

FOURTH SEMESTER

MBA410P

PROJECT STUDY

Maximum Time: 3 Hrs.

Total Marks: 100

Minimum Pass Marks : 40%

University Examination

Continuous Internal Assessment

: 70 Marks

: 30 Marks

1. Students are supposed to spend 45-55 hours on the project. The internal teacher must monitor progress of the Project. Students can arrange the project at their own level, however, Institute can also assist in getting the project and can issue necessary letters etc.
2. The external examiner will distribute marks allocated for University examination for viva/project report and for any other activity, which the external examiner thinks to be proper.

Maximum Marks for Project Application	60%
Maximum marks for Viva	40%

3. Joint projects will be allowed and joint project reports will also be accepted. The students should highlight their contributions in a joint project report.
4. The students have to submit two copies of Project reports. The examiners will evaluate these reports on the spot at the time of examination and will conduct the viva.

ELECTIVE PAPERS FOR SPECIALIZATION IN IT

MBA420(IT-1)

DATA BASE AND INFORMATION MANAGEMENT SYSTEM

Maximum Time: 3 Hrs.

University Examination

: 70 Marks

Total Marks: 100

Continuous Internal Assessment

: 30 Marks

Minimum Pass Marks : 40%

A) Instructions for paper-setter

1. The question paper will consist five sections namely A, B, C, D and E.
2. Sections A, B, C and D will have two questions from the respective sections of the syllabus and will carry 14 marks each. Candidates have to attempt at least one question compulsorily from each section.
3. Section E will comprise of 10 short answer type questions, which will cover the entire syllabus and will carry 14 marks candidates will have to attempt any 7 questions.

B) Instructions for candidates

1. Candidates are required to attempt one question each from sections A, B, C and D of the question paper and the any seven questions from section E.
2. Use of non-programmable scientific calculator is allowed.

SECTION A

Data Base Concepts : Primary key What is Database? Need of Database, Function of the Database ; Types Database ; Relational Database Management System, Relational Model - Key Concept ; Integrity Constraints ; Foreign Key.

SECTION B

Database Development Process, Database Modeling & Database Design. Information Engineering Methodology, Planning, Analysis , Design and Implementation , E- R. Model, Attributes, Relationship, Logical database design , Normalization, First form, Second Normal Form, Third Normal form BCNF Translating E-R Diagram to Relations. Physical Database Design. Relational Algebra & SQL Relational database commands. Data-types, create table, Drop Table, Alter Table, Insert Into, Delete From, Update, General Query Syntax (Select), Create View , Drop View , Set Operators - Union, Intersect, Minus, Functions, Group Functions

SECTION C

Data Administration, Client / Server and Distributed Databases Data administration functions, Data administration tools - Repositories, CASE Tools, Concurrency Control, Database Security , Database Recovery. Client / Server Architecture, Functions of Client/ Server, Advantages, Issues. Distributed Databases, Objectives, Distributed DBMS, Location transparency, Replication Transparency, Failure transparency, Commit protocol, Concurrency transparency

SECTION D

Database Applications : Financial Systems, Marketing System, foreign Trade, Inventory Information systems.

References:-

1. Database Management 4th Edition - Mcfadden
2. Systems - Design Implantation and Management - Rob & Coronal
3. Systems - Elmsari, Nawathe
4. Systems - C. J. Date

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University Examination

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B) Instructions for candidates

1. Candidates are required to attempt one question each from sections A, B, C and D of the question paper and the any seven questions from section E.
2. Use of non-programmable scientific calculator is allowed.

SECTION A

Introduction to Data Communications : OSI Reference Model , Multiplexing Basics , Flow Control Basics , Error Checking Basics ; LAN Implementations, Protocols & OSI , Media-Access Methods , Transmission Methods , Topologies , Ethernet / IEEE 802.3 , Token Ring / IEEE 802.5 , FDDI

SECTION B

Internetworking Devices :- Repeaters , Bridges , Routers , Gateways , Switches ; WAN Technologies and OSI Model , Point to Point Link , Circuit Switching , Packet Switching, Virtual Circuits , Dialup Services , WAN Devices Integrated Services Digital Network (ISDN) :- Background , Components , Services , ISDN - Layer Example , B-ISDN, Routing algorithns.

SECTION C

WAP, Blue-tooth, Wireless Messaging Application; TCP/ IP :- OSI layer and TCP / IP Suite , Suite of protocols , Understanding Addressing , IP Addressing Scheme , Subnetting and Subnet Mask ; Network Management :- Background , SNMP (Basic Components , Basic Commands , MIB, Version 1&2 , Security , Interoperability , RMON (Background, Groups) ; Structured Cabling System :- Background , Business Drivers , ANSI /EIA /TIA 568 -A Standard :- Subsystems , Topology , Media Types -UTP, STP, Optical Fiber, Electrical Performance , Installation Practices , Advantages .

SECTION D

Asynchronous Transfer Mode (ATM) :- Background , ATM (Cell Basic Format , Devices , Network Interfaces, Cell Header Format , Services, Virtual Connections , Switching Operation , Reference Model , Addressing , Quality of Service (QOS) , Signaling & Connection Establishment , Connection Management Messages) , LAN Emulation (LANE :- Protocol Architecture, Components, Connection Types, Operation) ; Security Technologies:- Background , Security Issues , Attack Methods, Three Types of Networks, Perimeter Networks , Developing Security Design , Case Studies

References:- 1.Computer Network – Andrew S. Tanenbaum

2. Data & Computer Communications – William stalling

MBA420(IT-3)INTERNET & INTRANET TECHNOLOGY MANAGEMENT

Maximum Time: 3 Hrs.
Total Marks: 100
Minimum Pass Marks : 40%

University Examination
Continuous Internal Assessment

: 70 Marks
: 30 Marks

A) Instructions for paper-setter

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B) Instructions for candidates

1. Candidates are required to attempt one question each from sections A, B, C and D of the question paper and the any seven questions from section E.
2. Use of non-programmable scientific calculator is allowed.

SECTION A

An Introduction to Internet : A historical perspective , Intranet a Conceptual Frame work, Internet and organizational effectiveness ; Internet & MIS, Intranet verses Traditional Group-ware.

SECTION B

Internetworking , OSI & Internet Working , Network . Protocols , Internet working Models ; Dial-up, broad band & lease line Connection ; Proxy Server Connection, Computers & Internet, Internet Address, Capabilities of Internet ; Communication Capabilities , retrieval capabilities , Browsing the world wide web , Browser Software, WWW'S URL Address, Internet Information , search engine, email.

SECTION C

An Introduction to Internet Programming (JAVA, ASP, CGI, PERL,VB Script, ActiveX, SGML, HTML, XML), Concept of front end and back end, A mini Project in HTML , MS Front Page .

SECTION D

Application of Internet in Business, Usage of Internet Facility , Emerging Trends , E-Commerce, ISP , Medical Transcription , Information espionage , Information Highway Hackers, Ways to protect information from espionage .

References:-

1. Data & computer Communications – William Stalling
2. HTML, DHTML, Java script, Perl CGI – Ivan Bayross
3. Mastering the internet
4. Mastering the internet – Glee Harrahcady, Pat Mc Gregor

Maximum Time: 3 Hrs.

University Examination

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B) Instructions for candidates

1. Candidates are required to attempt one question each from sections A, B, C and D of the question paper and the any seven questions from section E.
2. Use of non-programmable scientific calculator is allowed.

SECTION A

Basics of E-Commerce Need of e-commerce, elements of electronic business process :- Basics of Internet and networking; Network Economics; Commerce Paradigm; Interactions ; Transactions; Introduction to electronic Payment System; digital cash, electronic check, on line credit card, on – line banking.

SECTION B

Understanding E-Commerce : Types of E- Commerce; Details of Each ; Trust on Net; Privacy on Net Reliability on Net; Security on Net ; Marketing on Net - Consumer Behavior, Advertising on Net , Retailing, Distribution on Net, Branding on Net ; Segmentation on Net, Sales promotion on Net PLC on Net; Managing Competition; Facilitators E-Commerce Applications : Portals ; Extra-nets ; New Intermediaries ; Auctions and Reverse Auctions ; Supply Chain Management

SECTION C

Implementing E- Commerce : Developing Business Plan ; Visualizing E-Commerce Site; Tools of E- Commerce Building; Outsourcing Development; Process of Handling E-Commerce Site Building ; Managing Costs; Selling the Concept internally

SECTION D

Futures of E-Commerce : Cyber-laws; Nation State in New Millennium;
Opportunities; Embedded E- Commerce

Entrepreneurial

References:-

1 electronic Commerce a managerial perspective – Efaaim Turban, Jae Lee, David King,
H. Michael Chung

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B) Instructions for candidates

1. Candidates are required to attempt one question each from sections A, B, C and D of the question paper and the any seven questions from section E.
2. Use of non-programmable scientific calculator is allowed.

SECTION A

Introduction to IT Enabled Services, Medical, Legal, E-Banking, E-Business, Medical Transcription And Editing:- Medical Terminology Dictation Tapes, Transcribe all forms of medical reports, laboratory, Data, diagnostic assessments, and health records.

SECTION B

Medical Records Management:- American Association for Medical Transcription, Understanding Medical Records, Model Report Forms
An Overview Of American Law:- Introduction to American Judicial System, Introduction to American Legal System, Understanding of American Law.

SECTION C

Court System And Legal Terminology:- Pronunciation, spelling, and definition of legal terms, phrases, abbreviations, symbols and reference source used by attorneys. The basic vocabulary of the language of the law includes attorney-client relations, contracts and agreements, criminal law, family law, and court terminology.

SECTION D

Legal Transcription And Editing:- The student will learn to process, format and transcribe a variety of law office documents. An intensive review of language skills will cover spelling, grammar, punctuation, sentence structure, proofreading, and editing. Students will develop a working knowledge of a variety of legal forms and documents including letters, memos, briefs, pleadings, agendas, transcripts, reports, and wills, Visual and Audio Aides will be provided for Legal and Medical Terminology, Legal and Medical Transcription and Editing

References:-

ELECTIVE PAPERS FOR SPECIALISATION IN FINANCE

MBA420(F-1)

CORPORATE TAX PLANNING

Maximum Time: 3 Hrs.

University Examination

: 70 Marks

Total Marks: 100

Continuous Internal Assessment

: 30 Marks

Minimum Pass Marks : 40%

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B) Instructions for candidates

1. Candidates are required to attempt one question each from sections A, B, C and D of the question paper and the any seven questions from section E.
2. Use of non-programmable scientific calculator is allowed.

SECTION A

Basic concept of income tax, Residential states of a company, computation of Income of a company. Set off and carry forward of losses. Computation of tax liability.

SECTION B

Meaning and scope of tax planning and location of under taking. Tax planning regarding dividend policy, issue of Bonus shares. Inter corporate dividends, Amalgamation and merger of companies.

SECTION C

Tax considerations in respect of specific managerial decision like make or buy, own or lease, close or continue, sales in domestic market or exports, Replacements and capital budgeting decisions.

SECTION D

Tax Planning in respect of managerial Remuneration, Foreign collaborations and Joint ventures, Implications of Avoidance of Double Taxation Agreements.

References:-

1. Corporate Tax Planning – Lakhotia R. N & Lakhatia Subhesh
2. Law & Practince of Income Tax in India – Prasea Bhagwati.
3. Corporate Taxation – Raina HP
4. Hand Book of Corporats Tax Planning – SRINIVAS EA
5. Students Guide to Income Tax – V. K. Singhania & Monika Singhania.
6. Tax Planning and conveyancing – Narayan Jain and Dilip Loyalka.
7. Corporate Taxation – Planning & Management – B.B. Goenka
8. Direct Tax Planning & Management – Dink or Pagare.

Maximum Time: 3 Hrs. University Examination: 70 Marks

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B) Instructions for candidates

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2. Use of non-programmable scientific calculator is allowed.

SECTION A

Mergers and Acquisition – Nature, Scope and Importance, Present status of merger and Acquisitions in India, Nature scope and importance of Governing Board. Chief executive and Band corporate Governance.

SECTION B

Professional Management – Nature, scope and importance, Role of Professional Management in corporate restructuring. Restructuring Programme in Indian corporate sector, Turn – around management. Nature, scope and Importance of Multinational corporations in India.

SECTION C

Corporate Finance: Theory of the firm and corporate finance, capital structure theories. The market impact of new financing. The financial methodology of valuation. Valuation principles. Capital budgeting decisions. Basis for firm valuation. Capital budgeting and the free cash flow. Dividend growth valuation model.

SECTION D

Managerial strategies for merger & acquisition activity long Term planning and rules for merger & Acquisition. Models of Take over process. Numerical Examples of formal models SV Models, Jagdecsh and chowdrye, Fishman, Strategic cost management. ABC costing, value chain analysis, cost driver analysis.

References:-

1. Mergers Restructuring and corporats contnd – J. Fred westron
2. Doing deals – Investment Banks at work – Robert G. Eccles & Desrights B. Crane.
3. Mergars Acquisitions and Takeovers – HR machiraju
4. Corposate Mergers Amalgamation & Takeovers – IC Verma.
5. Merger and Integration – David M Sehweiger.

Maximum Time: 3 Hrs.

University Examination

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B) Instructions for candidates

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2. Use of non-programmable scientific calculator is allowed.

SECTION A

Capital Markets: Evolution, Role of intermediates in capital market, primary and secondary markets, stock exchanges, Listing of securities, Need for regulatory mechanism, Establishment of SEBI, Guidelines of SEBI, SEBI Act/ Rules and Regulations, Merchant Banking – its role & functions.

SECTION B

Security analysis : Objectives of security analysis, Investment alternatives, Valuation theories of fixed and variable income securities, The return to risk and the investment decisions. Government securities, Non govt. securities, efficient market theory. Recent developments in the Indian stock Market.

SECTION C

Introduction to portfolio Management – An optimum portfolio selection problem, markowitz portfolio theory, The mean – variance criterion, The nature of investment risk, MVC and portfolio selection.

SECTION D

Portfolio Management; Mutual funds, Venture capital, factoring, Depository system, Derivative trading, buy – back shares, Dow jones theory, Random Walk.

References:-

1. Investments : Analysis & Management – Francis.
2. Security Analysis & Portfolio Management – Jordan & Fischer.
3. Portfolio Management – Barua, Varma & Raghunathan.
4. Manual Of Merchant Banking – Dr. J. C. Verma
5. Nabhi's Manual for Capital Issues, SEBI and Mutual Funds.
6. Capital Market Management – V. A. Avadhani

Maximum Time: 3 Hrs.

University Examination

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2. Use of non-programmable scientific calculator is allowed.

SECTION A

International Financial and Monetary Environment : Balance of payments- structure & adjustments. Developments in the international monetary system. Exchange rate mechanism- quotation, determination, and theories of exchange rate behavior.

SECTION B

Foreign Exchange Market : Spot and forward market. Market for currency futures. Market for currency options. Measurement and management of exchange rate risk. Investment Decisions of Multilateral Corporations : Theories of foreign direct investments. Mode of foreign direct investments. International capital budgeting. Measurement and management of political risk. International portfolio management.

SECTION C

Financing Decisions of MNCs : Capital budgeting, cost of capital and capital structure of Multinational firm. Overview of international financial markets. International development banking. International banks. International securities market. Financial swaps. Interest rate risk management.

SECTION D

International Working Capital Management : Working capital policy. Management of cash and other current assets. Foreign trade financing. Transfer pricing.

References:-

1. Multinational Financial Management – A Shapiro.
2. International Finance – Yadav and Jain.
3. International Financial Management – Kim & Kim.
4. International Financial Management – J. Madura.
5. International Financial Management – A Buskley.

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B) Instructions for candidates

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2. Use of non-programmable scientific calculator is allowed.

SECTION A

Introduction to project and project management. Scope and significance. Impact of liberalization & globalisation. Project management context & process. Project goals & objectives. Check points, activities, relationship, time estimates. Calendar definition. Defining new calendars standards, night shift, customised calendars, etc. Network analysis. CPM manual problems. Project time management.

SECTION B

Project planning. Gantt charts & their limitations. PERT manual problems. Project integration management. Work breakdown structure(WBS). Preparing list of tasks. Different kinds of relationship between tasks. Compression & crashing of networks. Time cost trade off curves for individual activity & for project duration. Concept of probability in networks managing projects with uncertainties. Project scope management. Applying different calendars & estimating finish date. Setting lag & lead time between linked tasks. Resources planning in networks, simple trial & error method, mathematical functions. Resource sheet preparation. Assigning resources to tasks. Resource graph. Project human resource management. Project cost management. Analysing resource and task usage.

SECTION C

Concept of quality management in projects, Planning of large projects, Multiple projects, Project procurement management, Contracts management-techno commercial & legal aspects of contracts. Importance of contracts, management, controlling time costs, Material resource, Project communication management.

SECTION D

Vendor management, Line of balance(LOB), Technique in vendor management, Vendors' role in liberalised environment, Tracking progress, Project risk management. Firm risk and Market risk.

References:-

1. Total Project Management – Dr. P. K. Macmillan.
2. Project Planning & Management – CADD Centre, Chennai.
3. Project Management – Dr. Harold Kerzner.

ELECTIVE PAPERS FOR SPECIALISATION IN MARKETING

MBA420 (M-1)

CONSUMER BEHAVIOUR

Maximum Time: 3 Hrs.

University Examination

: 70 Marks

Total Marks: 100

Continuous Internal Assessment

: 30 Marks

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B) Instructions for candidates

1. Candidates are required to attempt one question each from sections A, B, C and D of the question paper and the any seven questions from section E.
2. Use of non-programmable scientific calculator is allowed.

SECTION A

Consumer Behavior: Definition, importance, scope & limitations and its applications. Understanding Consumer & Market Segment : Demographic and psychographic life style segmentation. Positioning of products, Consumer behaviour and marketing strategy.

SECTION B

Understanding the psychological foundation of buying behaviour : Motivation & involvement – nature, types of motives, motive arousal, dimensions of involvement and its marketing implications. Personality – theories, self concept and its marketing implications. Perceptions –its marketing implications.

Learning theories & consumer attitudes : Learning theories & memories – definition, classification, theories, characteristics of memory systems, retrieval of information, advertising application. Consumer attitudes – definition, characteristics, theories, sources of attitude development.

SECTION C

Environmental influence on consumer : Culture & subculture – definition and relevance to marketing decisions. Social class & groups – nature & process of social satisfaction, reference groups, nature of influence. Family – family life cycle, family purchasing decision, marketing implications.

SECTION D

Personal influence & diffusion of influence : Opinion leadership, adoption and diffusion of innovations marketing, implication of personal influence.

Consumer decision process : problem recognition, search, evaluation of purchasing process, post purchase behaviour, Consumer behaviour studies in India.

References:-

1. Consumer Behaviour – David L. Hondon and Albert J., Bella Bitta
2. Consumer Behaviour – James F. Eagle, Royer D Blackwell and P. Miniard
3. Consumer Behaviour – Leon G Schiffman and Leslie Lazar Kanuk.
4. Consumer Behaviour – A Practical Guide – Gorden, R Foxall.
5. Consumer Behaviour – Peter, Bennet and Harold H Kaser Jian.

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B) Instructions for candidates

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2. Use of non-programmable scientific calculator is allowed.

SECTION A

Definition of advertisement, its meaning and its role in marketing process : Legal Ethical and Social Aspects of Advertising ; Role of Advertising standards council of India Process of Communication – Wilbur Schramm's Model , Two Step Flow of Communication.

SECTION B

Developing advertising strategies : Theory of Cognitive, Dissonance and Clues for Advertising Strategies : Stimulation of Primary and Selective Demand- Objective Setting and Market Positioning Building advertising programme : Dagmar Approach – Determination of Target Audience ; Building of Advertising Programme – Message, Headlines, Copy, Logo ,Illustration , Appeal, Layout; Campaign Planning ; Media Planning ; Budgeting.

SECTION C

Selecting and advertising programme : Measuring Advertising Effectiveness, Evaluation – Rational of Testing Opinion and Aptitude Tests, Recognition , Recall , Experimental Designs

SECTION D

Advertising organisation selection : Advertising Organisation – Selection Compensation and Appraisal of an Agency ; Electronic Media Buying . Comparative Advertising future of Advertising in India.

References:-

1. Aaker, Devid A etc. - Advertising Management.
2. Beleh, George E and Beleh , Michael A. - Introduction to Advertising and Promotion .
3. Borden, William H. - Advertising .
4. Hard, Norman. - The Practice of Advertising .
5. Kleppner ,Otto.- Advertising Procedure .
6. Ogilvy, David . Ogilvy – Adversiting.
7. Russel , Thomas and Verrill, Glann. Klepper - Advertising Procedure .
8. Sandage C H and Fryburger - Advertising Theory and Practice .
9. Sengupta , Subroto - Brand Positioning Strategies for Competitive Advantages.
10. Philinp Kotler : Marketing Management.

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B) Instructions for candidates

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2. Use of non-programmable scientific calculator is allowed.

SECTION A

Understanding Brand Equity : What is Brand ; what can be branded ; why do brands matter brand Personality, Brand Image, Brand Positioning, Concept of brand equity ; Sources and Benefits of brand equity Brand Knowledge Structures - Brand Awareness, Brand Image; Determining Desired Brand Knowledge Structures.

SECTION B

Building Brand Equity : Choosing Brand Elements ; Criteria for choice ; brand element options and tactics Designing Marketing Programs- Product , Pricing, Channels strategy Integrating Marketing Programs - Communications Options ; Integrating Programs Leveraging Secondary Brand Associations. Measuring Brand Equity : Measuring Sources of Brand Equity ; Research - Qualitative and Quantitative Measuring Outcomes of Brand Equity - Comparative and Holistic Methods Brand Equity Measurement Systems - Brand Audits, Brand Tracking Studies , Establishing a Brand Equity Management System.

SECTION C

Managing Brand Equity : Brand Extensions Branding Strategies - Brand Product Matrix, Brand Hierarchy , Designing a Branding Strategy Brand Extensions - Advantages / Disadvantages , Evaluating Extensions and Opportunities.

SECTION D

Managing Brand Equity : Over Time & Geography.

Managing Brands over Time - Reinforcing and Revitalizing Brands , Brand Portfolio Managing Brands over Geographical Boundaries, Cultures and Market Segments - Global Branding in different sectors – customer, Industrial, Retail, service Brand,

References:- 1 Compendium of Brand Management- S.A Chunawalla

2.Strategic Brand Management- Jean- Noel kapferer

3.managing Brand Equity – Aakar, David

4.Understanding Brands – Cowley, Don

5.Brand strategy – Murphy, John

Maximum Time: 3 Hrs.

University Examination

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B) Instructions for candidates

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2. Use of non-programmable scientific calculator is allowed.

SECTION A

Sales and distribution strategy : an overview-marketing, sales and distribution linkage; What is Selling? Sales men-ship: its relation ship with sales management & personal selling; myths about selling, characteristics of sales job; Conceptual model of "Sales person- buyer", Dyadic relationship; selling theories; formulation of personal selling strategies Sales Policies, Sales forecasting and sales planning

SECTION B

Selling process and sales organisation : Prospecting ; pre-approach and call planning ; approach and presentation; objection handling and sales close. Purpose of sales organization, setting up a sales organization, Basic types of Sales organizational Structure. Sales force management and control : Recruitment and selection of sales force; sales force training : objectives and techniques ; Basic issues Sales Force Compensation , Sales territories : Concept , reason for establishing territories, revising Routing & Scheduling Sales personnel. Sales Quotas : types of quotas & their administration. Performance appraisal and equation

SECTION C

Marketing channel and design : Marketing channels – Functions and Relationship, Organisational pattern, channel policies. Designing channel system; wholesaling ; retailing ; channel conflict and resolution; sales display and channel for services.

SECTION D

Physical distribution structure and channel : Warehousing ; transportation ; inventory management ; logistic communication ; distribution cost control. Supply Chain management , Role of Information technology in Channel management.

References:-

1. Still, Cundiff and Govoni - Sales Management.
2. Johnson and others - Sales Management.
3. Ressel and others – Selling.
4. Futrell and Stanton - Management of Salesforce.
5. Stern & Al-Ansary: Marketing Channels.
6. Bower, Sox and others - Management in Marketing Channel.
7. Philip Kotler - Marketing Management.

Maximum Time: 3 Hrs. University Examination: 70 Marks

Total Marks: 100 Continuous Internal Assessment: 30 Marks

Minimum Pass Marks : 40%

A) Instructions for paper-setter

1. The question paper will consist five sections namely A, B, C, D and E.
2. Sections A, B, C and D will have two questions from the respective sections of the syllabus and will carry 14 marks each. Candidates have to attempt at least one question compulsorily from each section.
3. Section E will comprise of 10 short answer type questions, which will cover the entire syllabus and will carry 14 marks candidates will have to attempt any 7 questions.

B) Instructions for candidates

1. Candidates are required to attempt one question each from sections A, B, C and D of the question paper and the any seven questions from section E.
2. Use of non-programmable scientific calculator is allowed.

SECTION A

International market environment : International Marketing -Conceptual Aspects, Economic Environment , Socio - Cultural Environment, Political Environment, World trade organization, India and world trade, Import – Export Policy, constraints on International Marketing.

SECTION B

Planning for international marketing : International Marketing Planning - International Marketing Research and Information System, Global Segmentation, Training and Positioning, International Market Analysis & Foreign Market Entry Strategies
Product & pricing strategies : Product Planning, Branding and Packaging Decisions, Pricing Strategies, Terms of Sale and Payment

SECTION C

Distribution & promotion strategies : Channels of Distribution, Physical Distribution, Advertising, Personal Selling, Publicity and Sales Promotions

SECTION D

Recent developments, co-ordination and control : Emerging Markets and Market Behaviour, Planning , Organization and Control of International Marketing, The future of International Marketing, Global Marketing, strategies for India's Globalisation.

References:-

1. Onkvisit , Sak and Shaw, J. J. - International Marketing : Analysis and Strategy.
2. Keegan , Warren - Global Marketing Management.
3. Terpstra, Vern and Sarthy R. - International Marketing.
4. Philip R. Cateora - International Marketing.
6. Varsheny and Bhattacharya - International Marketing Management.

ELECTIVE PAPERS FOR SPECIALISATION IN
INSURANCE & RISK MANAGEMENT

MBA420(IR-1)

INSURANCE PRINCIPLES & PRACTICES

Maximum Time: 3 Hrs.

University Examination

: 70 Marks

Total Marks: 100

Continuous Internal Assessment

: 60 Marks

Minimum Pass Marks : 40%

A) Instructions for paper-setter

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2. Sections A, B, C and D will have two questions from the respective sections of the syllabus and will carry 14 marks each. Candidates have to attempt at least one question compulsorily from each section.
3. Section E will comprise of 10 short answer type questions, which will cover the entire syllabus and will carry 14 marks candidates will have to attempt any 7 questions.

B) Instructions for candidates

1. Candidates are required to attempt one question each from sections A, B, C and D of the question paper and the any seven questions from section E.
2. Use of non-programmable scientific calculator is allowed.

SECTION-A

- Chapter-1 Introduction-Definition, Costs and benefits of Insurance, Elements of an insurable risks, Insurance contract, Difference with wagering agreements,
- Chapter-2 Functions of Insurance, Importance, Principles

SECTION-B

- Chapter-3 Historical background of Insurance, Business-Global and Indian Perspective, Privatization of Insurance Business in India
- Chapter-4 Rating of Insurance Products- Theory of Rating, Types of Rating
- Chapter-5 Social Insurance and Rural Insurance

SECTION-C

- Chapter-6 Fire Insurance- Fire Insurance Coverages, Policies, Rate Fixation in Fire Insurance Settlement of claims.
- Chapter-7 Marine Insurance- Insurance principles applied to marine Insurance, Type of Marine Insurance, Marine Insurance Policies, Marine cargo losses and frauds, Settlement of claims.

SECTION-D

- Chapter-8 Property and Liability Insurance, Project and Engineering Insurance
- Chapter-9 Motor Insurance, Public Liability Insurance.

Maximum Time: 3 Hrs.

University Examination

: 70 Marks

Total Marks: 100

Continuous Internal Assessment

: 30 Marks

Minimum Pass Marks: 40%

A) Instructions for paper-setter

1. The question paper will consist five sections namely A, B, C, D and E.
2. Sections A, B, C and D will have two questions from the respective sections of the syllabus and will carry 14 marks each. Candidates have to attempt at least one question compulsorily from each section.
3. Section E will comprise of 10 short answer type questions, which will cover the entire syllabus and will carry 14 marks candidates will have to attempt any 7 questions.

B) Instructions for candidates

1. Candidates are required to attempt one question each from sections A, B, C and D of the question paper and the any seven questions from section E.
2. Use of non-programmable scientific calculator is allowed.

SECTION-A

Chapter-1 Introduction to Risks- Concept of Risk, risk v/s Uncertainty, Types of Risks, Pure Risk, Assessment of pure risk, Objectives and Method of Managing pure risk, Risk Retention

Chapter-2 Risk Management- Concept, Objectives, Risk management process, Risk management information system, Role of insurance

SECTION-B

Chapter-3 Measurement of expected losses-Identifying and evaluating potential losses, probability and its use in insurance, Application of law of large numbers

Chapter-4 Theories of Risk management- Classical theory of risk, Collective risk theory, Modern risk theory

SECTION-C

Chapter-5 Application of risk control and risk financing tools; Risk retention, Reduction

and transfer

Chapter-6 Risk management and derivatives

Chapter-7 Insurance and hedging

SECTION-D

Chapter-8 Risk management by individuals, Factors affecting individuals demand for insurance, corporate risk management

Chapter-9 Identification, Measurement and treatment of an organizations, Financial risk

Chapter-10 Benefits and Cost of Insurance to society

Maximum Time: 3 Hrs.

University Examination

: 70 Marks

Total Marks: 100

Continuous Internal Assessment

: 30 Marks

Minimum Pass Marks : 40%

A) Instructions for paper-setter

1. The question paper will consist five sections namely A, B, C, D and E.
2. Sections A, B, C and D will have two questions from the respective sections of the syllabus and will carry 14 marks each. Candidates have to attempt at least one question compulsorily from each section.
3. Section E will comprise of 10 short answer type questions, which will cover the entire syllabus and will carry 14 marks candidates will have to attempt any 7 questions.

B) Instructions for candidates

1. Candidates are required to attempt one question each from sections A, B, C and D of the question paper and the any seven questions from section E.
2. Use of non-programmable scientific calculator is allowed.

SECTION-A

Chapter-1 INTRODUCTION TO LIFE INSURANCE
Life Insurance – Concept, Difference between Life and Non-life insurance, Essential features of life insurance contract, Nature and uses of life insurance

Chapter-2 LIFE INSURANCE-RISK
Risk and uncertainty, Need of security, Measurement of risk and mortality, Risk- premium, Method of Rating, Methods of calculating economic risk.

SECTION-B

Chapter-3 PRODUCT DEVELOPMENT
Determining the cost of life insurance, Rate of return on saving component, Product development process

Chapter-4 LIFE INSURANCE-POLICIES
Product Development, Classification of Life insurance Policies, Composition of various plans
Assignment of Life Policies

SECTION-C

Chapter-6 MARKETING OF LIFE INSURANCE-
Essentials of life insurance services, Life insurance Marketing-Mix, Importance of marketing of life insurance, World life insurance market.
Chapter-7 LIC FINANCIAL SERVICES- Advances against Life insurance policies, LIC Housing Finance Ltd., LIC Mutual Fund Schemes.

SECTION-D

Chapter-8 GROUP INSURANCE- Group Insurance Scheme, Partnership Insurance, Group disability income insurance
Chapter-9 GROUP HEALTH INSURANCE- Group medical expenses plans, Managed Care plans, and Group Dental insurance

Maximum Time: 3 Hrs.

University Examination

: 70 Marks

Total Marks: 100

Continuous Internal Assessment

: 30 Marks

Minimum Pass Marks : 40%

A) Instructions for paper-setter

1. The question paper will consist five sections namely A, B, C, D and E.
2. Sections A, B, C and D will have two questions from the respective sections of the syllabus and will carry 14 marks each. Candidates have to attempt at least one question compulsorily from each section.
3. Section E will comprise of 10 short answer type questions, which will cover the entire syllabus and will carry 14 marks candidates will have to attempt any 7 questions.

B) Instructions for candidates

1. Candidates are required to attempt one question each from sections A, B, C and D of the question paper and the any seven questions from section E.
2. Use of non-programmable scientific calculator is allowed.

SECTION-A

- Chapter-1 FUNCTIONS AND ORGANIZATION OF INSURERS-Types of Insurance Organizations, Organizational structure of Insurance Companies, Functions of Insurers
- Chapter-2 FINANCIAL MANAGEMENT OF INSURANCE COMPANIES-Financial objectives, Financial Planning and strategies, Measuring the performance of Insurance Company, Assets-Liability Management, Investment Trends, Risk-Return Trade-off

SECTION-B

- Chapter-3 PRODUCT DESIGN AND DEVELOPMENT- Product development Process, factors affecting product design and Development
- Chapter-4 UNDERWRITING- Underwriting basics, Objectives and principles, Underwriting in Life and Non-life insurance
- Chapter-5 CLAIM-MANAGEMENT- Claim settlement in general and life insurance

SECTION-C

- Chapter-6 INSURANCE PRICING- Pricing objectives, Life and Non-life insurance pricing, Types of rating, Rate making entities.
- Chapter-7 INSURANCE INTERMEDIARIES- Distribution of Insurance products, Insurance intermediaries and their functioning, Surveyors and loss Assessors, Third Party Administrators, Agents, Brokers, Corporate Agents.

SECTION-D

- Chapter-8 INSURANCE MARKETING-Marketing of insurance product, Distribution channels, Marketing strategies of insurance players.
- Chapter-9 REINSURANCE- Role of the Reinsurances, Techniques of Reinsurance, Nature of reinsurance risks.
- Chapter-10 INFORMATION TECHNOLOGY IN INSURANCE- IT Applications in functional areas, E- insurance

Maximum Time: 3 Hrs.

Total Marks: 100

Minimum Pass Marks : 40%

University Examination

Continuous Internal Assessment

: 70 Marks

: 30 Marks

A) Instructions for paper-setter

1. The question paper will consist five sections namely A, B, C, D and E.
2. Sections A, B, C and D will have two questions from the respective sections of the syllabus and will carry 14 marks each. Candidates have to attempt at least one question compulsorily from each section.
3. Section E will comprise of 10 short answer type questions, which will cover the entire syllabus and will carry 14 marks candidates will have to attempt any 7 questions.

B) Instructions for candidates

1. Candidates are required to attempt one question each from sections A, B, C and D of the question paper and the any seven questions from section E.
2. Use of non-programmable scientific calculator is allowed.

SECTION-A

Chapter-1 LEGAL FRAME WORK OF INSURANCE BUSINESS

Chapter-2 INSURANCE ACT-1938

SECTION-B

Chapter-3 LIFE INSURANCE CORPORATION ACT-1956

Chapter-4 GENERAL INSURANCE BUSINESS (NATIONALISATION) ACT, 1972

Chapter-5 INSURANCE REGULATORY AND DEVELOPMENT AUTHORITY ACT, 1999

SECTION-C

Chapter-6 MOTOR VEHICLE ACT

Chapter-7 MARINE INSURANCE ACT, 1963

SECTION-D

Chapter-8 INSURANCE AND VARIOUS TRANSPORTATION LAWS

Chapter-9 LIABILITY LAWS AND INSURANCE

Chapter-10 EMPLOYEES STATE INSURANCE
ACT, 1948

ELECTIVE PAPERS FOR SPECIALISATION IN HUMAN RESOURCE

MBA420 (HR-1)

PERSONNEL POLICIES

Maximum Time: 3 Hrs.

University Examination

: 70 Marks

Total Marks: 100

Continuous Internal Assessment

: 30 Marks

Minimum Pass Marks : 40%

A) Instructions for paper-setter

1. The question paper will consist five sections namely A, B, C, D and E.
2. Sections A, B, C and D will have two questions from the respective sections of the syllabus and will carry 14 marks each. Candidates have to attempt at least one question compulsorily from each section.
3. Section E will comprise of 10 short answer type questions, which will cover the entire syllabus and will carry 14 marks candidates will have to attempt any 7 questions.

B) Instructions for candidates

1. Candidates are required to attempt one question each from sections A, B, C and D of the question paper and the any seven questions from section E.
2. Use of non-programmable scientific calculator is allowed.

SECTION A

Evolution Of The Human Resource Function: Labour-Workers-Employees-Human Resources (As A Part Of Evolution Of Management Thought) An Overview Of The Personnel Policies- Legal, Social, Economic Framework- Human- Social System, Role And Status Of The Personnel Specialist In Indian Industry.

SECTION B

Procurement - Job Design - Manpower Planning - Recruitment - Induction. Development Performance Planning, Performance Appraisal, Training And Career Planning

SECTION C

Employment Conditions - Job Evaluation - Basic Compensation Structure. Integration Collaborative Relationships, Grievance-Settling Discipline, Welfare Programmes , Statutory And Non-Statutory

SECTION D

Maintenance - Employee Communication, Counseling, Physical And Mental Health, Personnel Research. Separation Process- Retirement, Retrenchment, Discharge and Outplacement. Careers In Human Resource Management.

References:-

1. Personnel Management - by Mamoria & Gankar
2. Personnel Management - by Flippo
3. Personnel Management – by R.C. Tripathi
4. Personnel Management and Industrial Relation in India by R.S. Davar.

Maximum Time: 3 Hrs.

University Examination

: 40 Marks

Total Mark: 100

Continuous Internal Assessment

: 30 Marks

Minimum Pass Marks : 40%

A) Instructions for paper-setter

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2. Sections A, B, C and D will have two questions from the respective sections of the syllabus and will carry 14 marks each. Candidates have to attempt at least one question compulsorily from each section.
3. Section E will comprise of 10 short answer type questions, which will cover the entire syllabus and will carry 14 marks candidates will have to attempt any 7 questions.

B) Instructions for candidates

1. Candidates are required to attempt one question each from sections A, B, C and D of the question paper and the any seven questions from section E.
2. Use of non-programmable scientific calculator is allowed.

SECTION A

An Overview of Indian Labour, Concept and Scope of Industrial Relations, Evolution of Industrial Relations, Trade Unionism : Concept and Approaches, Trade Unionism in India, Employees' Organisations in India, Role of State in Industrial Relations, International Labour Organisation, Industrial Health and Safety/Engineering.

SECTION B

Industrial Conflicts, Industrial Unrest in India, Industrial Relations Machinery in India, The Industrial Disputes Act, 1947, Industrial Employment (Standing Orders) Act 1946, Discipline and Grievance Procedure, Labour Turnover, Absenteeism, Alcoholism and Drug Abuse, The Factories Act 1948.

SECTION C

The Trade Unions Act 1926, Collective Bargaining and Negotiation, Industrial Democracy/Workers' Participation in Management, Social Security, Employee Welfare, Workmen's Compensation Act 1965. The Maternity Benefit Act, The Employees' State Insurance Act, 1948.

SECTION D

Nation Wage Policy, The Minimum Wages Act, 1948, The Payment of Wages Act, 1936, The Payment of Bonus Act, 1965, The Equal Remuneration Act, 1976, Profit Sharing and Co-partnership, The Payment of Gratuity Act, 1972.

References:-

1. Industrial Relations – by A. M. Sharma
2. Personnel Management & Industrial Relations - by P. C. Tripathi
3. Economics of Labour and Industrial Relations – by Dr. T.N. Bagoliwal
4. Hand book of Industrial Law – N.D.Kapoor.
5. Labour and Industrial Law – S.N. Mistira

Maximum Time: 3 Hrs.

University Examination

: 70 Marks

Total Mark: 100

Continuous Internal Assessment

: 30 Marks

Minimum Pass Marks : 40%

A) Instructions for paper-setter

1. The question paper will consist five sections namely A, B, C, D and E.
2. Sections A, B, C and D will have two questions from the respective sections of the syllabus and will carry 14 marks each. Candidates have to attempt at least one question compulsorily from each section.
3. Section E will comprise of 10 short answer type questions, which will cover the entire syllabus and will carry 14 marks candidates will have to attempt any 7 questions.

B) Instructions for candidates

1. Candidates are required to attempt one question each from sections A, B, C and D of the question paper and the any seven questions from section E.
2. Use of non-programmable scientific calculator is allowed.

SECTION-A

An Introduction To Organizational Development- The evolution of Organization development, Assumptions of OD, Model of OD- Action Research, Action Research as a process. Process of OD: Diagnosis, diagnosis- Meaning and its importance in success of OD, diagnostic models, Diagnostic skills.

SECTION-B

Od consultant- Role of OD Consultant, Client- consultant relations in organization development. Power And Politics- Power and Authority, Dimensions of power, Types of power, Compliance and internalization of power, Power sharing and power distribution. Organizational Politics- Concept, Levels of political action in organization, Political Tactics, Managing organizational politics.

SECTION-C

Od Interventions- Definition, Selection an OD Intervention, Classification of OD Intervention- OD Interpersonal Intervention, OD Intergroup Development Interventions, OD Team Development Interventions- Family Group Meeting, Family Group team building meetings, Grid organization Development Programme, Process Consultation, Structural Interventions.

SECTION-D

Quality Of Work Life- Concept, Job enrichment, The motivating potentials of jobs, Limitations of job enrichment and Quality of work life programme, Enriched work system, The Socio-Technical model.

Team and Team work, self managed teams, Team building, Quality Circles Total quality management Empowerment and Participation.

References:-

1. Organization Development - French & Bell
2. Changing Organizations - Warren Bennis
3. Organizational Development, 6th Ed. - Vendell L. French
4. Developing effective organization – Abad, Ahmad, etc.
5. Organisation Development – Theory, Practive and Research by French , W.L.
8. Tyagi Archana, Organizational Behaviour
9. Singh Kavita, Organization change and Development

Maximum Time: 3 Hrs. University Examination: 70 Marks
Total Marks: 100 Continuous Internal Assessment: 30 Marks
Minimum Pass Marks : 40%

A) Instructions for paper-setter

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2. Sections A, B, C and D will have two questions from the respective sections of the syllabus and will carry 14 marks each. Candidates have to attempt at least one question compulsorily from each section.
3. Section E will comprise of 10 short answer type questions, which will cover the entire syllabus and will carry 14 marks candidates will have to attempt any 7 questions.

B) Instructions for candidates

1. Candidates are required to attempt one question each from sections A, B, C and D of the question paper and the any seven questions from section E.
2. Use of non-programmable scientific calculator is allowed.

SECTION-A

Organization Change- An overview of the concept of organizational change, Importance of change, Forces of change, Determining factors of change, Type of change.
Resistance To Change- Causes, Overcoming Resistance to change, Minimizing Resistance to change-methods; Change-agent, change and the manager.

SECTION-B

Models Of Change- Systems model of change, Lewin's model, the continuous change process model.

effective change management- Key factors, Managing change-The process, Skills for leader, Strategic leverages to change.

SECTION-C

Organizational Culture And Change- The concept of corporate culture, Organizational culture and dealing with change, Change in corporate culture. Stages of achieving culture change, Managing Across culture and cross-cultural awareness. Change and organization growth.

SECTION-D

The Group- Group decision-making, Group problem solving techniques, Creativity process, Managing creative employees.

Conflict And Negotiation Skills- Sources of conflict on organizations , models of managing conflict.

References:-

1. Robbins, S.P. Organizational Behaviour, Eight ed. Prentice Hall of India, 1996.
2. Luthans.F. Organizational Behaviour, Seventh Edi. Mc Graw Hill 1995
3. Khandwala, P.N. Organization Design for Excellence, New Delhi, Tata McGraw Hill, 1992.
4. Sekaran Umer, Organizational Behaviour
5. Szilalgyi, A.D. and Wallace M.J. Organizational Behaviour and Performance
6. Davis, K. Human Behaviour at work
7. Prasad, L.M. Organization Theory and Behaviour
8. Tyagi Archana, Organizational Behaviour
9. Singh Kavita, Organization change and Development

Maximum Time: 3 Hrs.

University Examination

: 70 Marks

Total Marks: 100

Continuous Internal Assessment

: 30 Marks

Minimum Pass Marks : 40%

A) Instructions for paper-setter

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3. Section E will comprise of 10 short answer type questions, which will cover the entire syllabus and will carry 14 marks candidates will have to attempt any 7 questions.

B) Instructions for candidates

1. Candidates are required to attempt one question each from sections A, B, C and D of the question paper and the any seven questions from section E.
2. Use of non-programmable scientific calculator is allowed.

SECTION A

Business Environment in India, Elements of environment Political, legal, Socio-Cultural, Technological and economic consumerism in India. Business and Society, Social responsibility of business, Business Ethics.

SECTION B

Economic Role of Government, Monetary and fiscal Policies, Industrial Policies, Foreign investment and Collaboration, Multinational Corporations.

SECTION C

Money and capital Market, Industrial finance institutions, SEBI, Public sector enterprises - towards privatisation.
Technological Environment, Technology transfer, trends Policies during planning period.

SECTION D

Legal Environment - regulation of company organisation and management. Industries (D & R) Act, 1951 (with amendments), FEMA Gov.'s role in legal enactment's. Political Environment, Policies and their Impact on business development.

References:

1. Francis, "Chernilam", Himalaya Publishing House, Bombay.
2. D. Amar Chand, "Govt. and Business", Tata McGraw Hill Publishing Co. Ltd., New Delhi.