

**INSTITUTE OF ADVANCED STUDIES IN  
EDUCATION (DEEMED UNIVERSITY)  
GANDHI VIDYA MANDIR  
SARDARSHAHR**

## **DETAILED SYLLABUS**

### **MASTER OF BUSINESS ADMINISTRATION**

with Specialization In

- IT
- Finance
- Marketing
- Insurance & Risk Management
- Human Resource

**Two Years Post Graduate Degree Programme**

**(SEMESTER SYSTEM)**

**COURSE TITLE** : **MASTER OF BUSINESS ADMINISTRATION**  
**DURATION** : **2 YEARS**  
**TOTAL MARKS** : **1700**

**FIRST SEMESTER**

COURSE TITLE	PAPER CODE	MARKS		
		THEORY	PRACTICAL	TOTAL
MANAGEMENT SCIENCE	MBA110	100	00	100
BUSINESS COMUNICATION	MBA120	100	00	100
FINANCIAL MANAGEMENT	MBA130	100	00	100
COMPUTERS IN MANAGEMENT	MBA140	100	00	100

**SECOND SEMESTER**

COURSE TITLE	PAPER CODE	MARKS		
		THEORY	PRACTICAL	TOTAL
MARKETING MANAGEMENT	MBA210	100	00	100
MANAGEMENT INFORMATION SYSTEM	MBA220	100	00	100
HUMAN RESOURCE MANAGEMENT	MBA230	100	00	100
ORGANISATIONAL BEHAVIOUR	MBA240	100	00	100

**THIRD SEMESTER**

COURSE TITLE	PAPER CODE	MARKS		
		THEORY	PRACTICAL	TOTAL
MANAGERIAL ECONOMICS	MBA310	100	00	100
COPORATE LAWS	MBA320	100	00	100
BUSINESS POLICY AND STRATEGIC MANAGEMENT	MBA330	100	00	100
INDIAN BUSINESS ENVIRONMENT	MBA340	100	00	100

**FOURTH SEMESTER**

COURSE TITLE	PAPER CODE	MARKS		
		THEORY	PRACTICAL	TOTAL
PROJECT STUDY	MBA410	00	100	100
ELECTIVES (FOR SPECIALISATION IN IT, FINANCE, MARKETING, INSURANCE & RISK MANAGEMENT, HUMAN RESOURCE MANAGEMENT, IR & PM, MSW)	MBA420	--	--	400

**ELECTIVE PAPERS FOR SPECIALISATION IN IT****SELECT ANY FOUR PAPERS**

COURSE TITLE	PAPER CODE	MARKS		
		THEORY	PRACTICAL	TOTAL
DATABASE & INFORMATION MANAGEMENT SYSTEM	MBA420(IT-1)	100	00	100
DATA COMMUNICATION & NETWORK	MBA420(IT-2)	100	00	100
INTERNET & INTRANET TECHNOLOGY MANAGEMENT	MBA420(IT-3)	100	00	100
ELECTRONIC COMMERCE	MBA420(IT-4)	100	00	100
IT ENABLED SERVICES	MBA420(IT-5)	100	00	100

**ELECTIVE PAPERS FOR SPECIALISATION IN FINANCE****SELECT ANY FOUR PAPERS**

COURSE TITLE	PAPER CODE	MARKS		
		THEORY	PRACTICAL	TOTAL
CORPORATE TAX PLANNING	MBA420(F-1)	100	00	100
CREATING VALUE THROUGH CORPORATE RESTRUCTURING	MBA420(F-2)	100	00	100
CAPITAL MARKETS, SECURITY ANALYSIS & PORTFOLIO MANAGEMENT	MBA420(F-3)	100	00	100
INTERNATIONAL FINANCIAL MANAGEMENT	MBA420(F-4)	100	00	100
PROJECT MANAGEMENT	MBA420(F-5)	100	00	100

**ELECTIVE PAPERS FOR SPECIALISATION IN MARKETING****SELECT ANY FOUR PAPERS**

COURSE TITLE	PAPER CODE	MARKS		
		THEORY	PRACTICAL	TOTAL
CONSUMER BEHAVIOUR	MBA420(M-1)	100	00	100
ADVERTISING & COMMUNICATION MANAGEMENT	MBA420(M-2)	100	00	100
BRAND MANAGEMENT	MBA420(M-3)	100	00	100
SALES & DISTRIBUTION MANAGEMENT	MBA420(M-4)	100	00	100
INTERNATIONAL MARKETING	MBA420(M-5)	100	00	100

## **ELECTIVE PAPERS FOR SPECIALISATION IN INSURANCE & RISK MANAGEMENT**

### **SELECT ANY FOUR PAPERS**

COURSE TITLE	PAPER CODE	MARKS		
		THEORY	PRACTICAL	TOTAL
INSURANCE PRINCIPLES & PRACTICES	MBA420(IR-1)	100	00	100
INSURANCE & RISK MANAGEMENT	MBA420(IR-2)	100	00	100
LIFE & GROUP INSURANCE	MBA420(IR-3)	100	00	100
MANAGEMENT OF INSURANCE COMPANIES	MBA420(IR-4)	100	00	100
LEGAL ASPECT OF INSURANCE	MBA420(IR-5)	100	00	100

## **ELECTIVE PAPERS FOR SPECIALISATION IN HUMAN RESOURCE MANAGEMENT**

### **SELECT ANY FOUR PAPERS**

COURSE TITLE	PAPER CODE	MARKS		
		THEORY	PRACTICAL	TOTAL
PERSONNEL POLICES	MBA420(HR-1)	100	00	100
INDUSTRIAL RELATIONS	MBA420(HR-2)	100	00	100
ORGANISATIONAL DEVELOPMENT	MBA420(HR-3)	100	00	100
ORGANISATIONAL EFFECTIVENESS AND CHANGES	MBA420(HR-4)	100	00	100
BUSINESS ENVIRONMENT	MBA420(HR-5)	100	00	100

### **Note:**

Theory Paper : **30%** Continuous Internal Assessment and **70%** University examination.  
Practical Paper: **30%** Continuous Internal Assessment and **70%** University examination.  
Minimum Pass Marks : **40%**

### **Continuous Internal Assessment:**

- 1) Two or three tests out of which minimum two will be considered for Assessment
- 2) Seminars/Assignments/Quizzes
- 3) Attendance, class participation and behavior

**70% of Continuous Internal Assessment**  
**30% of Continuous Internal Assessment**  
**10% of Continuous Internal Assessment**

## FIRST SEMESTER

**MBA110**                                  **MANAGEMENT SCIENCE**

**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**

Management : Concept, Nature, Importance; Management process; Management principles, Levels of management, Managerial skills, Role and Responsibility of a Manager, Challenges before management, Evolution of Management thought.

### **SECTION B**

Managerial planning & Decision – making:

Planning : Concept, Importance of planning, Types of plan, Steps in planning, limitations of planning, Management By Objectives.

Forecasting : Need and techniques

Decision – Making : Process, Types, Decision – making under Risk and Uncertainty.

### **SECTION C**

Organising :

Process of organizing, Principles, Organisational structure, Span of Management, Departmentation, Authority and power, Responsibility and Accountability, Delegation of authority, Centralisation and Decentralisation.

### **SECTION D**

Coordination and Control:

Coordination : Concept, Significance, Techniques

Control : Meaning, Process, Requisites of effective control, Control techniques, Management Audit.

### **References:**

1. Essentials of Management – by Koontz.
2. Management – by Robbins & Coulter.
3. Principles and Practices of Management – by L.M. Prasad.

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

**University Examination : 70 Marks**  
**Continuous Internal Assessment : 30 Marks**

**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**

Introduction – Communication : Concept, Nature, Scope, types, Function, Communication process, communication Channels – Formal, Informal, Downward, Upward and Horizontal, Essentials of effective communication, limitations of communication, barriers of communication over coming the barriers of communication.

**SECTION B**

Oral Communication, Effective oral communication, methods of oral communication, conversion skills, Presentation of skills; Non-verbal communication. Interview skills – Interview process & requirements of a successful interview. Resume preparation.

**SECTION C**

Meetings; Notice, Agendas, Minutes, Resolution Written communication; Essentials of written communication.

Feedback; Effectiveness in feedback, Guidelines to improve feedback giving skills, Significance of feedback.

Report Writing.

**SECTION D**

Business correspondence; Nature, structure and layout of business letters, Planning for business correspondence, Different types of business letters; Quotations and orders, Sales letters, Credit letters, Collection letters, Adjustment letters.

E-mail and changing landscape of business communication.

**References:-**

1. Lesikar , R.V. and J.D. Petitt , Jr. Business Communication : Theory and Application Homewood III ; Richard D. Irwin.
2. Michael, V.P. Communication and Research for management Himalaya Publishing House, Bombay.
3. Sharma , R.C & K. Mohan . Business Report writing and Correspondence (TMH)
4. Aggarawal, Rohini; *Business Communication and organization & Management (Taxmann's)*
5. Rao Nageshwar & Das R.P. – *Communication skills Himalaya Publishing House, Delhi.*

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

**University Examination : 70 Marks**  
**Continuous Internal Assessment : 30 Marks**

**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**

Nature and Scope of financial management, Objectives of financial management, Capitalization- Over capitalization and Under capitalization, Capital structure, Capital budgeting, Techniques of capital budgeting.

**SECTION B**

Cost of capital ; Cost of debt, Preference share capital, Equity share capital, Retained earning and Weighted average cost, Sources of short term finance and long term finance.

**SECTION C**

Financial analysis and planning : Financial statements, Ratio analysis, Break - even analysis; Operating, Financial and Combined leverage.

**SECTION D**

Working capital management; Management of cash, receivables and inventory.  
Dividend policy; Dividend policy in practice, stability in dividend policy, Corporate dividend behaviour.

**References:-**

1. M.Y. Khan & P.K. Jain : Financial Management : Text and Problems
2. I.M. Pandey : Financial Management
3. Kulkarni & Satyaprasad : Financial Management
4. V.K. Bhalla : Financial Management & Policy
5. P. Chandra : Financial Management

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

**University Examination** : 70 Marks  
**Continuous Internal Assessment** : 30 Marks

#### **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**

*Application of computer in business, components of computer system. CPU, RAM, SSD, Operating Systems, System Software's, and Application Software.*  
Input-Output devices: Monitor, Keyboard, Mouse, System Unit, Printer, and Scanner.  
Storage devices: Floppy disk, Hard disk, Cartridge tape, CD-ROM, *DVD*.  
Printers : dot-matrix, Inkjet, LaserJet, Colour printer, High speed printer, Label printer, Plotters.

#### **SECTION B**

Operating systems: DOS, Drives, Directories, Files  
DOS commands : DIR, CD, MD, RD, COPY, RENAME, DELETE, *FORMAT*  
Internal & external commands. DOS utilities.  
Graphical user interface : Windows 3x, Program manager, Main & accessories program groups, Multiasking.  
MS Word : Creating documents, Formatting, Auto text, Auto correct, Tables, Page setup, Printing, Spell check, Thesaurus, Mail merge, Word art, Clip art.  
MS Excel : Creating workbooks & worksheets, Formulas & functions, Linking workbooks & worksheets, Cell references, Formatting, conditional formatting Creating charts, Data lists, Page setup, Printing.  
MS Power Point : Creating slides with different layouts and templates, Inserting charts, Tables, Organisation charts, Pictures, Running a screen show, Presentation setup, Animation.

#### **SECTION C**

Data Base Management System : Fox Pro creating, modifying & listing databases, Sorting & indexing, editing, appending & deleting records, browsing through databases, setting relationship between multiple databases, reports & labels.  
Relational Data Base Management Systems : Tables, Relations, Joins, Query, Languages, Introduction to MS Access.

#### **SECTION D**

Computer Networks : LAN, MAN, WAN, Client-Server Networks, Peer-to Peer networks.  
Telecommunications: Commercial services, Internet, e-mail, World Wide Web, Bulletin Board Services.  
Application Specific Software's: Financial accounting & Inventory control packages.  
Multimedia : Sound cards, Audio & video files.  
Computer Virus : Types of virus, Scanners & vaccines, Precautions to avoid virus.



## **REFERENCES:**

1. Alan Simpson - Your First Computer
2. Sinha – Computer Fundamentals
3. Stevens – Teach Yourself DOS
4. Harvey – Mastering Wordstar (Release 4)
5. Mueller – Illustrated Lotus 1-2-3 (Release 2.2)
6. Taxali – Foxpro 2.5 Made Simple
7. Mansfield – The Compact Guide To MS Office

## SECOND SEMESTER

**MBA210**

**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**

Marketing and its core concepts; needs, wants, Demands, exchange etc. Marketing management and its tasks in different situations, different philosophies of marketing management; the marketing environment; marketing information system and marketing research.

### **SECTION B**

Concepts and components of marketing mix; target marketing; market segmentation; positioning; consumer buying behaviour; consumer buying decision process. Basic concepts of a product; Concept of customer delight, Product mix and product line decisions; branding and packaging decisions; new product development process.

### **SECTION C**

Product life cycle (PLC) and related strategies; meaning and significance of price; factors influencing pricing; general pricing approaches; pricing practice and strategies, pricing policies.

### **SECTION D**

Marketing channels and functions; designing a marketing channel; concepts and elements of promotion mix: Advertising, Sales promotion, personal selling and public relation; Integrated marketing communications organizing and implementing marketing in the Organisation. Evaluation and control of marketing efforts, Green Marketing;

### **References:-**

1. Kotler, P. Marketing Management, analysis, Planning and control.(PHI)
2. Gandhi, J.C. Marketing : A Managerial Introduction.
3. Stanton & Fultroll. Fundamentals Marketing (TMH)
4. Jha & Singh, Marketing Management in Indian Perspective.
6. Various Magazines like Business India, Business World Advertising, Marketing etc.
7. Saxena, Rajan: Marketing Management

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

**University Examination : 70 Marks**  
**Continuous Internal Assessment : 30 Marks**

**A) Instructions for paper-setter**

1. The question paper will consist five sections namely A, B, C, D and E.
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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.
- 1.

**SECTION A**

Business in the Information Age - Pressures and Responses Introduction to Information System ; Evolution of information system ; concepts of information and data; extracting information from data ; meaning and role of information system; systems approach applied to information system. Introduction of data mining.

**SECTION B**

Types of Information system and Database : Transaction processing system ; information reporting system ; decision support system ; executive support system ; expert system; introduction to database concepts and database ; RDBMS, Building Information System: Introduction ; data flow diagram ; traditional flowchart ; structured charts ;design output for users; output design rules and selected examples ; output devices.

**SECTION C**

Approach to Information System Development System life cycle approach; and prototype approach.

**SECTION D**

Telecommunication and Networking: Telecommunication; Modem; network devices and facilities; network architecture, standards and protocol; LAN ; WAN : End-user computing and development management of information system.

**References:-**

1. Laudon & Laudon management information System.
2. Alter, S. - Information System
3. Turban Raner Potter - introduction to Information Technology
4. Kanter J. Management Information System.
5. Kanter H. Management Oriented Information Systems.
6. Gordon, D . Olson B & Margrethe H Management information System.
7. Dickson et al . The management Information System.
8. Burch & Grudnitski Information System - Theory and Practice John Wiley & Sons, New York
9. Tanenbaum , A.S. Computer networks Prentice Hall of India , New Delhi.

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

**University Examination : 70 Marks**  
**Continuous Internal Assessment : 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**

Concepts and Perspectives on Human Recourse Management; Human Resource Management in Changing Environment; Human Resource Management System.

**SECTION B**

Career and succession planning. Methods of Manpower search; Attracting and Selecting Human Resources; Induction and Socialization; Manpower Training and development. Job Evaluation and Wage Determination; Salary Structure; Wage Policies and Regulations; Performance Appraisal and Potential Evaluation.

**SECTION C**

Industrial Relations and Trade unions collective Bargaining, Dispute Resolution and Grievance Management; Employee Empowerment, Industrial Democracy and Workers participation in Management.

**SECTION D**

Health and Safety Management; employee assistance programme, Voluntary welfare schemes and an outline of social security measures etc.

**References:-**

1. C.S. Venkata Ratnam et al., Personnel management & Human Resource Management, Tata McGraw Hill, New Delhi.
2. Monappa and Sayadain, Personnel Management, Tata McGraw Hill, New Delhi.
3. De Cenzo & Robins, Human Resource Management, John Wiley, N.Y.
4. Cascio W.F. Managing Human Resources : productivity , quality of work Life Profits. McGrow Hill New York 1995
5. Parikh U. and Rao T.V. , Designing and Managing Human Resource Management , Wiley New Delhi 1

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

**University Examination : 70 Marks**  
**Continuous Internal Assessment : 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**

Introduction of organizational behaviour : Definition, Assumptions, Nature and determinants of organizational behaviour; Individual behaviour in organization: Behaviour as an Input-output system, Beliefs, Attitudes, Values, Perceptions.

**SECTION B**

Important dimensions of group behaviour : Leadership in group, conflicts in group norms, status in group Decision – making and communication in group, Authority and influence process in groups Teams in the modern work-place, Quality circles, Linking team and group concepts, creating high performance team.

**SECTION C**

Motivation : Meaning and Importance, Theories of Motivation, Motivation and Morale.  
Leadership : Meaning and Importance, Theories of leadership, Leadership styles and skills, Managerial culture and leadership.

**SECTION D**

Managing Conflict : Nature, Types, Process of conflict handling behaviour, conflict resolution techniques, Approaches to conflict management.  
Managing Organizational Change : Forces of change, Resistance to change, Managing Planned change. Work stress, Quality of work life.

**References:-**

1. Robbins, S.P., Organizational Behaviour , 8th ed. New Delhi, Prentice Hall of India 1998.
2. Luthans, F., Organizational Behaviours, 8th ed. New Yark , McGraw Hill, 1998.
3. Carrell, M.R. Tennings , D.F. and Heavrin, C. Fundamentals of Organisational Behaviour , Prentice Hall Indternational, Inc. 1997.
4. Singh , B.P. and Chhabra, T.N. , Organisation Theory and Behaviour , 2nd ed 1998.
5. Davis, K. Human Behaviour at work , Tata McGraw Hill

## THIRD SEMESTER

**MBA310**

**MANAGERIAL ECONOMICS**

**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**

Concepts and techniques, Nature of business decision making, marginal analysis, utility. Consumer behaviour – Law of demand, Elasticity of demand and measurement Indifference curve analysis, income effect and price effects and demand forecasts.

### **SECTION B**

Production and Costs- Production functions, Law of returns and law of variable proportions. Isoquants, returns to scale, Cost Analysis, fixed costs, variable costs, Break even, Firm's goals – profit maximization, Revenuer Analysis.

### **SECTION C**

Market Structure – Perfect competition, monopoly, monopolistic, oligopoly, Pricing practices cost plus pricing, multiple product pricing, transfer pricing.

### **SECTION D**

Factors of production , pricing and employment of inputs, labor Capital, Capital budgeting process, Cash flows and capital rationing. Recent developments and applications in Indian Industry. Core Competencies of firms, centralization and decentralization, role of management, globalization and liberalization.

### **References:-**

1. Craig Petersen & W Cris Lewis : Managerial Economics
2. Walter Nicholson : Microeconomics & its Applications
3. A. Koutsoyiannis : Modern Microeconomics
4. Various Issues of Economic and Political Weekly

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

**University Examination : 70 Marks**  
**Continuous Internal Assessment : 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**

Indian Contract Act, 1872 : Definition of contract. Essentials of a valid contract. Offer and acceptance. Consideration. Capacity to contract. Free consent. Void and voidable contracts. Performance of contract. Discharge of contract. Breach of contract. Remedies for breach of contract.

**SECTION B**

Sale of Goods Act, 1930 : Sale and agreement of sale. Essentials of contract of sale of goods. Conditions & warranties. Transfer of property. Performance. Rights of unpaid seller. Partnership Act, 1932 : Definition. Formation of partnership. Reliance of partners. Dissolution of partnership and firm.

**SECTION C**

Companies Act, 1956 : Definition. Distinction with other forms of business organisations. Kinds of companies. Types of companies. Corporate veil. Formation of company. Memorandum of Association. Articles of Association. Share Capital. Management & Administration. Accounts & Auditors. Winding up.

**SECTION D**

Negotiable Instruments Act, 1881 : Definition & Types of negotiable instruments. Parties to negotiable instruments. Presentation of negotiable instruments. Dishonour. Remedies. Discharge. Consumer Protection Act, 1986 : General Introduction. Definitions. Constitution of Forums – their functions and powers.

**References:-**

1. M.C. Shukla – A Manual of Mercantile Law.
2. N. D. Kapoor – Mercantile Law.
3. Avtar Singh- Indian Contract Act.
4. Consumer Protection Act.

**MBA330**

**BUSINESS POLICY & STRATEGIC MANAGEMENT**

**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**

Introduction : Business Policy as a Field of Study , Nature and Scope of Strategic Management , Concept of Corporate Strategy and Tactics, Concept of Synergy and its Relevance to Strategy, Strategic Decision Making , Strategic Management Process ; Corporate Mission, Purpose & Objectives ; Business Ethics and Social Responsibilities of Business.

**SECTION B**

Swot Analysis : Environmental Analysis, Competitive Analysis, Internal Corporate Analysis. Strategic Alternatives : Stability , Expansion , Retrenchment, Combination Strategies . Diversification , Merger & Acquisition . Evaluation & Choice of Strategy : Factors affecting strategic choice . Tools and techniques of Strategic Analysis . Impact Matrix , the Experience Curve , BCG Matrix , GEC Model , Strategic Profile of a Firm Competitive Advantage of GEC Model.

**SECTION C**

Implementing Strategic Plan : Process of Strategy Implementation , Resource Allocation , Organisation structures and Processes, and Behavioural Considerations. Strategy Evaluation and Reformulation .

**SECTION D**

Corporate Policies in Production Management, Marketing Management, Financial Management and Human Resource Management. Corporate governance. Case Studies in Strategic Management.

**References:-**

1. Ansoff, H. Igor : " Corporate Strategy :, Penguin .
2. McCarthy , Minichiello & Curranbusiness : " Policies and Strategies , Concepts and Reading " , Richard Irwin .
3. Kenneth A " Andrews Concept of Corporate Strategy " .
4. Bonge and Coleman : " Concepts of Corporate Strategy " .
5. Newman and Logan Strategy : " Policies and Central Management " , South Western
6. Jauch and Glueck : " Business Policy and Strategic Management " , McGraw Hill.
7. Azhar Kazmi : " Business Policy " , Tata McGraw Hill , New Delhi.



**MBA340**

**INDIAN BUSINESS ENVIRONMENT**

**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**

Basic Macro Economic Tools : Basic concepts of national income accounting and fund flow chart. Aggregate demand and aggregate supply and income determination. Consumption, savings and investment function.

**SECTION B**

Basics of – money supply, deficit financing and inflation.

Demand side vs. supply side management

Economic policies: Monetary and Fiscal policy framework & its application in solving economic problems at macro level.

Economic trends & structural changes : Economic growth (trends), Economic development(structural changes), Issues in economic development. Long run strategy & policy of economic development. Economic development & physical environment. Economic planning in India.

**SECTION C**

Anatomy of Indian Economy : Agriculture, Industry, Public sector, Money market and Capital market, Demographic features, Other socio-economic problems like unemployment and the inequalities.

Emerging Trends & Tendencies : Structural features of Indian economy. An overview of current macro trends of production, money supply, prices, interest rates & fiscal deficit. An overview of India's foreign trade, balance of payment position and problems with reference to world trade.

**SECTION D**

Control and Management : Social responsibility of business. Brief introduction to various economic legislations. Economic reforms introduced. Challenges before management.

**References:-**

1. M. Adhikary – Economic Environment of Business.
2. Edward Shapiro – Macro Economic Analysis.
3. Ruddar Dutt & K.P.M. Sundharam – Indian Economy.
4. Economic Survey, Government Of India.
5. Uma Kapila – Indian Economy since Independence.
6. Report On Currency and Finance, RBI.

## FOURTH SEMESTER

**MBA410P**

**PROJECT STUDY**

**Maximum Time : 3 Hrs.**

**University Examination : 70 Marks**

**Total Marks : 100**

**Continuous Internal Assessment : 30 Marks**

**Minimum Pass Marks : 40%**

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

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

#### 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

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

**University Examination : 70 Marks**  
**Continuous Internal Assessment : 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**

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

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

**University Examination : 70 Marks**  
**Continuous Internal Assessment : 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**

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.**  
**Total Marks : 100**  
**Minimum Pass Marks : 40%**

**University Examination : 70 Marks**  
**Continuous Internal Assessment : 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**

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; Entrepreneurial Opportunities; Embedded E- Commerce

**References:-**

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

**MBA420 (IT-5)****IT ENABLED SERVICES**

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

**University Examination : 70 Marks**  
**Continuous Internal Assessment : 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**

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**

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

### **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**

Basic concept of income tax, Residential states of a company, computation of Income of a company. Sett – 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****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**

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 Restnscturing 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 Amalgemation & Takeovers – IC Verma.
5. Merger and Integration – David M Schweiger.

## **MBA420(F-3) CAPITAL MARKETS, SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**

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

**University Examination : 70 Marks**  
**Continuous Internal Assessment : 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**

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****: 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 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.

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

**University Examination : 70 Marks**  
**Continuous Internal Assessment : 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**

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**

**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**

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.

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

**University Examination : 70 Marks**  
**Continuous Internal Assessment : 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**

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.

**MBA420 (M-3)****BRAND 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**

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.**  
**Total Marks : 100**  
**Minimum Pass Marks : 40%**

**University Examination : 70 Marks**  
**Continuous Internal Assessment : 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**

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.



**MBA420 (M-5)****INTERNATIONAL MARKETING**

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

**University Examination : 70 Marks**  
**Continuous Internal Assessment : 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**

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**

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

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

University Examination : 70 Marks  
 Continuous Internal Assessment : 30 Marks

### A) Instructions for paper-setter

#### 1. The question paper will 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.**  
**Total Marks : 100**  
**Minimum Pass Marks : 40%**

**University Examination : 70 Marks**  
**Continuous Internal Assessment : 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 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

Chapter-5 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.**  
**Total Marks : 100**  
**Minimum Pass Marks : 40%**

**University Examination : 70 Marks**  
**Continuous Internal Assessment : 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 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 : 70 Marks**  
**Continuous Internal Assessment : 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.**  
**Total Mark : 100**  
**Minimum Pass Marks : 40%**

**University Examination : 40 Marks**  
**Continuous Internal Assessment : 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**

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.**  
**Total Mark : 100**  
**Minimum Pass Marks : 40%**

**University Examination : 70 Marks**  
**Continuous Internal Assessment : 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**

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.**  
**Total Marks : 100**  
**Minimum Pass Marks : 40%**

**University Examination : 70 Marks**  
**Continuous Internal Assessment : 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**

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

**MBA420(HR-5)**

**BUSINESS ENVIRONMENT**

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

**University Examination : 70 Marks**  
**Continuous Internal Assessment : 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**

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.