect,Himalaya Publishing House Pvt. Ltd.
- M.R. Das: WTO Opportunities and Challenges for Indian Banking, Himalaya Publishing House Pvt. Ltd.
- Misra&Puri: Economic Environment of Business, Himalaya Publishing House Pvt. Ltd
- Gulshan J.J. - (2009) .Business Law Including Company Law (New Age International Publisher, 13thEdition)
- Maheshwari, S.N. and Maheshwari, S.K. (2011). A Manual of Business Laws, 3rd ed. Himalaya Publishing House.
- Tulsian, P C(2009) , “Business Laws,” Tata Mc Graw Hill, New Delhi
- Kuchhal M.C. - Business Law (Vikas Publication, 4th Edition)
- Avtar Singh - Principles of Mercantile Law (Eastern Book Company, 7th Edition).
- All acts pertaining to Business Law provided by Indian Governance.



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Model Question Paper

Roll No. _____

Total Pages: 02

(June-2023)
MBA Examination
Code MBA - 6106
Business Law and Environment
Semester-I (CBCS)

Max. Time: 3 Hour

Max. Marks: 60

The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Note: Attempt five questions in all by selecting one question from each section A, B, C and D. Section-E is compulsory.

Section-A

Q1. Describe the provisions of the Sales of Goods Act, 1930, and its significance in commercial transactions.

Or

Q2. Discuss the concept of contract of indemnity and contract of guarantee. Explain the differences between the two.

(12x1 = 12 Marks)

Section-B

Q3. Define negotiable instruments. What are the essential characteristics of negotiable instruments according to the Negotiable Instrument Act, 1881?

Or

Q4. Describe the process of winding up of a company as per the provisions of the Companies Act, 2013. Outline the different modes of winding up and the role of liquidators.

(12x1 = 12 Marks)

Section-C

Q5. Differentiate between micro and macro environment in the context of business. Give examples of factors that influence each of these environments.

Or


Q6. Describe the main objectives and tools of monetary policy, fiscal policies, and industrial policy. Discuss how these policies can impact the overall business environment and economic development.

(12x1 = 12 Marks)

Section-D

Q7. Describe the main aspects of privatization and its impact on business development. Discuss the advantages and challenges that arise when public sector enterprises are privatized.

Or


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Q8. Describe the key features and objectives of the Environment Protection Act 1986. Explain how this act promotes environmental sustainability and regulates activities that may have adverse impacts on the environment.

(12x1 = 12 Marks)

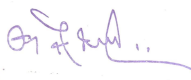
Section-E

Q.9 Write the short note of the following:

- a) Cavet Emptor
- b) Bouncing of cheques
- c) Globalization
- d) EXIM Policy
- e) Foreign Direct Investment
- f) Quasi Contract

(6x2 = 12 Marks)

-End of the Paper-


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UHV-6100 Universal Human Values and Professional Ethics

Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
2	1	0	2	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Note: In each theory paper, nine questions are to be set. The question paper will consist of five sections A, B, C, D & E. Sections A, B, C & D will have two questions of 12 or 8,4 each and section E will consist of six short answer type questions (covering whole syllabus), each of having 02 marks. The candidates will attempt five questions in all, i.e. one question each from the sections A, B, C, D and section E will be the compulsory question.

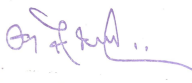
In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and Section-E will cover whole syllabus.

The candidates shall limit their answers precisely within the answer-book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Course Objectives:

- To help students distinguish between values and skills, and understand the need, basic guidelines, content and process of value education.
- To enable the students to imbibe, internalize the values and ethical behavior in the personal and Professional lives.

Unit I: Introduction to Value Education	8 Lectures
Right understanding, Relationship and physical facility (holistic development and the role of education), Understanding value education, Self-exploration as the process for value education, Continuous happiness, and prosperity-the basic human aspirations exploring human consciousness, Happiness and prosperity-current scenario, Method to fulfil the basic human aspirations, Exploring natural acceptance.	
Unit II: Harmony in the Human Being	8 Lectures
Understanding human being as the co-existence of the Self and the Body, Distinguishing between the needs of the Self and the Body, Exploring the difference of needs of Self and Body, The Body as an instrument of the self-understanding, Harmony in the self-program to ensure Self-regulation and Health exploring harmony of Self with the Body.	
Unit III: Harmony in the Family and Society	7 Lectures
Harmony in the family-the basic unit of human interaction, 'Trust'-the foundational value in relationship, Exploring the feeling of trust, 'Respect'-as the right evaluation, Exploring the feeling of respect and other feelings, Justice in human-to-human relationship, Understanding harmony in the society, Vision for the universal human order, Exploring systems to fulfil human goal.	
Unit IV: Concept of Ethics	7 Lectures


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Ethics -definitional aspects, Nature of ethics, Scope of ethics, The philosophical basis of ethics, Family ethics, Ethics at the workplace and professions, Relevance of ethics in society.

Course Learning Outcomes (CLOs)

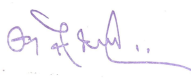
- Students will be able to understand the harmony in nature and existence, and work out their mutually fulfilling participation in nature.
- Students will be able to relate ethical concepts and materials to ethical problems in specific professions and professionalism.
- Students will be made available to aware about the types of ethical challenges.

Suggested Readings:

- R R Gaur, RAsthana, G P Bagaria, TheTextbook A Foundation Course in Human Values and Professional Ethics, 2nd Revised Edition, Excel Books, New Delhi, 2019.
- RRGaur,RAsthana, GPBagaria, TheTeacher’sManual Teachers’ Manual for A Foundation Course in Human Values and ProfessionalEthics,2ndRevisedEdition, Excel Books,New Delhi,2019.
- R.R.Gaur,R.Sangal,G.P.Bhagaria,AFoundationCourseinValueEducation, Excel Books Publisher.

ReferenceBooks

- Ek Parichaya,ANagaraj, Amar Kantak, Jeevan Vidya,Jeevan Vidya Prakashan,1999.
- A.N. Tripathy, 2003, Human Values, A Foundation Course in Human Values and Professional Ethics, New Age International Publishers.
- MohandasKaramchandGandhi, TheStoryofMyExperimentswithTruth.


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Model Question Paper

Roll No. _____

Total Pages: 02

(June-2023)

MBA Examination

UHV-6100

Universal Human Values and Professional Ethics

Semester-I (CBCS)

Max. Time: 3 Hour

Max. Marks: 60

The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Note: Attempt five questions in all by selecting one question from each section A, B, C and D. Section-E is compulsory.

Section A

- 1 Self-exploration is a process of dialogue between 'What you are' and 'What you really want to be'. Explain and illustrate. (12 or 8,4)
- 2 What do you mean by values and human values? Explain the basic guidelines and process for value education? (12 or 8,4)

Section B

- 3 How does the feeling of *Sanyam* ensure health of the body? List two programs of *Sanyam*. (12 or 8,4)
- 4 Distinguish between the needs of self and need of body. The needs of the body are quantitative support your answers with examples. (12 or 8, 4)

Section C

- 5 There are four orders in Nature. How do each other participate in the harmony in the Nature? Give few examples.
- 6 What is the meaning of justice in human relationships? How does it follow from family to world family? (12 or 8, 4)

Section D

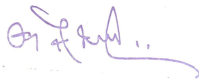
- 7 What do you understand by competence in professional ethics? Give two examples of its implications in Industry.
- 8 What do you mean by competence in professional ethics? Elaborate with examples.

Section E

9. Write short notes on the following:

- (a) Value Education.
- (b) Self-regulation.
- (c) Sensations and preconditioning.
- (d) Happiness and prosperity.
- (e) What do you mean by human relationship?
- (f) How to build trust in the relationship?

(6x2=12)



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2nd Semester

MBA-6201 Financial Management							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
4	0	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To provide the concepts and foundations of managing finance in business enterprises.
- To equip students with tools and techniques for managing financial resources.
- To orient the students regarding financial management practices in Indian companies and Global enterprises.

Unit I	15 Lectures
Concept of Financial management - Meaning and definitions, Scope of Financial Management, finance functions, Financial Goals of a firm, Agency problem, Emerging role of finance manager in India.	
Unit II	15 Lectures
Meaning of Capital Budgeting, significance, principles, capital budgeting proposals, methods of appraising Proposals. Payback period, ARR, IRR, MIRR, NPV, Profitability Index, APV Method, Capital Rationing.	
Unit III	15 Lectures
Sources of Funds: Short term sources, long term sources, Venture Capital: features, stages and types of venture capital. Factors influencing capital structure, Benefit to Owners – EBIT –EPS Analysis, Point of Indifference, Financial Break-even Point, Cost of Capital- Methods of computing cost of capital: Cost of Equity Capital, Cost of Preferred Capital, Cost of Debt Capital, Cost of internally generated funds, Weighted Average Cost of Capital (Theory and Problems), Leverages-Types and Measurement.	
Unit IV	15 Lectures
Concept of working capital, factors determining working capital, Sources of working capital, estimating working capital needs, Managing cash, marketable securities, debtors and inventory Dividend Decisions Meaning, Theory of relevance on Theory of Irrelevance. Walter's Model, Gordon's Model (Theory and Problems) Types of dividends, Bonus Shares, Stock Splits	

Course Learning Outcomes (CLOs)

- Identification of financial challenges faced by a business enterprise,
- Tools and techniques for making financial decisions.
- Financial management practices in corporate sector.

Skill Development Activities:

- Draw an organization chart showing the steps used in financial planning of a company.
- Capital structure analysis of companies in different industries.
- Take a company as example and show how firm borrows money and uses financial leverage.
- Bring out the structure of dividend policy and the factors included in any 5 companies.

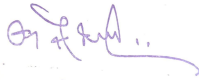
Suggested Readings:

- Corporate Finance – A Focused Approach (2017)-Brigham and Ehrhardt, Edition, Cengage Learning, Sixth Edition
- Corporate Finance (2015)- Jeffrey Jaffe, Prof Stephen A. Ross, Randolph W Westerfield, Bradford D Jordan, Tata McGraw Hill Publication, Eleventh Edition
- Financial Management: Theory & Practices (2015): Prasanna Chandra, Ninth Edition, Tata McGraw Hill Publication, Tenth Edition.

Further References:


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- Study material of the Institute of Chartered Accountants of India (ICAI), The Institute of Cost and Management Accountants of India (ICMAI), and The Institute of Company Secretaries of India (ICSI) – [Freely downloadable from the websites of respective institutions].
- Anand, Manoj (2002), “Corporate Financial Practices in India: A Survey”, Vikalpa, Volume27, Number4.
- Jain and Yadav (2002), “Financial Management Practices in India, Singapore and Thailand”, “Management and Accounting Research”, Volume 3, No. 4, April-June, pp 84-102.
- Ryan and Ryan (2002), “Capital Budgeting Practices of Fortune 1000: How have things changed”, Journal of Business and Management, Volume 8, Number 4.
- Block, Stanley (2005), “Are there differences in capital budgeting procedures between industries? – An Empirical Study”, The Engineering Economist, pp 55-67



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Model Question Paper

Roll No. _____

Total Pages: 02

(June-2023)
MBA Examination
Code MBA - 6201
Financial Management
Semester-I (CBCS)

Max. Time: 3 Hour

Max. Marks: 60

The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Note: Attempt five questions in all by selecting one question from each section A, B, C and D. Section-E is compulsory.

Section-A

Q1. Discuss the scope of financial management in the context of its functions and areas of decision-making. Explain how financial management interacts with other functional areas within a company.

Or

Q2. What is financial planning, and why is it important for organizations? Discuss the process of financial planning and its role in achieving financial objectives.

(12x1 = 12 Marks)

Section-B

Q3. Define capital budgeting and explain its significance in financial decision-making. Discuss why it is crucial for businesses to carefully evaluate and select investment projects.

Or

Q4. Discuss the profitability index and adjusted present value (APV) method as capital budgeting appraisal techniques. Explain their use, advantages, and limitations in evaluating investment opportunities.

(12x1 = 12 Marks)

Section-C

Q5. Can you explain the methods of computing the cost of capital, including the cost of equity capital, cost of preferred capital, cost of debt capital, and cost of internally generated funds?

Or

Q6. How does the EBIT-EPS analysis benefit owners of a company, and how is it conducted?

(12x1 = 12 Marks)

Section-D

Q7. How can a company effectively manage its cash, marketable securities, debtors, and inventory to optimize its working capital position?

Or


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Q8. Explain the theory of relevance and the theory of irrelevance in relation to dividend decisions.

(12x1 = 12 Marks)

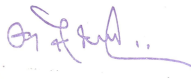
Section-E

Q9. Write short note of the followings:

- a) Who is a financial manager.
- b) Profitability Index.
- c) Venture Capital.
- d) Bonus Share.
- e) Net working Capital.
- f) Point of Indifference.

(6x2 = 12 Marks)

-End of the Paper-


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MBA-6202 Human Resource Management							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	1	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To clarify the character of the special capital – human resource as capital.
- To develop the basic set of methods and techniques needed for managing human resource.
- To learn about basic administrative processes related to human capital management.
- To inculcate in the students an awareness of legal framework within which the business function

Unit I	15 Lectures
Human Resource Philosophy – Changing environments of HRM – Using HRM to attain competitive advantage – Trends in HRM – Organization of HR departments – Line and staff functions – Role of HR Managers-Contemporary issues and practices in HRM, Changing concept of HRM in India and in the globe.	
Unit II	15 Lectures
Nature of job Analysis, job design, Job evaluation, Human resource planning, Demand forecasting, HR supply forecasting, Need for and factors influencing HRP, Career planning, Promotion, transfer, demotion and separation; Employee hiring- Nature of Recruitment, Sources of recruitment-internal and external, Employee selection, process of employee selection.	
Unit III	15 Lectures
Orientation & Training: Orienting the employees, Nature and importance of Training, Methods of training, TNA, Nature of HRD program, Methods of management development and Executive development programs, Development beyond training, Contemporary HRD practices.	
Unit IV	15 Lectures
Methods, Problem and solutions - The appraisal interviews - Performance appraisal in practice. Managing careers: Career planning and development - Managing promotions, demotion, transfers and separation. Industry Relations Employer, Employee, Rights of an Employee at Work Place. HR Policy- Meaning and Its Importance. Legal Issues Related to HR in the Organization. Compensation Act, 1923-The Workmen's Compensation Act, 1923- Introduction, Main Features of the Act, Definitions, Provisions Under the Act.	

Course Learning Outcomes (CLOs)

- Know new trends in human resource management.
- Understand the work, competencies tasks and organization of Human Resource Specialist.
- Know basic processes related to Human Resource Management Skills:
- Assess the human capital potential assessment and planning.


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Skill Development Activities:

- Conducting model role play
- A write up on HRM at an organization- Split the class into teams with two members. Each team must choose one organization in any industry. They must write a report on the HR department at the organization and the HR practices there.

Suggested Readings:

- Gary Dessler & Biju Varkkey (2018). Human Resource Management, Pearson Education India, Fifteen Edition.
- Robbins & DeCenzo (2017). Personnel/Human Resource Management, Prentice Hall. Latest Edition, Third Edition

- V.S.P. Rao and C.B. Mamoria (2012), “Personal Management (Text and Cases)”, Himalaya Publications, Thirtieth Edition.

Further References:

- Snell and Bohlander, Human Resource Management, South-Western Cengage Learning. ,Indian Edition, (2019) Latest edition.
- Uday Kumar Haldar and Juthika Sankar, Human Resource Management. Oxford HigherEducation, 2013, Single Edition
- K. Aswathappa, Human Resource Management, McGraw Hill Education Seventh Edition.
- K. R. Bulchandani, Business Laws for management, Latest Edition, Himalaya PublishingHouse, Bombay, (2020), Eight Edition.



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Model Question Paper

Roll No. _____

Total Pages: 03

**(June-2023)
MBA Examination
Code MBA - 6203
Human Resource Management
Semester-II (CBCS)**

Max. Time: 3 Hour

Max. Marks: 60

The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Note: Attempt five questions in all by selecting one question from each section A, B, C and D. Section - E is compulsory.

SECTION – A

Q.1 What do you mean by Human Resource Management? Various Functions performed by HR Manager in an Organization.

Or

Q.2 Who is a HR manager? Explain briefly about the contemporary issues in the field of HR.

(12x1 = 12 Marks)

SECTION - B

Q.3 What is Human Capital Planning? Give an overview of the Human Capital Planning in an industrial enterprise.

Or

Q.4 What is meant by recruitment? How does it differ from selection? What steps are involved in the selection procedure? Explain them briefly.

(12x1 = 12 Marks)

SECTION - C

Q.5 Define training and the advantages of training to the employees and the organization. Explain the essential steps of a good training program.

Or

Q.6 What do you mean by Human Resource Development? What are the trending methods of management development and executive development programs in the field of human resource?

(12x1 = 12 Marks)


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SECTION – D

Q.7 What do you mean by Performance Appraisal? Discuss its benefits to an industrial organization.

Or

Q.8 What do you mean by internal resources of requirement? Explain about transfer and promotion in details.

(12x1 = 12 Marks)

SECTION – E

Q.9 Case Study: Talent Retention Strategies at ABC Corporation

Background:

ABC Corporation is a global technology company that operates in a highly competitive industry. Over the past year, the company has experienced a significant increase in employee turnover, especially among its top-performing talent. The management team is concerned about this trend and wants to develop effective talent retention strategies to address the issue.

Challenges:

ABC Corporation faces several challenges in retaining its top talent:

Intense Competition: The company operates in a highly competitive industry where skilled professionals are in high demand. Competitors often offer attractive compensation packages and career growth opportunities, making it challenging for ABC Corporation to retain its talent.

Lack of Development Opportunities: Employees have expressed concerns about the limited opportunities for career development and growth within the organization. This has led to a sense of stagnation and decreased motivation among high-performing employees.

Work-Life Balance: Some employees have reported difficulties in maintaining a healthy work-life balance due to high workload and demanding deadlines. This has resulted in increased stress and burnout, leading to a higher turnover rate.

Talent Retention Strategies:

To address the talent retention challenges, ABC Corporation has implemented the following strategies:

Competitive Compensation and Benefits: The company has revised its compensation structure to ensure it remains competitive in the market. They offer attractive salary packages, performance-based bonuses, and comprehensive benefits to retain top talent.

Career Development Programs: ABC Corporation has introduced various career development initiatives, such as mentorship programs, training workshops, and educational assistance. These programs aim to provide employees with opportunities for skill enhancement and career progression within the organization.

Work-Life Balance Initiatives: The company has implemented policies and programs to promote work-life balance. This includes flexible work schedules, remote work options, and wellness programs to support employee well-being and reduce stress levels.

Questions:

- What are the main challenges faced by ABC Corporation in retaining its top talent?
- Describe the talent retention strategies implemented by ABC Corporation.
- How can ABC Corporation assess the effectiveness of their talent retention strategies? Suggest some key metrics they can use to measure retention and employee satisfaction.


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(4x3 = 12 Marks)

-End of the Paper-

MBA-6203 Business Research Methods							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	1	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To understand the concepts, tools and terminologies used in research world.
- To identify the methods best suited for investigating different types of problems and questions.
- To construct research questions that are based on and build upon a critical appraisal of existing research.
- To develop a research design and analysis the results to provide suggestions based on research findings.

Unit I	15 Lectures
Business Research: Meaning, Objectives, Purpose, types, scope and significance of research in business and industry. Criteria for Good research, Ethics in research. Research Process - Steps in research, identification and formulation of research problem, extensive literature review, Research gap, statement of the problem, need for the study, types of research. Deductive and inductive logic.	
Unit II	15 Lectures
Formulation of Research Problem and Hypothesis: Identifying and formulating research problem, Setting of research objectives, Doing review of literature. Hypothesis– Meaning, Purpose, Sources, characteristics of hypotheses, types of hypotheses, Formulation of hypothesis. Data Collection concepts: Sample design, steps in sampling process, sampling methods – probability Sampling and non-probability sampling, sampling error, Criteria for good sample, determining sample size (infinite and finite). Meaning of Primary and Secondary data, Primary data collection methods - observations, survey, interview and Questionnaire, Qualitative Techniques of data collection, Questionnaire design: Meaning Process of designing questionnaire. Secondary data Sources – advantages and disadvantages.	
Unit III	15 Lectures
Measurement and Scaling Techniques: Types of Scales: Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert's Scale, Semantic Differential Scale, Thurstone scale, Multi-Dimensional Scaling. Case Study as per the chapter needs. Data Analysis: Data processing – Editing, coding, tabulation, normality and validity test, pictorial and graphical presentation of Data, Parametric and non-parametric test, Chi-square, t- test, ANOVA, Correlation and Regression.	
Unit IV	15 Lectures
Report Writing and Presentation of Results: Types of report - Research proposal, research report. Format of a report-Layout, Precautions. Citation and referencing, Research presentation. Introduction and Application to Business Analytics: Evolution of Business Analytics, Business Analytics Process, Business Analytics Architecture and Framework. Analytics in Business Support Functions, Analytics in Industries – Sports Analytics, Social Media Analytics, Social Networking Analytics.	

Course Learning Outcomes (CLOs)

- Demonstrate ability to understand different research terminologies.
- Identify research problems and questions.
- Develop methodology for research problems.
- Analyse data required for business decision-making.
- Propose suggestions based on the findings from the research.
- Apply Data visualization for exploratory analysis and communicate effectively to diverse audience.

Skill Development Activities:

- Identify research problem and collect relevant literatures for data analysis.
- Write the research design by using exploratory and descriptive research methods.


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- Conduct Market survey and to investigate consumer perception towards any FMCG and to conduct the data analysis and submit a small report.

Suggested Readings:

- William G. Zikmund, Barry J. Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin. (2019). Business Research Methods., Delhi: Cengage Learning India Pvt. Ltd, Eight Edition
- Kothari, C. R. (2019). Research Methodology Methods & Techniques. New Delhi: Vishwa Prakashan, Fourth Edition
- Naresh K. Malhotra and Satyabhusan Das (2019). Marketing Research: An Applied Orientation | Seventh Edition | By Pearson Publication
- R N Prasad and Seema Acharya (2018), "Fundamentals of Business Analytics", Second Edition, Wiley India Pvt. Ltd

References:

- Bryman, Alan and Bell, Emma (2018), Business Research Methods, Oxford University Press. Third Edition
- Chawla, D. & Sondhi, N. (2017). Research Methodology: Concepts and cases. New Delhi:Vikas Publishing House, Second Edition.
- Gupta, S. L and Gupta, Hitesh (2017), Business Research Methods, McGraw Hill Education(India) Private Limited, New Delhi, 1st Edition
- Krishnaswami, O., &Ranganatham, M. (2013). Methodology of Research in Social Sciences. Mumbai: Himalaya Publishing House, Second Edition


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Model Question Paper

Roll No. _____

Total Pages: 02

(June-2023)
MBA Examination
Code MBA - 6205
Business Research Methods
Semester-II (CBCS)

Max. Time: 3 Hour

Max. Marks: 60

The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Note: Attempt five questions in all by selecting one question from each section A, B, C and D. Section - E is compulsory.

SECTION – A

Q.1 What is research? Briefly describe the different steps involved in a research process.

Or

Q.2 Discuss the research, its objectives, scope and further elaborate about the significance of review of literature in a study with suitable example.

(12x1 = 12 Marks)

SECTION - B

Q.3 How do you define a research problem? Give three examples to illustrate your answer.

Or

Q.4 What is a Hypothesis? What characteristics it must possess in order to be a good research hypothesis?

(12x1 = 12 Marks)

SECTION - C

Q.5 What do you mean of measurement in research? What difference does it make whether we measure in terms of nominal, ordinal, interval and ratio scale? Explain by giving examples.

Or

Q.6 What do you mean by tabulation? Explain about the various types of the tables and the parts of a table in details.

(12x1 = 12 Marks)

SECTION – D

Q.7 Enumerate in brief the mechanism of report writing and state the precaution to be taken while report writing.

Or


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Q.8 Define Research Proposal. Discuss its elements. How a researcher draft and evaluate a research proposal?

(12x1 = 12 Marks)

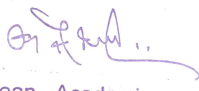
SECTION – E

Q.9 Write short note on the following:

- a) Pilot Survey.
- b) Ex post facto Research.
- c) Chi-Square test as 'Goodness of fit'.
- d) Sampling.
- e) Editing.
- f) Statistic.

(2x6 = 12 Marks)

-End of the Paper-


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IKS-6200 Indian Knowledge System

Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		C	Internal Assessment	End Semester Examination	
2	1	0	2	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Note: In each theory paper, nine questions are to be set. The question paper will consist of five sections A, B, C, D & E. Sections A, B, C & D will have two questions of 12 or 8,4 each and section E will consist of six short answer type questions (covering whole syllabus), each of having 02 marks. The candidates will attempt five questions in all, i.e., one question each from the sections A, B, C, D and section E will be the compulsory question.

In the question paper, the questions available in sections A, B, C and D will be covered from Unit-I, Unit-II, Unit-III and Unit-IV respectively and Section-E will cover whole syllabus.

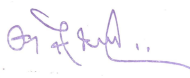
The candidates shall limit their answers precisely within the answer-book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Course Objectives:

- To equip the students with the knowledge and understanding related to Indian knowledge systems, origin, evolution and the approaches used in ancient and modern times.
- To promote the youths to do research in the various fields of Bhāratīya knowledge system.

Unit I: Bhāratīya Civilization and Development of Knowledge System	8 Lectures
Genesis of the land, On the trail of the Lost River, Discovery of the Saraswatī River, The Saraswatī-Sindhu civilization, Traditional knowledge system, The introduction to Vedas, Main Schools of Philosophy (6+3), Ancient education system, The Takṣaśilā University, The Nālandā University, Alumni, Knowledge export from Bhārata.	
Unit II: Arts, Literature and Scholars	8 Lectures
Art, Music, and Dance, Naṭarāja– A masterpiece of Bhāratīya Art, Literature, Life and works of Agastya, Lopāmudrā, Ghoṣā, Vālmīki, Patañjali, Vedavyāsa, Yājñavalkya, Gārgī, Maitreyī, Bodhāyana, Caraka, Suśruta, Jīvaka, Kaṇāda, Patañjali, Kauṭīlya, Pāṇini, Thiruvalluvar, Āryabhaṭa, Varāhamihira, Bhāskarācārya, Mādhavācārya.	
Unit III: Engineering, Science and Management	8 Lectures
Engineering, science and technology in the Vedic Age, Post-Vedic period and Saraswatī-Sindhu civilization, Concept of matter, life and universe, BhāratīyaKāla-gaṇanā, Concepts of Zero, Pi and number system, Vedic Mathematics, Āyurveda, Astronomy in India, Agriculture in India, Water Management in India, Trades in Ancient India, Seals, Coins and Marine Technology.	
Unit IV: Cultural Heritage and Indian Traditional Practices	6 Lectures
Temple architecture in ancient India, Sculptures, Theatre, Drama and Martial arts traditions, Fairs and festivals, Yoga, Integrated approach to healthcare, Approaches and strategies to the protection and conservation of environment.	

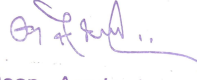
Course Learning Outcomes (CLOs)


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- The students will be able to understand and appreciate the rich heritage that resides in our traditions.
- The students will be able to improve mindfulness and more maturity leading to an effective process of learning.
- The students will be able to create awareness amongst the youths about the true history and rich culture of the country.

Suggested Readings:

- Bhag Chand Chauhan, IKS: The Knowledge of Bharata, Garuda Prakashan, 2023.
- Pradeep Kohle et. Al. Pride of India- A Glimpse of India's Scientific Heritage edited by Sanskrit Bharati, 2006.
- Keshav Dev Verma, Vedic Physics, Motilal Banarsidass Publishers, 2012.
- Suresh Soni, India's Glorious Scientific Tradition, Ocean Books Pvt. Ltd., 2010.
- Sibaji Raha, et al, History of Science in India Volume-1, Part-I, Part-II, Volume VIII, National Academy of Sciences, India and The Ramkrishna Mission Institute of Culture, Kolkata, 2014.



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Model Question Paper

Roll No. _____

Total Pages: 02

(June-2023)
MBA Examination
MBA- 6200
Indian Knowledge System
Semester-I (CBCS)

Max. Time: 3 Hour

Max. Marks: 60

The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Note: Attempt five questions in all by selecting one question from each section A, B, C and D. Section-E is compulsory.

Section A

1. What are Vedas? How many types of Vedas? Explain.
2. What was the ancient system of education in India?

(12 or 8, 4)

Section B

3. Write a short note on the Life and works of Agastya.
4. Write a short note on:
 - (1) Āryabhata
 - (2) Kauṭilya

(12 or 8, 4)

Section C

5. What was the science and technology during the Vedic period?
6. Write a brief note on the trading communities in ancient India?

(12 or 8, 4)

Section D

7. Explain briefly on Temple architecture in ancient India.
8. Write a short note on:


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(a) Fairs and festivals in India

(b) Yoga

(12 or 8, 4)

Section E

9.(a) Which of the following Vedic literature contains Gayatri Mantra?

(b) What is Agastya Rishi famous for?


(c) Who invented Zero?

(d) How important are Aryabhata's discoveries to the modern world?

(e) Agriculture in ancient India.

(f) Who destroyed Takshila University?

(6×2=12)



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MBA-6211 Security Analysis and Portfolio Management							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	1	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To provide knowledge and skill in identifying various investment alternatives and choosing the suitable alternatives.
- To orient on the procedures and formalities involved in investing.
- To train the learners on portfolio construction and management

Unit I	15 Lectures
Concept and objectives of investment, Difference between Investment and Speculation, Investment and Gambling, Meaning of Investment Management, Investment Management Process, Investment Alternatives, Features of Investment Avenues Risk and Return: Concept of Risk, Components of Investment Risk, Measurement of Risk through Standard Deviation, Regression Equation, Covariance, Concept of Return, Relationship between Risk and Return. Introduction to Indian Stock Market: BSE, NSE	
Unit II	15 Lectures
Fundamental Analysis: Macro-Economic Analysis, Forecasting, Industry Analysis, Sensitivity of Business Cycle, Industry Life Cycle Analysis. Company Analysis: Meaning of Company Analysis, Strategy Analysis, Accounting Analysis, Financial Analysis, and Estimation of Intrinsic Value. Technical Analysis: Meaning, Difference between Technical and Fundamental Analysis, Assumptions, Tools, Dow Theory, Testing Technical Trading Rules, Evaluation of Technical Analysis.	
Unit III	15 Lectures
Portfolio Theory: Merits of Diversification: Diversification and Portfolio Risk, Portfolio Return and Risk, Calculation of Portfolio Risk, Efficient Frontier for two securities, Efficient Frontier for securities, Optimal Portfolio. Portfolio Analysis: Concept of Traditional and Modern Portfolio Analysis, Markowitz Theory, Single Index Model, Beta Generation in Efficient Frontier, Interactive Risk through Covariance, Sharpe's Model.	
Unit IV	15 Lectures
Concept of Portfolio Selection, Efficient Frontier and Portfolio Selection, Role of Beta and its concept, Capital Market Theory, CAPM, SML Arbitrage Pricing Theory. Portfolio Revision: Meaning, Need, Techniques of Portfolio Revision, Formula Plans, Rules Regarding Formula Plans, Constant Rupee Value Plan, Constant Ratio Plan, Variable Ratio Plan, Modifications, Rupee Averaging Technique.	


Course Learning Outcomes (CLOs)

- This course will equip the students with required skills of Investment decisions and actions.
- Identifying investment alternatives
- Choosing the best / suitable alternatives.
- How to construct a portfolio
- Portfolio management

Skill Development Activities

- Administering 'Risk Measurement Tools' and identifying the type of risk takers of at least 5 individuals.
- Perform Fundamental Analysis and identify at least 5 stocks suitable for long-term investment
- Perform Technical Analysis and identify at least 5 stocks for short-term investment
- Construct Portfolio of selected stocks using Sharpe's Model or CAPM
- Identify and suggest at least 5 Mutual Funds suitable Mutual Funds, on the basis of different parameters

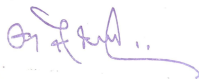
Suggestive Readings:


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- Charles P. Jones (2007); “Investments Analysis and Management”, Wiley, 9th Edition
- Punithavathy Pandian, (2007); “Security Analysis and Portfolio Management”, Vikas Publishing House Private Limited, Fifth Reprint Edition.
- Reily and Brown (2007); “Investment Analysis and Portfolio Management”, Thomson South Western, 8th Edition, First Indian Reprint.
- Fischer, E Donald and Jordan, J Ronald (2005); “Security Analysis and Portfolio Management”, Prentice Hall of India Private Ltd., 6th Edition.

Further References

- Haugen Robert (2003); “Modern Investment Theory”, Pearson Education, 5th Edition.
- Bhalla, V.K. (2006); “Investment Management”, S. Chand; 12th Edition.
- Hirschey and Nofsinger (2008); “Investments – Analysis and Behaviour”, Tata McGraw Hill Publishing Company Limited, Special Indian Edition.
- Avadhani V.A (2006), “Securities Analysis and Portfolio Management”, Himalaya Publishing House, Eighth Revised Edition.
- Sharpe, Alexander and Bailey (1996); “Investments”, Prentice Hall of India Private Limited, 5th Edition.
- Kevin (2008); “Security Analysis and Portfolio Management”, Prentice Hall of India Private Limited, First Reprint Edition.



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Model Question Paper

Roll No. _____

Total Pages: 02

(June-2023)
MBA Examination
Code MBA - 6211
Security Analysis and Portfolio Management
Semester-II (CBCS)

Max. Time: 3 Hour

Max. Marks: 60

The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Note: Attempt five questions in all by selecting one question from each section A, B, C and D. Section-E is compulsory.

Section – A

Q1. what do you mean by Investment Avenues? Explain the various Avenues of Investment?

or

Q2.“Higher the return higher will be risk”. In this context discuss the various risks associated with portfolio planning.

(12x1 = 12 Marks)

Section - B

Q.3 What is meant by fundamental analysis? Discuss economic and company fundamental analysis in detail.

Or

Q 4. Discuss the various types of indicators used in technical analysis.

(12x1 = 12 Marks)

Section - C

Q.5 What do you mean by Portfolio Risk? What are the causes of Risk? Discuss various types of risk.

Or

Q.6 Discuss the concept of traditional and modern portfolio analysis in brief.

(12x1 = 12 Marks)

Section – D

Q.7 State the assumptions made in capital Assets Pricing Model. What are the uses and limitation of this model?

Or

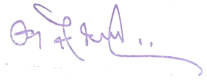
Q.8 How does the risk tolerance of an investor impact portfolio selection? Discuss the relationship between risk and return in the context of portfolio management.

(12x1 = 12 Marks)


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Section – E**Q.9 Write the short note of the following:**

- a. Dow Theory
- b. Industrial Life Cycle
- c. BSE and NSE
- d. Variable Ratio Plan
- e. Security Market Line
- f. Investment and Gambling

(6x2 = 12 Marks)**-End of the Paper-**

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MBA-6212 Indian Financial System							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
4	0	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To provide an insight into the functioning of Indian financial system.
- To make students understand the various components of the financial system, the inter-relationship among different components and the impact on business enterprise.

Unit I	15 Lectures
Overview of Financial system: Indian Financial System – Features, Constituents of Financial System – Financial Institutions, Financial Services, Financial Markets and Financial Instruments. Regulatory Bodies in Indian Financial System: Reserve Bank of India: Organization, Management and Objectives of RBI, Credit Creation & Credit Control, Monetary Policy Security Exchange Board of India: Organization, Management, Functions and Objectives of SEBI, Regulations & Guidelines of Security Market. Insurance Regulatory and Development Authority: Duties, Powers and Functions of IRDA.	
Unit II	15 Lectures
Financial Institutions: Financial Goals; Role of Development Banks in Industrial Financing in India; Objectives and Functions of Different Financial Institutions in India Like IFCI, ICICI, IDBI, UTI, LIC. Non-Banking Financial Institutions: Meaning, Registration, Principal Business of NBFCs, Structure, Supervision, RBI Measures for NBFCs. Financial services: Concept, Functions, Characteristics, Merchant Banking, Credit Rating, Mutual Funds in India: Structure, Types, Advantages, Regulations and Supervision of Mutual Funds.	
Unit III	15 Lectures
Introduction to Financial Markets: Money Market: Structure of Indian Money Market, Functions. Capital Market: Structure of Indian Capital Market, Functions, Primary and Secondary Market. Foreign Exchange Market: Introduction, Exchange Rate Management, Forex Market.	
Unit IV	15 Lectures
Stock Exchange: Meaning and definition, Role and Functions, Stock Exchange Operations: E trading and Demat Services Profile of Indian Stock Exchanges, Listing, Trading. Online Financial Services: E-Banking, Plastic Money, Venture Capital: Meaning, Functions, Its role as a source of finance.	

Course Learning Outcomes (CLOs)

- Identify and explain the roles and functions of regulatory bodies in the Indian financial system, such as the Reserve Bank of India (RBI), the Securities and Exchange Board of India (SEBI), and the Insurance Regulatory and Development Authority (IRDA).
- Understand the concept of financial services, including merchant banking, credit rating, and mutual funds in India.
- Describe the structure, types, advantages, and regulations governing mutual funds in India.
- Understand the foreign exchange market, including its role in currency exchange and managing exchange rates.
- Define stock exchange and explain its role and functions in facilitating the trading of securities.
- Understand the operations of stock exchanges, including the introduction of e-trading and demat services.

Skill Development Activities

- Identifying the organisation structure, functions and who's who of select 3 financial institutions.
- Writing a commentary on the latest measures and policies of the Reserve Bank of India
- Preparing a list of money-market and capital market instruments and identifying the pros and cons of each of them
- Identifying the financial services offered by 1 bank and 1 financial institution and listing the features of all the services.
- Writing a report on the trading activities and modus operandi of BSE / NSE.


Suggestive Readings


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- Guruswamy, S, “Indian Financial System”, McGraw Hill Companies
- L.M. Bhole, “Financial Institutions & Markets, Tata McGraw Hill, New Delhi.
- Khan, M.Y, “Indian Financial System”, The McGraw Hill Companies.
- Sharma, Meera, “Management of Financial Institutions”, Eastern Economy Edition.
- Bhole and Mahakud, “Financial Institutions and Markets – Structure, Growth and Innovations”, The McGraw Hill Companies
- Guruswamy, S, “Financial Services and System”, McGraw Hill Companies
- Edminister. R.O, Financial Institutions, Markets & Management, McGraw Hill, New York, 1986.
- Karkal G.C, Unorganised money markets in India, Lalwani, Bombay.
- Khan. M.Y, Indian Financial System, Vikas
- H.R Machiraju, Indian Financial System, Vikas Pub. House.
- E.Gorden & K. Nataraj, Financial Markets and Services, Himalaya Publishing house

Further References

- ICWA, Financial Services, ICAI, Publication.
- G.S. Patel, Capital Market, Functioning and Trends, ICAI Publication.
- J.N. Dhonkar, A Treatise on Merchant Banking, Skylark Pub. Delhi.
- Vindo Kothari, Leasing, Hirepurchase and Consumer Credit, Wadhwa and Company.
- SEBI Guidelines issued from time to time.
- K. Sriram, Handbook of Leasing, Hire Purchasing and Factor, ICAI Publications.
- Gledstone, Venture Capital Investing, NY, Prentice Hall.
- Smith P.F., Money and Financial Intermediation, The Theory and Structure of Financial Systems, Prentice Hall, New Jersey


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Model Question Paper

Roll No. _____

Total Pages: 03

**(June-2023)
MBA Examination
Code MBA - 6212
Indian Financial System
Semester-II (CBCS)**

Max. Time: 3 Hour

Max. Marks: 60

The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Note: Attempt five questions in all by selecting one question from each section A, B, C and D. Section - E is compulsory.

SECTION – A

Q.1 What do you mean by Indian Financial System and its constituents? Elaborate.

Or

Q.2 Explain briefly about the Regulatory Bodies in the Indian financial System. Describe the organization set up of RBI and its functions in detail.

(12x1 = 12 Marks)

SECTION - B

Q.3 What do you mean by Financial Institutions, explain their special characteristics? Discuss about the Industrial Finance Corporation of India in detail.

Or

Q.4 Explain about the structure of NBFCs in India and RBI measures towards them.

(12x1 = 12 Marks)

SECTION - C

Q.5 What do you mean by the term 'Money Market'? Explain about its instruments and functions in details.

Or

Q.6 What do you mean by Mutual Funds? Discuss the various types of Mutual Funds and their prevalent regulations in India.

(12x1 = 12 Marks)

SECTION – D

Q.7 Role of stock exchanges in an economy. Explain in detail about the listing procedure of securities of a corporate entity in a stock exchange.

Or


Q.8 What are the services provided by a stock exchange? What are the distinctive features of stock markets in India?


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SECTION – E**Q.9 Write short note on the following:**

- a) Development Banks.
- b) Forex Market.
- c) Credit Rating.
- d) Merchant Banking.
- e) E-Banking.
- f) Capital Market.

(2x6 = 12 Marks)

-End of the Paper-

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MBA-6221 Advertising and Sales Management							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
3	1	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

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

Unit I	15 Lectures
Nature and scope and functions of Advertising, Classification of Advertising, Advertising as an element of Marketing Mix, Advertising as a Tool of Communication, Setting Advertising Objectives Behavioural Dynamics: The DAGMAR Approach, Hierarchy of Effects Model, New Adopter Model, AIDA Model; Developing Segmentation and Positioning Strategies for Advertising – Segmenting on the Basis of Usage Patterns and Commitment Level, Segmenting Business Markets, Formulating Positioning Strategy, Benefit Positioning, User Positioning and Competitive Positioning Advertising and Product Life Cycle: Ethical Aspects of Advertising – Misleading Advertising, Deceptive Advertising and Shock Advertising; Economic Effects and Legal Aspects of Advertising.	
Unit II	15 Lectures
Managing an Advertising Program Message Structure – Appeals, Copy, Layout Advertising Media – Media Planning, Media Selection and Scheduling Measuring Advertising Effectiveness – Pre-testing and Post-testing copy Advertising Budget – Top-Down Methods: Affordable Method, Percentage of Sales Method, Competitive Parity Method; Build-up Approach: Objective and Task Method. Advertising Agencies – Types, Role and Functions; Social and Cultural Consequences of Advertising – Advertising and Stereotyping.	
Unit III	15 Lectures
Sales Management Nature and Scope of Sales Management, Personal Selling Objectives Sales Force Organization – Nature and Types; Sales Force Recruitment – Process and Sources; Sales Force Selection Process.	
Unit IV	15 Lectures
Managing Sales Training Programs – Need and Objectives; Motivating Sales Personnel – Significance, Financial and Non-Financial Reward System, Sales Meetings and Sales Contests; Designing Sales Territories and Sales Quotas International Global Advertising.	

Course Learning Outcomes (CLOs)

- Understand the process and theories of personal selling.
- Application sales concepts while forecasting sales and designing territories.
- Develop skills to be an effective sale executive.
- Designing a conflict free distribution channel system
- Effective Advertising Planning.


Skill Development Activities:

- Conducting model Group Discussion.
- Advertisement creation activity.
- Practice personal selling.
- Live advertisement showcase for different purpose of ads.


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Suggested Readings:

- Belch, George E. and Belch, Michael A.(2011). “Advertising and Promotion”, Tata McGraw Hill, 7th Edition
- Guinn, Allen, Chris T., Semenik, Richard J.(2009) “Advertising & Integrated Brand Promotion”, Thomson – South Western, 4th Edition.
- Still, R. R. & Cundiff, E. W., Govoni, N. A. P. (2009). Sales Management. 5th Edition Pearson Education, New Delhi
- Rosenbloom, Bert (2007) Marketing Channels: A Management View, 7th Edition, Cengage Learning, New Delhi.
- Jobber , David and Lancaster, Geoffery (2009), Selling and Sales Management, 7th Edition, Pearson Education, New Delhi
- Tanner Jr., J.F., Honeycutt Jr., E.D. and Erffmeyer, R.C. (2011), Sales Management:, Pearson Education, New Delhi



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Model Question Paper

Roll No. _____

Total Pages: 02

(June-2023)

MBA Examination

Code MBA - 6221

Advertising and Sales Management

Semester-I (CBCS)

Max. Time: 3 Hour

Max. Marks: 60

The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Note: Attempt five questions in all by selecting one question from each section A, B, C and D. Section-E is compulsory.

Section – A

Q1.How segmentation and positioning strategies for advertising can be developed?

Or

Q2. Why is ethics and social responsibilities are important in advertising

(12x1 = 12 Marks)

Section - B

Q.3 What do you mean by advertising? Give classification of advertising along with planning for media in advertising.

Or

Q.4 What is advertising Media? Write about media selection and scheduling.

(12x1 = 12 Marks)

Section - C

Q.5 Explain sales force can be organized? What is nature and types of sales force organization?

Or

Q.6 Discuss the role of psychological testing in the selection process for salespeople.

(12x1 = 12 Marks)

Section – D

Q.7 What are sales meetings and sales contests? How they are beneficial for an organization? Explain with the help of suitable example.

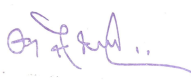
Or

Q.8 Define Success of Sales Activity is largely dependent upon good Salesmen - Discuss in the context of Sales Training.

(12x1 = 12 Marks)

Section – E**Q.9 Write the short note of the following:**

- A. DAGMAR
- B. Product Life Cycle
- C. Competitive Positioning
- D. Sales Territories
- E. Stereotyping.
- F. Pre-testing and Post-testing copy

(6x2 = 12 Marks)**-End of the Paper-**

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MBA-6222 Consumer Behaviour							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
4	0	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To gain clear understanding of the factors that shape consumer Behaviour.
- To understand various theoretical models of consumer Behaviour.
- To gain a perspective on consumer Behaviour research and some important tools and techniques used.

Unit I	15 Lectures
Introduction To Consumer Behaviour: Introduction: The Scope and importance of consumer Behaviour, Concept, diversity of consumer Behaviour, Characteristics of Indian Consumers. Individual determinants of Consumer Behaviour, Motivation, Personality and Self Concept, Consumer Perception, Consumer Learning, Consumer Attitude Formation and Change.	
Unit II	15 Lectures
Individual & Group Behaviour: Influences on the Consumer: Consumer needs, motives - positive and negative motivation - rational versus emotional motives. Consumer relevant reference groups - opinion leaders - family decision making and consumption related roles - family life cycle - social class and consumer Behaviour - influence of culture on consumer Behaviour- cross cultural context. Diffusion of innovations: the diffusion and adoption process - consumer innovativeness and personality traits.	
Unit III	15 Lectures
Consumer Decision Making and Consumer Satisfaction Models: Consumer decision making: Models of consumer decision making - Engle-Kollatt Blackwell model, Howard-Sheth Model, Bettman's Model, HCB Model. Concept of involvement, extensive/limited problem solving – routinized responsive Behaviour. Post purchase Behaviour: Consumer satisfaction concept & Models – Expectancy Disconfirmation, Desires Congruency Model, Equity Theory, Attribution Theory, Cognitive dissonance, Consumer delight, consumer complaint Behaviour.	
Unit IV	15 Lectures
Consumerism and Organizational Influences on Buying Behaviour Consumerism: Evolution of consumer society. Definition of consumerism, buyers & sellers rights, effects of consumerism. Organizational Buying: Concept & comparison with Consumer buying, Economic Influence; Political Influence; Legal Influence; Supplier's Influence; Technology Influence; Customer Influence; Government Influence; Labour Influence, Analyzing Buyers' strengths & Negotiation Capabilities. Buying Roles; Market Response: The Buy Grid Model; The Organizational Buying Decision Process; Buying Tasks; Interpersonal Influencing in Organizational Buying.	

Course Learning Outcomes (CLOs)

- At the end of this course, students will be able to appreciate the importance of understanding consumer Behaviour for marketing success, understand the various factors shaping consumer Behaviour and choice, be able to conduct exploratory research in consumer Behaviour and be able to use understanding of consumer Behaviour in making marketing plans.

Suggested Readings:


- Debraj Datta and Mahua Datta. 1ST edition (2011). Consumer Behavior and Advertising Management. Vrinda Publication Pvt Ltd.
- K Rama Mohana Rao. 2nd edition (2011). Services Marketing. Pearson Education India.
- S.Sumathi and P. Saravanel.. (2017). Marketing Research and Consumer Behavior. Vikas Publishing House Pvt Ltd.

References:

- Rama Bijapurkar. (2013). We are like that only. Penguin India.


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- Matinkhan. (2007). Consumer Behavior and Advertising Management new age publishers.
- Conner Acevedo. (2018). Consumer Behavior and Advertising Management. ED- TECH press.



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Model Question Paper

Roll No. _____

Total Pages: 02

(June-2023)
MBA Examination
Code MBA - 6222
Consumer Behavior
Semester-I (CBCS)

Max. Time: 3 Hour

Max. Marks: 60

The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Note: Attempt five questions in all by selecting one question from each section A, B, C and D. Section-E is compulsory.

Section-A

Q1. Discuss the role of consumer perception, learning, and attitude formation in shaping consumer behavior and their impact on marketing strategies.

Or

Q2. What is the scope and importance of consumer behavior in understanding market dynamics and developing effective marketing strategies?

(12x1 = 12 Marks)

Section-B

Q3. How do consumer needs and motives drive consumer behavior, and what is the difference between positive and negative motivation? How do rational and emotional motives impact consumer decision-making?

Or

Q4. Explain the diffusion of innovations process and its impact on consumer behavior. How does consumer innovativeness and personality traits influence the adoption and diffusion of new products or ideas?

(12x1 = 12 Marks)

Section-C

Q5. Describe the Engle-Kollatt Blackwell model, Howard-Sheth model, Bettman's model, and HCB model as frameworks for understanding consumer decision-making processes. What are the key components and stages of each model?

Or

Q6. Describe the role of post-purchase behavior in consumer decision-making. How does the post-purchase experience influence future purchase decisions and consumer loyalty?

(12x1 = 12 Marks)

Section-D

Q7. Discuss the rights of buyers and sellers in the context of consumerism.


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Or

Q8. Analyze the importance of customer influence and government influence on organizational buying behavior.

(12x1 = 12 Marks)

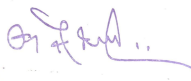
Section-E

Q9. Write shot note of the followings:

- a) Consumer Vs Customer.
- b) HCB Model.
- c) Consumer delight.
- d) Role of perception in consumer decision-making.
- e) Concept of brand loyalty and its impact on consumer behavior.
- f) What factors influence consumer behavior.

(6x2 = 12 Marks)

-End of the Paper-


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MBA-6231 Industrial Relations							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P	C	Internal Assessment	End Semester Examination	Total	
3	1	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- This course in Industrial relation aims to provide understanding of industrial relation problems and a framework for analysis of such problems.
- To understand the nature and role of trade unions for workers and industries.
- To study the relevance of collective bargaining and its impact on employee-management relations.
- To understand industrial disputes and ways to resolve them.
- To apply various industrial legislations in business.

Unit I	15 Lectures
Industrial Relations: Concept, Theories and Evolution, Changes in Employment Practices: System approach to IR-Factors, Context, Web of Rules & Ideology, Discipline & Misconduct, Grievance Handling Procedure, Industrial Bodies: Tripartite and Bipartite bodies, Anatomy of Industrial disputes, Conciliation, arbitration, and adjudication.	
Unit II	15 Lectures
Evolution of Industrial Workers: Meaning, its various phases, Need for Labour Legislation in India The concept of Labour Welfare: Definition, Scope and Objectives, welfare work and social work, education and training schemes. Collective Bargaining: Concept, meaning and objectives, Approaches, technique & Strategies to collective Bargaining, Process of Collective Bargaining in detail. Impact of Collective Bargaining: Impact of CB in detail and workers participation in management on IR.	
Unit III	15 Lectures
Industrial Conflict: Dispute, Impact, cause, strike, prevention, industrial peace, government machinery, conciliation, arbitration, adjudication Welfare of special category of labour: Child labour, female labour, contract labour, construction labour, agriculture labour, social security & implications	
Unit IV	15 Lectures
Trade Unions: Meaning, trade union movement in India, Objective, role and functions of the Trade Unions in Modern Industrial Society of India, Procedure for registration of Trade Unions, Grounds for the withdrawal and cancellation of registration, union structure, Rights and responsibilities of TUs, Problems of trade unions, Employee relations in IT sector.	

Course Learning Outcomes (CLOs)

- Understand the concept, theories, and evolution of industrial relations, including the historical development and changing nature of employment practices.
- Understand the anatomy of industrial disputes and the methods of dispute resolution, including conciliation, arbitration, and adjudication.
- Understand the detailed process of collective bargaining and its impact on industrial relations, including the implications of workers' participation in management.
- Define industrial conflict and understand its causes, impacts, and the concept of strikes, along with the preventive measures for maintaining industrial peace.

Suggested Reading:

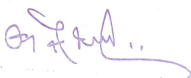
- Sinha, P.R.N. et al (2011). Industrial Relations, Trade Unions, and Labour Legislation. Pearson Education.


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- Ackers, P. & Wilkinson, A. (2009). Understanding Work & Employment: Industrial Relations in Transition. Oxford: Oxford University Press.
- Padhi, P.K. (2012). Labor and Industrial Laws. Prentice Hall of India.
- Singh, B.D. (2009). Industrial Relations: Emerging Paradigms. Excel Books
- Blain Pane, International Encyclopedia of Industrial Relations.
- Sinha- Industrial Relation, Trade union and Labour Legislation. (Pearson Education).

Further References

- C.N.Patil Collective Bargaining University Press.
- S.C.Srivastava Industrial Relation & Labor Laws.
- Report of National Commission on Labour, 1969.
- Clark Kler Labour & Management in Industrial society.
- Sinha, P.R.N. et al (2011). Industrial Relations, Trade Unions, and Labour Legislation. Pearson Education.
- Blyton, P. & Turnbull, P. (2009). The Dynamics of Employee Relations. Palgrave Macmillan.
- Ackers, P. & Wilkinson, A. (2009). Understanding Work & Employment: Industrial Relations in Transition. Oxford: Oxford University Press.
- Padhi, P.K. (2010). Labor and Industrial Laws. Prentice Hall of India.
- Singh, B.D. (2009). Industrial Relations: Emerging Paradigms. Excel Books.
- Sen, R. (2009). Industrial Relations: Text and Cases. Macmillan In


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Model Question Paper

Roll No. _____

Total Pages: 03

(June-2023)

MBA Examination

Code MBA - 6231

Industrial Relations

Semester-II (CBCS)

Max. Time: 3 Hour

Max. Marks: 60

The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Note: Attempt five questions in all by selecting one question from each section A, B, C and D. Section - E is compulsory.

Section – A

Q1. Explain the concept of Industrial Relations. Discuss the factors that contribute to changes in employment practices.

Q2. Discuss the processes of conciliation, arbitration, and adjudication. Provide examples to illustrate the anatomy of industrial disputes.

(12x1 = 12 Marks)

Section - B

Q.3 Discuss the evolution of industrial workers, highlighting its various phases. Explain the need for labor legislation in India.

Or

Q.4 Explain the different approaches, techniques, and strategies to collective bargaining. Analyze the impact of collective bargaining on industrial relations, including its implications for workers' participation in management.

(12x1 = 12 Marks)

Section - C

Q.5 Identify the causes of industrial conflict, with a focus on strikes. Discuss the prevention measures and techniques to maintain industrial peace.

Or

Q.6 What are the challenges related to the welfare of special categories of labour, such as child labour, female labour, contract labour, construction labour, and agricultural labour. How can social security measures be effectively implemented to improve the welfare of these labour groups?

(12x1 = 12 Marks)


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Section – D

Q.7 Evaluate the role and functions of trade unions in modern industrial society in India. Discuss the objectives of trade unions and explain how they contribute to safeguarding the interests of workers. Provide examples of successful trade union activities.

Or

Q.8 Examine the employee relations dynamics in the IT sector. What are the unique challenges and issues faced by trade unions in representing IT sector employees?

(12x1 = 12 Marks)

Section – E

Q.9 Attempt All

- a) What is the primary objective of industrial relations
- b) What are the key components of a grievance handling procedure in industrial relations
- c) Explain the concept of unfair labor practices and provide examples of such practices.
- d) Explain the concept of industrial dispute and its resolution mechanisms.

(4x3 = 12 Marks)

-End of the Paper-


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MBA-6232 Training and Development							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		C	Internal Assessment	End Semester Examination	
3	1	0	4	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- To enable the students to understand the concepts, principles and process of training and development.
- To develop an understanding on various non-training solutions to improve employee performance.

Unit I	15 Lectures
Introduction - Need and Importance of Training and development in organizations - A Systematic approach to Training & Development - Assessment, Training and Development and Evaluation Phases, Training administration, difference between training and learning.	
Unit II	15 Lectures
Need Assessment and Analysis - Organizational Support for need assessment - Operational / Organizational analysis - Requirement analysis - Individual analysis - Motivational aspects of HRD - Development cycle - Reinforcement for behaviour modification - Challenges to become learning organization - Trainee readiness - Trainee motivation to learn.	
Unit III	15 Lectures
An overview of Instructional Approaches - Traditional and modern Instructional Approaches - Internal Vs External Training - Training Methods - On the Job - Apprenticeship working – mentoring; Off the Job - Case studies - lectures - vestibule – sensitivity - in-basket - role plays - audio-visual & other contemporary methods - Adult learning principles or methods.	
Unit IV	15 Lectures
Training Evaluation and Measurement - Introduction to evaluation process - Criteria development - choosing criteria measures - Evaluation of Criteria - Experimental Designs-quasi experimental designs - Other methods of evaluation - External Training Validity - Models of Evaluation - ROI on Training Career development Actions and programs - Career problems and solutions - Guidelines for Career management – Concept, need and importance of management development - Management development process - Leader centred techniques of management development.	

Course Learning Outcomes (CLOs)

- By the end of this course, a student would learn to develop an understanding of how to assess training needs and design training programmes in an Organisational setting. To familiarize the student with the levels, tools and techniques involved in evaluation of training effectiveness.


Suggested Readings

- Goldstein, I. L., & Ford, J. K. (2002). Training in organizations: Needs assessment, development and evaluation (4th ed.). Belmont, CA: Wadsworth.
- Lynton & Parekh, (2011)., Training for Development, 3 ed. Sage Publications
- Robert L. Craig, “ASTD Training and Development”, McGraw Hill Publications

References


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- Dugan laird, (2003), Approaches to Training and Development, Perseus Publishing.
- Noe, A Raymond & Kodwani, Deo Amitabh, (2012), Employee Training and Development”, 5e, McGraw Hill Publications, 2012



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Model Question Paper

Roll No. _____

Total Pages: 03

**(June-2023)
MBA Examination
Code MBA - 6232
Training and Development
Semester-II (CBCS)**

Max. Time: 3 Hour

Max. Marks: 60

The candidates shall limit their answers precisely within the answer book (40 pages) issued to them and no supplementary/continuation sheet will be issued.

Note: Attempt five questions in all by selecting one question from each section A, B, C and D. Section - E is compulsory.

Section – A

Q1. Explain the need and importance of training and development in organizations. Discuss how a systematic approach to training and development can benefit an organization.

Q2. Differentiate between training and learning. Describe the assessment, training, and development phases involved in the training process. Also, discuss the role of training administration in effective training implementation.

(12x1 = 12 Marks)

Section - B

Q.3 Discuss the process of need assessment for training and development. Explain the various components involved in need assessment, such as organizational analysis, operational analysis, and individual analysis.

Or

Q.4 Explain the motivational aspects of HRD (Human Resource Development). Discuss how motivation influences trainee readiness and motivation to learn. Identify and describe the challenges faced by organizations in becoming learning organizations.

(12x1 = 12 Marks)

Section - C

Q.5 Compare and contrast traditional and modern instructional approaches in training and development. Explain the internal versus external training methods. Discuss the advantages and disadvantages of on-the-job training and off-the-job training. Provide examples of contemporary training methods.

Or

Q.6 Describe the following training methods: case studies, lectures, vestibule training, sensitivity training, in-basket exercises, role plays, and audio-visual methods.

(12x1 = 12 Marks)

Section – D


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Q.7 Explain the process of training evaluation. Discuss the criteria development and selection process for evaluating training effectiveness. Describe experimental and quasi-experimental designs used in training evaluation. Also, discuss other methods of training evaluation.

Or

Q.8 Discuss the concept of Return on Investment (ROI) on training. Explain how ROI can be calculated and its significance in evaluating the effectiveness of training programs.

(12x1 = 12 Marks)

Section – E

Q.9 Attempt All

- a) Name the phases involved in the training and development process.
- b) Differentiate between training and learning.
- c) Define trainee readiness.
- d) Explain the importance of organizational support in need assessment.
- e) Name two experimental designs used in training evaluation.
- f) State the importance of management development.

(2x6 = 12 Marks)

-End of the Paper-


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Interdisciplinary Courses

MBA ID (i) Managing Innovation Incubation and Creativity							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P	C	Internal Assessment	End Semester Examination	Total	
1	1	0	2	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

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

Unit I	7 Lectures
Introduction to Innovation: Types of Innovation, Stages of Innovation Cycle, Significance and Applications of Innovation, Innovation and creativity, Innovation, creativity and Incubation	
Unit II	8 Lectures
Basics of Innovation Management: Innovation Management, Managing Innovation, Process Innovation, Product Innovation, New Product Development, Market Research and its Influence on New Product Development	
Unit III	7 Lectures
Strategies for Innovation: Innovation and Entrepreneurship, Innovations Diffusion, Towards Innovative Society, Globalization of Innovation, Management of Research and Development	
Unit IV	8 Lectures
Disruptive Technology, The Role of Technology Transfer in Innovation Incubation of Idea to Business, Business development through Innovation and Creativity, Major Challenges in Innovation, creativity and Incubation, Introduction to Technology Business Incubation (TBI), Managing Intellectual Property	

Course Learning Outcomes (CLOs)

- Develop effective creative projects that provide an innovative solution to real -world
such as class discussion, critical analysis, integrative collaboration, observing, and using technology.
- Apply effective strategies for designing innovative projects in collaboration with team members to develop an effective creative project, product, or practice, in conjunction with other offices on campus.
- Apply the design of the creative process to educational experiences and the creative endeavour generally.
- Demonstrate knowledge of the basic vocabulary and concepts of creativity study

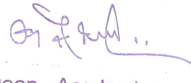
Suggested Readings:

- Chesbrough, Henry W. (2003). Open Innovation - The New Imperative for Creating and Profiting from Technology; Harvard Business School Press, Boston.
- Evans, Nicholas D. (2003). Business Innovation and Disruptive Technology Harnessing the Power of Breakthrough Technology or Competitive Advantage; Financial Times Prentice Hall, Upper Saddle River, New Jersey.
- Fagerberg, Jan; David C. Mowery and Richard R. Nelson; eds (2005). The Oxford Handbook of Innovation, Oxford University Press, Oxford.
- Kelley, Tom and Jonathan Littman (2001). The Art of Innovation: Lessons in Creativity from IDEO, America's Leading Design Firm; Currency Book, New York.

Further References:


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- Hippel, Eric von (1988). The Sources of Innovation; Oxford University Press, New York.
- Krishnamachayulu G.S. and Lalitha R. (2009). Innovations Management, 2e, Himalaya Publishing House, New Delhi.
- Tidd, J., Bessant, J. and Pavitt, K. (2010). Managing Innovation, 7e; John Wiley & Sons Ltd.



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MBA ID (ii) Entrepreneurship and Start-Up Management							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
1	1	0	2	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- 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.

Unit I	8 Lectures
Fundamentals of Entrepreneurship: Concept of Entrepreneur and Entrepreneurship, Entrepreneur Versus Manager, Why Entrepreneurship? Theories of Entrepreneurship, Classification of Entrepreneurs/Entrepreneurship, Concept of Start-Ups in India	
Unit II	7 Lectures
Entrepreneurial Development: Factors Influencing Entrepreneurial Development & Models of Entrepreneurship, Entrepreneurship Development Programme, Entrepreneurial Competencies: Areas and Development, Emerging Areas for Entrepreneurship	
Unit III	8 Lectures
Creating and Starting the Venture: Creativity and Business Idea, Legal Issues for the Entrepreneur, IPR and Entrepreneurship, Feasibility Analysis, Business Plan Formulation Entrepreneurial Support: Entrepreneurial Policies in India, Start-up India Campaign, Institutional Support to Entrepreneurs	
Unit IV	7 Lectures
Entrepreneurship Management, Selection of types of ownership, Strategies for Growth Entrepreneurial Sickness & Rehabilitation, Problems faced by new Start-Ups Major Industries and Emerging areas in Entrepreneurship	

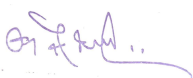
Course Learning Outcomes (CLOs)

- Knowledge about entrepreneurship development and various factors affect entrepreneurship.
- Develop skills to establish and run an enterprise.
- Devise effective strategies to launch and sustain an enterprise.

Suggested Readings:

- Sharma, D. (Ed.). (2022). Entrepreneurship in India (1st ed.). Routledge
- Biswas, D., & Dey, C. (2021). Entrepreneurship Development in India (1st ed.)
- Hisrich, R.D., Peters, M.P. & Shepherd, D.A., (2008), Entrepreneurship, Sixth Edition, Tata McGraw-Hill, New Delhi.
- Khanka, S.S., (2012), Entrepreneurial Development, First Edition (Revised). S. Chand & Company Ltd., New Delhi.
- Roy, Rajiv., (2011), Entrepreneurship, Second Edition, Oxford University Press.
- Charantimath P.M., (2008), Entrepreneurship Development & Small Business Enterprise, Third Edition, Pearson Education, New Delhi.

Further References:


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



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MBA ID (iii) Leadership Development							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
1	1	0	2	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

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

Unit I	8 Lectures
Introduction to Leadership, Definition and importance of leadership, Different leadership styles and approaches, Leadership versus management. Leadership Theories and Models, Trait theory, Behavioural theories, Situational and contingency theories, Transformational and transactional leadership.	
Unit II	8 Lectures
Communication Skills for Leaders, Effective verbal and nonverbal communication, Active listening and feedback, Persuasive communication and influencing skills, Cross-cultural communication, Building and Leading High-Performing Teams, Team dynamics and stages of team development, building trust and fostering collaboration	
Unit III	7 Lectures
Delegating responsibilities and empowering team members, resolving conflicts and managing difficult conversations, Decision-Making and Problem-Solving, Rational decision-making models	
Unit IV	7 Lectures
Follower and its types, Ethical issues with follower, Analyzing risks and uncertainties, Ethical decision-making considerations, Creativity and innovation in decision-making.	

Course Learning Outcomes (CLOs)

- Understand various leadership theories and models and apply them in practical situations.
- Develop effective communication skills to inspire and motivate team members.
- Build and lead high-performing teams by leveraging individual strengths and fostering collaboration.
- Enhance decision-making abilities by considering different perspectives and analyzing data.
- Develop strategic thinking skills to set goals, formulate plans, and execute initiatives.
- Foster a positive organizational culture and manage change effectively.

Suggested Readings:

- Fred Luthans, "Organizational Behaviour", (2019)12th Edition, McGraw Hill International Edition
- Stephen P. Robbins, "Organizational Behaviour, (2018) 8th Edition, Prentice Hall
- Buchanan, D. A., & Huczynski, A. A. (2019). Organizational behaviour. Pearson UK.
- Aswathappa K, (2017), Organizational Behaviour (Text, Cases and Games). 12th Edition, Himalaya Publication House.
- Leadership Development, by John Mitchell, Natalie Mitchell and Bogdan Gudzenko, 2012.
- Leading Minds: An Anatomy of Leadership, by Howard E. Gardner and Emma Laskin, 2011.

Further References:

- The Mentor Leader: Secrets to Building People and Teams That Win Consistently by Tony Dungy, Jim Caldwell and Nathan Whitaker, 2010.
- How to Grow Leaders: The Seven Key Principles of Effective Development by John Adair, 2009.
- How to Lead: Wisdom from the World's Greatest CEOs, Founders, and Game Changers by David M. Rubenstein


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MBA-ID (iv) Corporate Social Responsibility and Business Ethics							
Teaching Scheme			Credit	Marks Distribution			Duration of End Semester Examination
L	T	P		Internal Assessment	End Semester Examination	Total	
1	1	0	2	Maximum Marks: 40	Maximum Marks: 60	100	3 Hours
				Minimum Marks: 16	Minimum Marks: 24	40	

Note: In each theory paper, nine questions are to be set. Two questions are to be set from each Unit and candidate is required to attempt at least one question from each unit. Question number nine will be compulsory, which will be of short answer type questions with 6 to 8 parts, covering entire syllabus. In all, five questions are to be attempted.

Course Objectives:

- Examine the scope and complexity of corporate social responsibility (CSR).
- Demonstrate a multi-stakeholder perspective in viewing CSR issues.
- Analyse the connections between corporate strategy and CSR and the impact on foundational organizational principles such as mission and vision.
- Compare and contrast the multiple viewpoints and trade off that exist in the area of CSR.
- Analyse the complex issues confronting organizational leaders as they develop their CSR programs.

Unit I	8 Lectures
Introduction to CSR: Concept of Corporate Social Responsibility, ethics and human rights, dimensions of CSR and barriers in CSR, CSR Policy, Drivers of CSR, Models of CSR in India, Carrol's model	
Unit II	8 Lectures
CSR legislation in India: Scope for CSR Activities under schedule VII, Computation of Net profit's implementing process in India, Millennium development goals and sustainable development goals, Case studies of major CSR initiatives (Organizational issues, Economic/business issues and social issues).	
Unit III	7 Lectures
Meaning for ethics: Concept of ethics, types of ethics, sources of ethics, ethics and business, Ethical Code, Ethical activities	
Unit IV	7 Lectures
Ethical Decision: Making the role of moral philosophies in decision making, Ethical Organization, Ethical issues that arise for manager, Carrol Gilligan's Model, ethical practices in Business Management.	

Course Learning Outcomes (CLOs)

- Coordinate policy of CSR to abilities and the proposes of development of the organization which competitive advantages of CSR are got by the company
- Reasons of emergence of business Ethics and CRS concept and the aim stages of their genesis.
- Problems, opportunities and methods of formation of ethical and morality behaviour of personnel.
- How to realize CSR policy influences and future practice of state regulation
- To use decision -making models in ethical dilemmas situation on workplace.

Suggested Readings

- Corporate Social Responsibility: -An Ethical Approach- Mark S. Schwartz
- Corporate Social Responsibility in India- Sanjay K Agarwal
- Business ethics and communication:-Dr. V.K. Jain and Omprakash Biyam S, Chand
- Business Ethics and Corporate Social responsibility:-C B Gupta


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