

**SCHEME OF EXAMINATION**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**  
**TWO YEAR PROGRAMME (SEMESTER SYSTEM)**  
**2011**

**Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks the theory marks secured by the candidate shall be proportionately enhanced.

**First Semester**

Paper	Nomenclature	External	Internal	Total Marks
DEMBA-101	Management Processes & Skill Development	70	30	100
DEMBA-102	Managerial Economics	70	30	100
DEMBA-103	Accounting for Managers	70	30	100
DEMBA-104	Quantitative Methods	70	30	100
DEMBA-105	Indian Ethos & Values	70	30	100
DEMBA-106	Computer Application in Mgt.(Theory)	50		100
	Practical	50		

**Second Semester**

Paper	Nomenclature	External	Internal	Total Marks
DEMBA-201	Financial Management	70	30	100
DEMBA-202	Marketing Management	70	30	100
DEMBA-203	Human Resource Management	70	30	100
DEMBA-204	Indian Business Environment	70	30	100
DEMBA-205	Production & Operation Management	70	30	100
DEMBA-206	Organizational Behaviour	70	30	100

**Third Semester**

Paper	Nomenclature	External	Internal	Total Marks
DEMBA-301	Business Policy & Strategic Analysis	70	30	100
DEMBA-302	Decision Support Systems and MIS	70	30	100
DEMBA-303	Research Methodology	70	30	100
DEMBA-304	International Business Environment	70	30	100
	Specialization Paper			
	Specialization Paper			
	Specialization Paper			

**Fourth Semester**

Paper	Nomenclature	External	Internal	Total Marks
DEMBA-401	Corporate Evolution & Strategic Implementation	70	30	100
DEMBA-402	Computer Networks and internet(Theory) Practical	50 50		100
DEMBA-403	Entrepreneurial Development	70	30	100
	Specialization Paper	70	30	100
	Specialization Paper	70	30	100
	Specialization Paper	70	30	50
DEMBA-404	Comprehensive Viva-Voce	100		100

**Note:**

- (I) Students are required to choose three optional papers from each set of specialization in 3rd and 4<sup>th</sup> semesters.
- (II) Students will be required to appear only in single specialization (consisting of 3 papers in 3rd and 3 papers in 4th Semester) examination along with their semester examinations as and when held.
- (III) Students desirous of doing any additional specialization, he/she can do it by appearing in examination as an ex-student, on payment of a fee of Rs. 1000.00 per paper within a period of two years after the completion of 2-Year MBA (DDE) Programme.

## LIST OF OPTIONAL PAPERS (FOR III & IV SEMESTERS)

### FINANCE

Paper	Nomenclature	External	Internal	Total Marks
DEMBA-III-FM1	Foreign Exchange Management	70	30	100
DEMBA-III-FM2	Project Planning, Analysis & Management	70	30	100
DEMBA-III-FM3	Working Capital Management	70	30	100
DEMBA-IV-FM4	International Financial Management	70	30	100
DEMBA-IV-FM5	Security Analysis & Investment Management	70	30	100
DEMBA-IV-FM6	Management of Financial Services	70	30	100

### MARKETING MANAGEMENT

Paper	Nomenclature	External	Internal	Total Marks
DEMBA-III-MM1	Consumer Behaviour	70	30	100
DEMBA-III-MM2	Sales and Distribution Management	70	30	100
DEMBA-III-MM3	Advertising Management	70	30	100
DEMBA-IV-MM4	Industrial Marketing	70	30	100
DEMBA-IV-MM5	Service Marketing	70	30	100
DEMBA-IV-MM6	Planning and Managing Retail Business	70	30	100

### HUMAN RESOURCE DEVELOPMENT

Paper	Nomenclature	External	Internal	Total Marks
DEMBA-III-HRD1	Strategic Human Resource Management	70	30	100
DEMBA-III-HRD2	Management of Industrial Relations	70	30	100
DEMBA-III-HRD3	Organizational Change and Intervention Strategies	70	30	100
DEMBA-IV-HRD4	Compensation Management	70	30	100
DEMBA-IV-HRD5	Cross Cultural and Global Human Resource Management	70	30	100
DEMBA-IV-HRD6	Human Resource Development	70	30	100

### INFORMATION TECHNOLOGY MANAGEMENT

Paper	Nomenclature	External	Internal	Practical	Total Marks
DEMBA-III-IT1	Multimedia and Web Development	50		50	100
DEMBA-III-IT2	Software Engineering	70	30		100
DEMBA-III-IT3	System Analysis and Design	70	30		100.
DEMBA-IV- IT4	Object Oriented Analysis and Design using C++	50		50	100
DEMBA-IV-IT5	Programming in Java	50		50	100
DEMBA-IV- IT6	Database Management System	50		50	100

### PRODUCTION & OPERATIONS MANAGEMENT

Paper	Nomenclature	External	Internal	Total Marks
DEMBA-III-POM1	Purchasing and Materials Management	70	30	100
DEMBA-III-POM2	Total Quality Management	70	30	100
DEMBA-III-POM3	Production Planning & Control	70	30	100
DEMBA-IV-POM4	Logistics Management	70	30	100
DEMBA-IV-POM5	Industrial Engineering	70	30	100
DEMBA-IV-POM6	Service Operations Management	70	30	100

### INTERNATIONAL BUSINESS MANAGEMENT

Paper	Nomenclature	External	Internal	Total Marks
DEMBA-III-IB1	International Trade Theory and Practical	70	30	100
DEMBA-III-IB2	International Marketing	70	30	100
DEMBA-III-IB3	Foreign Exchange Management	70	30	100
DEMBA-IV-IB4	Export Import Procedure and documentation	70	30	100
DEMBA-IV-IB5	International Strategic Management	70	30	100
DEMBA-IV-IB6	International Financial Management	70	30	100

## RETAIL MANAGEMENT

<b>Paper</b>	<b>Nomenclature</b>	<b>External</b>	<b>Internal</b>	<b>Total Marks</b>
DEMBA-III-RM1	Basics of Retail Management	70	30	100
DEMBA-III-RM2	Retail Organization and Resource Management	70	30	100
DEMBA-III-RM3	Operations and Merchandise Management for Retailers	70	30	100
DEMBA-IV-RM4	E-Retailing	70	30	100
DEMBA-IV-RM5	Mall-Management	70	30	100
DEMBA-IV-RM6	Retail Logistics and Supply Chain Management	70	30	100

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### First Semester

## MANAGEMENT PROCESS & SKILL DEVELOPMENT

### PAPER CODE DEMBA-101

**External 70**

**Internal 30**

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**Unit-I**

Introduction- Concept & nature of management; management processes, functions, skills and roles, evolution of management thoughts, systems and contingency approach, social responsibility of business

**Unit-II**

Planning & decision making-nature & elements of planning, stages in planning, levels of planning, strategic planning; decision making process, models of decision making; mbp, organising-meaning & nature, approaches to design organisation-closed & open system, bases for departmentation, span of control, delegation & decentralization.

**Unit-III**

Leading & recognition of human factor, motivation- theories & models, leadership styles and leadership effectiveness. management control-nature, control process, kinds of control systems, overview of control techniques, effective control system.

**Unit-IV**

Management skill development-importance and nature of business communication; process of communication, methods of communication, barriers in communication, effective communication & interactive skills, presentation of reports, public speaking, negotiation & conducting meeting.

## MANAGERIAL ECONOMICS

### PAPER CODE: DEMBA-102

**External 70**

**Internal 30**

**Note:**

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**Unit-I**

Nature of managerial economics; significance in managerial decision making, role and responsibility of managerial economist; objectives of a firm; basic concepts – short and long run, firm and industry, classification of goods and markets, opportunity cost, risk and uncertainty and profit; nature of marginal analysis

**Unit-II**

Nature and types of demand; Law of demand; demand elasticity; elasticity of substitution; consumer's equilibrium – utility and indifference curve approaches; techniques of demand estimation.

**Unit-III**

Short-run and long-run production functions; optimal input combination; short-run and long-run cost curves and their interrelationship; engineering cost curves; economies of scale; equilibrium of firm and industry under perfect competition, monopoly, monopolistic competition and oligopoly; price discrimination.

**Unit-IV**

Baumol's theory of sales revenue maximisation basic techniques of average cost pricing; peak load pricing; limit pricing; multi-product pricing; pricing strategies and tactics; transfer pricing.

## **ACCOUNTING FOR MANAGERS**

### **PAPER CODE: DEMBA-103**

**External 70**

**Internal 30**

**Note:**

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**Unit-I**

Financial Accounting-concept, importance and scope, accounting principles, journal, ledger, trial balance, depreciation (straight line and diminishing balance methodology), preparation of final accounts with adjustments.

**Unit-II**

Ratio analysis, fund flow analysis, cash flow analysis.

**Unit-III**

Management accounting- concept, need, importance and scope; cost accounting-meaning, importance, methods, techniques and classification of costs, inventory valuation.

**Unit-IV**

Budgetary control- meaning, need, objectives, essentials of budgeting, different types of budgets; standard costing and variance analysis (materials, labour); marginal costing and its application in managerial decision making.

## QUANTITATIVE METHODS

**PAPER CODE: DEMBA-104**

**External 70**

**Internal 30**

**Note:**

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**Unit-I**

Basic mathematics for management: Functions-meaning, types and applications; arithmetic progression, geometric progression and matrices and their business applications.

**Unit-II**

Construction of frequency distributions and their analysis in the form of measures of central tendency and variations; types of measures, their relative merits, limitations and characteristics; skewness : meaning and co-efficient of skewness.

**Unit-III**

Correlation analysis- meaning & types of correlation, Karl Pearson's coeff. of correlation and spearman's rank correlation; regression analysis-meaning and two lines of regression; relationship between correlation and regression co-efficients. time series analysis-measurement of trend and seasonal variations; time series and forecasting.

**Unit-IV**

Probability: basic concepts and approaches, addition, multiplication and bayes, theorem. probability distribution-meaning, types and applications, Binomial, Poisson, Normal and Exponential distributions.

## INDIAN ETHOS AND VALUES

**PAPER CODE: DEMBA-105**

**External 70**

**Internal 30**

**Note:**

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**Unit-I**

Model of management in the Indian socio-political environment ; work ethos; Indian heritage in production and consumption; Indian insight into TQM.

**Unit-II**

Problems relating to stress in corporate management-Indian perspective; teaching ethics; trans-cultural human values in management education.



**Unit-III**

Relevance of values in management; need for values in global change-Indian perspective; values for managers; holistic approach for managers in decision making; secular versus spiritual values in management.

**Unit-IV**

Personal growth and lessons from ancient Indian educational system; science and human values.

## **COMPUTER APPLICATIONS IN MANAGEMENT**

### **PAPER CODE: DEMBA-106**

**External (Theory): 50**

**Practical: 50**

**Note:**

1. There will be 50 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
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**Unit-I**

Introduction to Computer: Components, Classification, Organisation, Capabilities Characteristics & Limitations, Operating System, Application of Computer in Business, Computer Languages.

**Unit-II**

Network Fundamentals, Analog & Digital Signals, Bandwidth, Network Topology, Packet Transmission, Long Distance communication, Network Applications.

**Unit-III**

Introduction to database : Concept, Objectives, Advantage & limitations, entities, attributes, schema, subschema

**Unit-IV**

Internet: Internetworking, Concepts, Internet Protocol Addresses, WWW Pages & Browsing, Security, Internet Applications, E-Commerce: Fundamentals; Framework, Application.

Lab: Operating Systems Commands, Internet Surfing, MS Office, MS Word, MS Excel, MS Powerpoint

## **FINANCIAL MANAGEMENT**

### **PAPER CODE: DEMBA-201**

**External 70**

**Internal 30**

**Note:**

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**Unit-I**

Financial management-scope finance functions and its organisation, objectives of financial management; time value of money

**Unit-II**

Investment decisions importance, difficulties, determining cash flows, methods of capital budgeting; risk analysis (risk adjusted discount rate method and certainty equivalent method); cost of different sources of raising capital; weighted average cost of capital.

**Unit-III**

Capital structure decisions-financial and operating leverage; capital structure theories- NI, NOI, traditional and M-M theories; determinants of dividend policy and dividend models-Walter, Gordon & M.M. models.

**Unit-IV**

Working Capital- meaning, need, determinants; estimation of working capital need; management of cash; inventory management; receivable management.

## **MARKETING MANAGEMENT**

### **PAPER CODE: DEMBA-202**

**External 70**

**Internal 30**

**Note:**

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**Unit-I**

Nature & scope of marketing; Corporate orientation towards marketplace; building and delivering customer value and satisfaction; retaining customers; marketing environment; marketing research and information system.

**Unit-II**

Analyzing consumer markets & buyer behaviour; analyzing business markets & business buying behaviour; market segmentation, positioning and targeting; tools of product differentiation; marketing strategies in the different stage of the product life cycle.

**Unit-III**

New product development process; product mix and product line decisions; branding and packaging decisions; pricing strategies and programmes; managing marketing channels; wholesaling and retailing.

**Unit-IV**

Advertising and sales promotion; public relations; personal selling; evaluation & control of marketing effort; web marketing; green marketing; reasons for and benefits of going international; entry strategies in International marketing.

## **HUMAN RESOURCE MANAGEMENT**

### **PAPER CODE: DEMBA-203**

**External 70**

**Internal 30**

**Note:**

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**Unit-I**

Concepts & Perspectives of HRM; HRM in changing environment, HRM functions, Role of HR Practitioners; HR Policies, Corporate objectives and Human Resource Planning.

**Unit-II**

Job Analysis, Role Analysis, Methods of Manpower Search, Attracting and selecting HR; Induction and socialisation, Manpower training & development; Career and succession Planning, Managing Organisational Renewal.

**Unit-III**

Compensation-Aims & components, Factors determining pay rates; Establishing pay rates, Job Evaluation; Pay for performance; Employee benefits & services; Performance appraisal, 360 degree feed back, Potential appraisal.

**Unit-IV**

Industrial Relations; Industrial disputes and dispute resolution; Trade Unions; Employee grievances and Discipline; Participation and Employee empowerment.

## INDIAN BUSINESS ENVIRONMENT

### PAPER CODE: DEMBA-204

**External 70**

**Internal 30**

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**Unit-I**

Nature, components and determinants of business environment; basic nature of Indian economic system; relation size and growth of public and private corporate sector; social responsibility of business; broad features of India's now economic policy.

**Unit-II**

Trend and pattern of industrial growth; review of industrial policy developments; industrial licensing policy; liberalisation of the private sector; trends and issues in corporate management; growth and problems of the small scale sector; public sector reforms and privatisation the problem of industrial sickness; MRTP Act, SICA and Industrial Disputes Act.

**Unit-III**

Development banks for corporate Sector (IDBI, IFCI, ICICI)- trends pattern and policy; regulation of stock exchanges and the role of SEBI; banking sector reforms; challenges facing public sector banks; growth and changing structure of non bank financial institutions; problem of non performing assets in Indian Banks.

**Unit-IV**

Trend and pattern of India's foreign trade and balance of payments; latest EXIM policy-main features; policy towards foreign direct investment; globalisation trends in Indian economy; role of MNCs; India's policy commitments to multilateral institutions-IMF, World Bank and WTO.

## PRODUCTION & OPERATIONS MANAGEMENT

### PAPER CODE: DEMBA-205

**External 70**

**Internal 30**

**Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
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**Unit-I**

Meaning, nature, scope and major decision areas of production management; production system: meaning and types (production to order & production to stock); facilities location; facilities layout and materials handling; line balancing.

**Unit-II**

Product and process planning & selection; capacity planning; aggregate planning and master production scheduling; materials requirement planning.

**Unit-III**

Planning and control in mass production, shop floor and batch production; line of balance; work study: objectives, pre-requisites and procedure, method study & work measurement.

**Unit-IV**

Materials management-meaning, importance and functions; purchasing management; stores management and inventory management; quality assurance- acceptance sampling, statistical quality control; maintenance management.

## ORGANISATIONAL BEHAVIOUR

### PAPER CODE: DEMBA-206

**External 70**

**Internal 30**

**Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Introduction to organisational behaviour, Foundation and background of OB, Contemporary Challenges-workforce diversity, cross-cultural dynamics, Foundations of Individual behaviour, Individual difference, Values and Attitudes

**Unit-II**

Perception, Personality, Learning, Motivation-Concepts and applications, Individual decision making.

**Unit-III**

Understanding and managing group processes-Interpersonal & group dynamics, Group cohesiveness, Group decision making, Emotional Intelligence-concept and applications, Understanding work teams, Power & Politics, Empowerment, Conflict & Negotiation.

**Unit-IV**

Leadership and Influence process, Understanding and managing organisational system-Organisational structure, Work design, Work stress, Organisational culture, Organisational change.

**BUSINESS POLICY AND STRATEGIC ANALYSIS****PAPER CODE: DEMBA-301****External 70****Internal 30****Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
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**Unit-I**

Business policy as a field of study; nature and objectives of business policy; strategic management process-vision, mission, establishment of organisational direction, corporate strategy, strategic activation.

**Unit-II**

Top management : Constituents- board of directors, sub-committee, chief executive officer; task, responsibilities and skills of top management.

**Unit-III**

Formation of strategy : Nature of company's environment and its analysis; SWOT analysis; evaluating multinational environment; identifying corporate competence and resources; principles and rules of corporate strategy : strategic excellence positions.

**Unit-IV**

Strategic analysis and choice : BCG matrix; stop light strategic model; directional policy matrix model; grand strategy selection matrix; model of grand strategy clusters; behavioural considerations affecting strategic choice; contingency approach to strategic choice.

**DECISION SUPPORT SYSTEM & MANAGEMENT INFORMATION SYSTEM****PAPER CODE: DEMBA-302****External 70****Internal 30****Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Decision Support System: Overview, components and classification, steps in constructing a dss, role in business, group decision support system

**Unit-II**

Information system for strategic advantage, strategic role for information system, breaking business barriers, reengineering business process, improving business qualities.

**Unit-III**

Information system analysis and design, information SDLC, hardware and software acquisition, system testing, documentation and its tools, conversion methods.

**Unit-IV**

Marketing IS, Manufacturing IS, Accounting IS, Financial IS.

**RESEARCH METHODOLOGY****PAPER CODE: DEMBA-303****External 70****Internal 30****Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
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**Unit-I**

Introduction; meaning and nature of research; significance of research in business decision making, identification and formulation of research problem, setting objectives and formulation of hypotheses.

**Unit-II**

Research design and data collection; research designs – exploratory, descriptive, diagnostic and experimental data collection; universe, survey population, sampling and sampling designs. data collection tools- schedule, questionnaire, interview and observation, use of SPSS.

**Unit-III**

Scaling techniques; need for scaling, problems of scaling, reliability and validity of scales, scale construction techniques- arbitrary approach, consensus scale approach (Thurston), item analysis approach (Likert) and cumulative scales (Gut man's Scalogram)

**Unit-IV**

Interpretation and report writing; introduction, meaning of interpretation, techniques and precautions in interpretation and generalisation report writing- purpose, steps and format of research report and final presentation of the research report.

**INTERNATIONAL BUSINESS ENVIRONMENT****PAPER CODE: DEMBA-304****External 70****Internal 30****Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.

- Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

International Business : An overview-types of international business; the external environment; the economic and political environment, the human cultural environment; influence on trade and investment patterns; recent world trade and foreign investment-trends, country risk.

**Unit-II**

Balance of payment accounts and macro economic management; theories and institutions; trade and investment ; govt. influence on trade and investment.

**Unit-III**

World financial environment-tariff and non-tariff barriers, forex market mechanism, exchange rate determination, euro-currency market; international institutions (IMF, IBRD, IFC, IDA, MIGA) NBFC's and stock markets.

**Unit-IV**

Regional blocks and trading agreements; global competitiveness; global competition, HRD development, social responsibility; world economic growth and physical environment.

## **CORPORATE EVOLUTION AND STRATEGIC IMPLEMENTATION**

### **PAPER CODE: DEMBA-401**

**External 70**

**Internal 30**

**Note:**

- There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
- Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Introduction: Meaning and nature of strategy implementation, interdependence of strategic formulation and implementation; operationalizing the strategy-annual objectives, developing business and functional strategies; developing and communicating concise policies.

**Unit-II**

Detailed functional strategies: Developing key functional strategies in marketing in relation to product, price, promotion and place; key functional strategies in finance in relation to capital acquisition, capital allocation, dividend and working capital management, mergers and acquisitional policy; issues involved in R&D and production/operations decision areas; functional strategies in personnel viz. employee recruitment, selection and orientation, career development and counselling, performance evaluation and training and development, compensation, labour / union relations, discipline control and evaluation.

**Unit-III**

Institutionalizing the system: Structural considerations simple and functional organisational structures, divisional organisational structure, strategic business units, matrix organisation; role of structure-linking structure to strategy; organisational leadership-role of CEO; organisational culture-the strategy-culture connections and its managing; establishing strategic controls, operational control systems; monitoring performance and evaluating deviations, reward systems, motivating execution and control.

**Unit-IV**

Strategic review and evaluation: Process and criteria of evaluation of strategy; the case method of study meaning and kinds of cases; preparation and role of the instructor; strategic management audit; strategy and corporate evolution in Indian context

**COMPUTER NETWORKS & INTERNET****PAPER CODE: DEMBA-402****External (Theory): 50****Practical: 50****Note:**

1. There will be 50 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Computer networks : Concepts of data transmission, transmission channel, half-duplex transmission, modems, client server computing

**Unit-II**

Introduction to OSI, TCP/IP reference models, routing and flow control, cryptography.

**Unit-III**

Internet: ISP, search engines, URL, DNS, browser, security, digital signatures, e-mail, Ipv6, HTTP

**Unit-IV**

HTML: Build a simple HTML document, tables, frames, links, adding multimedia documents, home page

Lab: Web Designing in HTML, Internet Surfing.

**ENTREPRENEURIAL DEVELOPMENT****PAPER CODE: DEMBA-403****External 70****Internal 30****Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Entrepreneurial traits, types and significance; definitions, characteristics of entrepreneurial types, qualities and functions of entrepreneurs, role and importance of entrepreneurs in economic growth.



**Unit-II**

Competing theories of entrepreneurship; entrepreneurial development programme in India.-history, support, objectives, stages of performances; planning and EDP- objectives. target group, selection of centre, pre-training work; govt. policy towards SSI's; entrepreneurial input.

**Unit-III**

Entrepreneurial behaviour and entrepreneurial motivation; n-achievement and management success, entrepreneurial success in rural areas; innovation and entrepreneur; establishing entrepreneurs system.

**Unit-IV**

Search for business idea, sources of ideas, idea processing, input requirements: sources and criteria of financing, fixed and working capital assessment; technical assistance; marketing assistance; sickness of units and remedial assistance; preparation of feasibility reports and legal formalities and documentation.

**COMPREHENSIVE VIVA-VOCE****PAPER CODE: DEMBA-404****External 100****SPECIALISATION-FINANCE****FOREIGN EXCHANGE MANAGEMENT****PAPER CODE: DEMBA-III-FM1****External 70****Internal 30****Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Nature of foreign exchange; sources of demand for and supply of foreign exchange – the balance of payments (bop) framework; equilibrium and disequilibrium in bop; nominal, real and effective exchange rates; competitive determination of rate of exchange – competitive mint par theory, monetary theory and portfolio balance approach purchasing power parity theory; overvalued and under valued currencies; fixed, flexible and hybrid exchange rate systems; International Monetary System.

**Unit-II**

General factors of exchange rate fluctuations; the DORNBUSCH Sticky – price theory of exchange rate volatility; exchange rate overshooting; Empirical patterns of exchange rate fluctuations; central banking intervention for exchange rate stability; effect of devaluation on trade balance; the J-curve effect.

**Unit-III**

Nature functions and participants of foreign exchange market; spot and forward markets; forward premium; methods of quoting exchange rates; cross rates of exchange; bid-ask spreads; relation between exchange rate interest rate and inflation rate; the Interest Rate Parity Theorem; the expectation theory; International Fisher Effect.

**Unit-IV**

Currency futures, options and determination of their market value, over-the-counter options; currency and interest rate swaps; measuring foreign exchange risk and exposure; techniques of exposure management.

## **PROJECT PLANNING, ANALYSIS AND MANAGEMENT**

**PAPER CODE: DEMBA-III-FM2**

**External 70**  
**Internal 30**

**Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Phases and objectives of capital budgeting; generation and screening of project ideas; market, demand and situational analysis, technical analysis and financial analysis.

**Unit-II**

Special decision situations, analysis of project risk; appraisal criteria, firm risk and market risk.

**Unit-III**

Social cost benefit analysis, UNIDO approach, SCBA by financial institutions, project financing in India- project appraisal by financial institutions, environmental appraisal of Projects.

**Unit-IV**

Project management: organisation, planning, control, human aspects and pre-requisites, net work techniques for project management; project review and administrative aspects.

## **WORKING CAPITAL MANAGEMENT**

**PAPER CODE: DEMBA-III-FM3**

**External 70**  
**Internal 30**

**Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Working Capital Management – meaning, importance, kinds, factors determining working capital, estimating working capital requirements;

**Unit-II**

Management of cash- motives for holding cash and marketable securities; cash system, managing the cash flows, types of collection systems, cash concentration strategies, disbursement tolls, investment in marketable securities; forecasting cash flows; managing corporate liquidity and financial flexibility; measures of liquidity, determining the optimum level of cash balances- baumol model, beranek model, miller-orr model, stone model.;

**Unit-III**

Receivable management- determining the appropriate receivable policy, marginal analysis, credit analysis and decision, heuristic approach, discriminant analysis, sequential decision analysis; inventory management-kinds of inventories, benefits and costs of holding inventories, inventory management and valuation, inventory control models;

**Unit-IV**

Short-term financing; programming working capital management; integrating working capital and capital investment processes; monetary system.; working capital control and banking policy in India; Delhi.

## **INTERNATIONAL FINANCIAL MANAGEMENT**

### **PAPER CODE: DEMBA-IV-FM4**

**External 70**

**Internal 30**

**Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Multinational financial management-An overview; evolution of International Monetary system and financial systems; cost and availability of financial flows; international financial instruments.

**Unit-II**

International cash management-aspect of international cash management; centralised vs decentralised cash management; international receivable management; securitisation of receivables.

**Unit-III**

International investments- international portfolio vs direct investment decisions; Multinational capital budgeting- application and interpretation; assessing and managing political risk; cost of capital and capital structure of multinational firm.

**Unit-IV**

International aspects of raising capital- strategic considerations in euro equity issues; international bond financing; dividend policy of multinational firms; taxation of multinational firm; country risk analysis; costs and risks of long term financing.

## **SECURITY ANALYSIS AND INVESTMENT MANAGEMENT**

### **PAPER CODE: DEMBA-IV-FM5**

**External 70**

**Internal 30**

**Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.

- Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Investment-return and risk; operations of Indian Stock Market; new issue market; listing of securities, OTCEI.

**Unit-II**

Cost of investing in securities; mechanics of investing; markets and brokers; investment companies; market indices and return.

**Unit-III**

Objectives of security analysis; investment alternatives; valuation theories of fixed and variable income securities; the return risk in the investment decision; government securities; non-security forms of investment; real estate investment; investment instruments of the money market;

**Unit-IV**

Fundamental and technical approach, efficient market theory; recent developments in the Indian stock market.

## **MANAGEMENT OF FINANCIAL SERVICES**

### **PAPER CODE: DEMBA-IV-FM6**

**External 70**

**Internal 30**

**Note:**

- There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
- Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Concept, nature and scope of financial services; regulatory framework for financial services, management of risk in financial services.

**Unit-II**

Stock exchange operations-trading and settlement mechanism; mutual funds; merchant banking services-managing issue of shares and bonds.

**Unit-III**

Leasing – theoretical framework, regulatory environment, accounting and tax aspect; debt securitization; housing finance – system and schemes, tax and funding of HFCs; credit-rating-methodology and process; symbols and credit rating agencies in India.

**Unit-IV**

Venture capital; factoring and forfeiting; bill discounting; hire-purchase finance and consumer credit.

## SPECIALISATION-MARKETING MANAGEMENT

### CONSUMER BEHAVIOUR

#### PAPER CODE: DEMBA-III-MM1

**External 70**

**Internal 30**

**Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Nature, scope and application of consumer behaviour; consumer needs & motives; lifestyle and psychographic segmentation; usage segmentation; benefit segmentation; product positioning; models of consumer behaviour.

**Unit-II**

Culture and subculture; social groups; family life cycle; family purchasing decision; personal influence and diffusion of innovation.

**Unit-III**

Personality and self concept; motivation and involvement; information processing; learning and memory; attitude and attitude change.

**Unit-IV**

Problem recognition; search and evaluation; purchasing processes; post purchase behaviour; organisational buying behaviour.

## SALES AND DISTRIBUTION MANAGEMENT

#### PAPER CODE: DEMBA-III-MM2

**External 70**

**Internal 30**

**Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Nature and scope of sales management, setting and formulating personal selling objectives; theories of selling; steps in personal selling process; recruitment and selection of salesperson, compensation and motivation of salesforce.

**Unit-II**

Monitoring and performance evaluation; sales displays; sales meetings, sales contests; quotas; sales territories; sales budgeting and control.

**Unit-III**

Participants in distribution system; role and function of intermediaries; designing the distribution channel; conflict and power in the channel.

**Unit-IV**

Selection and motivation of the intermediaries; distribution analysis, control and management; distribution logistics; distribution costs, control and customer service.

**ADVERTISING MANAGEMENT****PAPER CODE: DEMBA-III-MM3****External 70****Internal 30****Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Role, functions & benefits of advertising; promotional mix; promotional planning process; process of marketing communication; Wilbur Schramm's model; integrated marketing communication stimulation of primary and selective demand

**Unit-II**

Classification of advertising; determination of target market; advertising objectives; DAGMAR approach; building of advertising programme- message, headline, copy, logo, appeals, illustrations.

**Unit-III**

Evaluation of broadcast, print and support media; media planning & strategy; advertising budget; measuring advertising effectiveness.

**Unit-IV**

Advertising agency- organisation, role, types, selection, compensation & evaluation; client agency relationship(CAR); social, ethical, legal and economic aspects of advertising.

**INDUSTRIAL MARKETING****PAPER CODE: DEMBA-IV-MM4****External 70****Internal 30****Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

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**Unit-I**

Nature of industrial marketing; industrial vs. consumer marketing management; industrial marketing concepts; nature of industrial buying, industrial marketing environment.

**Unit-II**

Dynamics of industrial buyer behaviour; industrial marketing strategy; assessing marketing opportunities; industrial marketing segmentation; targeting market and positioning.

**Unit-III**

Product strategy in industrial marketing; formulating channel strategy; marketing logistics; developing the industrial salesforce: planning, organizing and controlling the selling function.

**Unit-IV**

Managing advertising; sales promotion and publicity strategy; pricing strategy; pricing decision analysis; international industrial marketing.

## **SERVICE MARKETING**

### **PAPER CODE: DEMBA-IV-MM5**

**External 70**

**Internal 30**

**Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Distinctive aspects of service management: Nature of services; goods vs. service marketing; customer involvement in service process; managing service encounters; customer behaviour in service settings.

**Unit-II**

Targeting customers: Managing relationships and building loyalty; complaint handling and service recovery; positioning a service in the marketplace; creating the service product and adding value.

**Unit-III**

Pricing strategy for services: Customer education and service promotion; creating delivery system; enhancing value by improving quality and productivity.

**Unit-IV**

Balancing demand and capacity; managing customer waiting line and reservations; managing people in service organization; organising for service leadership.

## **PLANNING AND MANAGING RETAIL BUSINESS**

### **PAPER CODE: DEMBA-IV-MM6**

**External 70**

**Internal 30**

**Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.

- Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Introduction to retailing as an activity; introduction to retail marketing; consumer behaviour and retail operations.

**Unit-II**

Management of service and quality in retailing; retail marketing mix-the product, retail pricing, retail promotion, place-supply chain management; merchandise management.

**Unit-III**

Methods and approaches to retail marketing planning; retail location strategies and decisions; management of a retail brand.

**Unit-IV**

Consumerism and ethics in retailing; international retailing; the future of retailing; role of information technology in retailing.

## **SPECIALIZATION – HUMAN RESOURCE DEVELOPMENT**

### **STRATEGIC HUMAN RESOURCE MANAGEMENT**

#### **PAPER CODE - DEMBA-III-HRD1**

**External 70**

**Internal 30**

**Note:**

- There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
- Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Investment perspective of human resources, Human resource environment and emerging trends, Strategic role of HRM

**Unit-II**

Strategy formulation; HR contributions to strategy; Strategic planning and human resource planning, Design and redesign of work system.

**Unit-III**

Implementation of SHRM : Workforce utilisation, Employment practices, Performance management, Reward and Development system, Employee separation.

**Unit-IV**

Performance impact of HR practices, Human resource evaluation, Balance scorecard, Benchmarking HR practices.



## MANAGEMENT OF INDUSTRIAL RELATIONS

### PAPER CODE: DEMBA-III-HRD2

**External 70**

**Internal 30**

**Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Industrial Relations Perspectives: Concept, Scope & Objectives, Industrial Relations & Emerging Socio economic Scenario, Industrial Relations & the State Industrial Relations in India, Emerging trends in Industrial Relations, Industrial Relations and technological change.

**Unit-II**

Trade Unions- Functions and Objectives; Development of trade Unions in India; Pattern of trade Unions in Structure, Central trade Union Organisation; Registration and Recognition of trade Unions; Management of trade Unions; Problems of Indian trade Union Movement; White collar and Managerial trade Unions; Employers Association; Trade Union response toward liberalisation and technological change. Employee response to industrial restricting and organisation reengineering. Future of trade Unions.

**Unit-III**

Dynamics of Industrial Conflicts; Discipline and Grievance Management. Nature and types of collective Bargaining; Emerging trends in collective Bargaining, Productivity bargaining, negotiation and collective bargaining settlement, Settlement Machinery.

**Unit-IV**

Col-ownership Management- Concept, Significance and Historical Development; types of workers Participation in Management, Practices; Level of Participation; Models in WPM; Co-ownership Forms of WPM. Issues in Labour Flexibility participation; Strategies and Planning for Implementing WPM effectively. Empowerment and Quality Management.

## ORGANISATIONAL CHANGE & INTERVENTION STRATEGIES

### PAPER CODE: DEMBA-III-HRD3

**External 70**

**Internal 30**

**Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Understanding change: Nature of change, Forces of change, Types of Change, Models of Organisational Change, Managing Change-Transformational planning; Creating support system, Managing the transition.

**Unit-II**

Strategic leverages to implementing change-Structure based changes, Process based changes, Customer and competitors focussed strategies Change management-Dealing with individual and group, Overcoming resistance to change.

**Unit-III**

Organisational Development-Nature & Characteristics; OD Assumptions, Steps in OD, OD Interventions-Interpersonal & Role focussed interventions & Team interventions.

**Unit-IV**

System interventions, Survey feedback, Issues and Challenges for OD practioners, Ethics of OD professionals, OD in India-Past trends and future challenges, Evaluation of OD.

**COMPENSATION MANAGEMENT****PAPER CODE DEMBA-IV-HRD4****External 70****Internal 30****Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Role of Compensation in organisation; Economic theories related to compensation; Strategic perspectives of Compensation; Compensation as motivational tool; Compensation policy.

**Unit-II**

Internal & External equities in compensation system; Determining the worth of jobs; Understanding Inter and Intra-industry compensation differentials, Designing pay structure and administering compensation package; Understanding different components of compensation package like fringe benefits, Incentives & retirement plans; Pay for performance plans.

**Unit-III**

Compensation of Special groups Corporate Directors, Chief executives, Senior Managers; Components of executive compensation package, Compensation of professionals and knowledge workers, R&D Staff, Sales compensation plan, Expatriate pay.

**Unit-IV**

Statutory provisions governing different components of reward systems; Working of different Institutions related to reward system like wage boards, pay commissions. Role of trade Unions in compensation management.

**CROSS-CULTURAL AND GLOBAL HUMAN RESOURCE MANAGEMENT****PAPER CODE: DEMBA-IV-HRD5****External 70****Internal 30****Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.

- Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Human and cultural variables in global organisations. Culture-concept, characteristics & elements, Subcultures, Culture sensitivity, Culture Shock Hofstede's model of cultural dimensions, cultural differences and managerial implications

**Unit-II**

Cross-Cultural communications, Intercultural negotiations, Motivation in cross-cultural context, Cross cultural leadership, Multicultural teams.

**Unit-III**

HRM in global context, Linking HR to international expansion strategies, Global recruitment & selection, Selection Criteria for international assignment, Expatriate training, Developing international staff and multinational teams.

**Unit-IV**

Compensation & Performance appraisal, Expatriate performance Management in global perspective, Repatriation problems, Issues & Challenges in Global HRM

## **HUMAN RESOURCE DEVELOPMENT**

### **PAPER CODE: DEMBA-IV-HRD6**

**External 70**

**Internal 30**

**Note:**

- There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
- Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

HRD-Concept, philosophy & goals, HRD instruments, processes and outcomes, HRD departments and their role, Role of HRD Managers, Competency requirements of HRD managers.

**Unit-II**

Designing HRD Interventions, HRD Interventions and their applications in organisations-Performance appraisal, Training, Potential appraisal & development, Assessment centre, Role analysis, Organisational development, Process consultation, in-basket exercises, HRD practices in India.

**Unit-III**

Business strategy & HRd, TQM & HRD, Role of CEO in HRD, Line managers & HRD, Role of HRD in service sector, HRD Strategies in Organisations.

**Unit-IV**

HRD climate in India, HRD for workers, HRD dimensions of Industrial relations, Role of trade Unions in HRD, Technology & HRD, Emerging trends & Challenges, HRD Audit.

**SPECIALIZATION –INFORMATION TECHNOLOGY MANAGEMENT  
MULTIMEDIA AND WEB DEVELOPMENT**

**PAPER CODE: DEMBA-III-IT1**

**External: 50**

**Practical: 50**

**Note:**

1. There will be 50 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Introduction to Multimedia: Multimedia devices, authoring tools, creating multimedia, video-capturing, video on demand.

**Unit-II**

Data compression, JPEG standard, MPEG standard, DVI Technology, MIDI, brief survey of speech recognition and generation.

**Unit-III**

Introduction to Web design: Web development process, site types and architectures, navigation theory and practice.

**Unit-IV**

Introduction to Page: Page sizes, page types, web design tools; introduction to text: Fonts and text layout, formatting tags, text design issues for the web.

Lab: Each student is required to develop at least one website.

**SOFTWARE ENGINEERING**

**PAPER CODE: DEMBA-III-IT2**

**External 70**

**Internal 30**

**Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Concept of software engineering, software characteristics, software metrics and models: process and product metrics, size metrics (Mc Cable's Cyclomatic Complexity), Halstead theory, function point analysis.

**Unit-II**

Software Development: Phases, process models, role of metrics and measurement, software quality factors, cost estimations, COCOMO, project scheduling, quality assurance plans, project monitoring plans.

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**Unit-III**

System design, design objectives, effective modular design (functional independence, coupling, cohesion), design tools and techniques, prototyping, structured programming.

**Unit-IV**

Coding, verification, monitoring and control, testing. testing fundamentals, test case design, functional and structural testing, test plan, activities during testing, unit and integration testing.

**SYSTEM ANALYSIS AND DESIGN**

**PAPER CODE: DEMBA-III-IT3**

**External 70**

**Internal 30**

*Note:*

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Overview of system analysis and design business systems concepts, system development life cycle; project selection: sources of project requests, managing project review and selection, preliminary investigation.

**Unit-II**

Feasibility study: different types of feasibility, investigative study, cost/benefit analysis, fact findings.

**Unit-III**

System requirement specifications and analysis: data flow diagrams, data dictionaries, hipo, decision tables, decision trees, Warnier-orr diagrams and Nassi-Shneiderman charts; system controls and audit trail; system administration and training; conversion and operational plan.

**Unit-IV**

Organisational issues: attributes of a good analysis, the system analysts and law; communicating with computers: ergonomics, human problems in the automated office, designing human-machine systems.

**OBJECT-ORIENTED ANALYSIS & DESIGN USING IN C++**

**PAPER CODE: DEMBA-IV- IT4**

**External 50**

**Practical 50**

*Note:*

1. There will be 50 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Object-oriented concepts, object and classes, links and associations, inheritance and multiple inheritance, grouping constructs, polymorphism, encapsulation.

**Unit-II**

Object modelling, dynamic modelling, functional modelling, object-oriented system development

**Unit-III**

C++ language: Classes and objects, functions, constructors and destructors, overloading, type conversions

**Unit-IV**

Inheritance: Extending classes, pointers, virtual functions and polymorphism, input-output operations.

Lab: Programming in C++ on above defined syllabus

## **PROGRAMMING IN JAVA**

### **PAPER CODE: DEMBA-IV-IT5**

**External 50**

**Practical 50**

**Note:**

1. There will be 50 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Programming through JAVA: JAVA history, JAVA features, JAVA and internet, JAVA and WWW, hardware and software requirements, JAVA environment, program structure, JAVA tokens, JAVA virtual machine, constants, variables and data types, operators and expressions, decision making and branching, decision making and looping.

**Unit-II**

Classes, objects and methods, interfaces, packages, managing errors and exceptions, multithreading

**Unit-III**

Applet programming: local and remote applets, applets and applications, applet life cycle, creating an executable applet, applet tag, passing parameters to applets, i/o basics.

**Unit-IV**

String handling, event handling, AWT: Working with windows, graphics and text, controls, layout managers.

Lab: Java Programming and Internet Surfing.

## **DATA BASE MANAGEMENT SYSTEM**

### **PAPER CODE: DEMBA-IV-IT6**

**External 50**

**Practical 50**

**Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.

2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

#### **Unit-I**

Concept of data base; Objectives of data base, advantages and limitations of data base; entities and attributes, schema and subschema; file organization, function, features.

#### **Unit-II**

Data models: Hierarchical and network, functions of data base management system, object oriented DBMS,

#### **Unit-III**

Data Independence: Logical and physical, data base administration, relational data model, normalization, concurrency, deadlock, Codd rules, backup & recovery.

#### **Unit-IV**

Distributed data base system: Introduction, options for distributing a database, objectives, problems of distributed system.

Lab: Programming in any RDBMS package on above defined syllabus.

## **SPECIALIZATION- PRODUCTION AND OPERATION MANAGEMENT**

### **PURCHASING & MATERIALS MANAGEMENT**

#### **PAPER CODE: DEMBA-III-POM1**

**External 70**

**Internal 30**

#### **Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

#### **Unit-I**

Role, objectives, functions and organisation of purchasing management and materials management; their relationship with other departments; five R's of purchasing, materials planning in push and pull system; MRP & just in time purchasing

#### **Unit-II**

Determination & description of material quality; vendor rating, selection, development and relations; evaluating suppliers efficiency; price determination and negotiation; make or buy decisions.

#### **Unit-III**

Purchase procedure, records and forms; legal aspects of purchasing; public purchasing and tendering, international purchasing: procedures & documentation; purchasing of capital equipments; appraisal methods.

#### **Unit-IV**

Standardization, simplification & variety reduction; value analysis & engineering; stores layout; classification & codification; inventory control of spare parts; materials logistics-warehousing management, materials handling, traffic & transportation; disposal of scrap, surplus & obsolete materials; materials information system.

# **TOTAL QUALITY MANAGEMENT**

## **PAPER CODE: DEMBA-III-POM2**

**External 70**  
**Internal 30**

**Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Concept & definition of quality; quality in manufacturing & services; brief history of quality movement; defining total quality management(TQM); principles of total quality-customer focus, continuous improvement & learning, empowerment & teamwork; role of senior management; quality council; core values & concepts; shared values & ethics. customer satisfaction; customer perception of quality; feedback from customers; using customer complaints to improve quality.

**Unit-II**

Employee involvement: motivation; empowerment; teams-types & characteristics of teams, team member roles, decision making methods and effective team meetings; suggestion system; recognition & reward; gainsharing; performance appraisal. supplier partnership: partnering; sourcing; supplier selection; principles of customer/supplier relations; supplier certification; supplier rating; relationship development. Philosophies of Quality Gurus- Deming, Juran & Crosby.

**Unit-III**

Quality Costs: Categories & elements, data collection & reporting, analysis & reduction of quality costs; plan-do-study-act cycle(PDSA); Q-7 tools: affinity diagram/KJ method, interrelationship diagraphs, tree diagram, matrix diagram, matrix data analysis, process decision program chart (PDPC), arrow diagram. tools for data collection & analysis: flow charts, checksheets, histograms, Pareto diagrams, cause & effect diagram, scatter diagrams, control charts. benchmarking: definition & types of benchmarking; reasons for benchmarking, benchmarking process. quality function deployment (QFD) : concept & benefits of QFD, QFD process, house of quality.

**Unit-IV**

Failure Mode & Effect Analysis(FMEA): Reliability & its requirements, failure rate, intent of FMEA, process of FMEA; introduction to the concepts of six sigma; Taguchi's loss function; concurrent engineering and Quality Circles- ISO/QS 9000-standards, Documentation ISO/QS 9000 elements, Internal audit & procedure, registration & regn. Process; ISO 14000 series standards, concepts & requirements of ISO 14001; Malcolm Balrige National Quality Awards.

## **PRODUCTION PLANNING & CONTROL**

### **PAPER CODE: DEMBA-III-POM3**

**External 70**  
**Internal 30**

**Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive



examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Production, planning & control: meaning, importance, advantages, elements and procedure; production systems; forecasting for inventory and production control.

**Unit-II**

Planning and control for continuous and intermittent production systems; planning and control for projects and job shop systems; line balancing.

**Unit-III**

Just in time (JIT) production: meaning, principles, advantages and procedure; materials requirement planning; aggregate planning and master production scheduling (MRS); ERP

**Unit-IV**

PPC and input costs; role of PPC in optimum resource utilization and reducing inventory and production costs; planning and scheduling service operations.

## **LOGISTICS MANAGEMENT**

### **PAPER CODE: DEMBA-IV-POM4**

**External 70**

**Internal 30**

**Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Introduction to logistics and its interface with production and marketing; logistical mission: service & total cost; logistical operations integration; customer service; supply chain relationship; logistical resource: information.

**Unit-II**

Logistical resources: Information; forecasting; inventory strategy & management; transportation infrastructure & management

**Unit-III**

Warehouse management & material handling; packaging; logistics positioning; integration theory

**Unit-IV**

Planning & design & methodology; planning & design techniques; planning, costing & pricing; performance measurement & reporting.

**INDUSTRIAL ENGINEERING**  
**PAPER CODE: DEMBA-IV-POM5**

**External 70**  
**Internal 30**

**Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Productivity: Meaning, measurement and importance; productivity and standard of living; factors affecting productivity; improving productivity; determination of total time of a job; reducing ineffective time.

**Unit-II**

Work Study: Meaning, importance and procedure; human factor in the application of work study. working conditions and environment; pre-requisites for work study.

**Unit-III**

Method Study: Selection of jobs, record, examination and development, movements of workers in the working area; evaluate, define, install and maintain; method study in the office.

**Unit-IV**

Work Measurement: Purpose, uses, procedure and techniques; work sampling; time study; equipment, selecting and timing the job; rating and standard time; pre-determined time standards and standard data; uses of standard data.

**SERVICE OPERATIONS MANAGEMENT**

**PAPER CODE: DEMBA-IV-POM6**

**External 70**  
**Internal 30**

**Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Services: meaning, nature and role in the economy; challenges in operation Management of services; service quality and service strategy.

**Unit-II**

New services development and process design; the supporting facilities; facility location & layout for services; operation standards and work measurement.

**Unit-III**

Forecasting demand for services; waiting-line analysis; capacity planning for services; managing capacity and demand.

**Unit-IV**

Product Support services; service delivery system; scheduling for services personnel & vehicles; quality & productivity improvement.

## **SPECIALIZATION- INTERNATIONAL BUSINESS MANAGEMENT**

### **INTERNATIONAL TRADE THEORY AND POLICY**

#### **PAPER CODE: DEMBA-III-IB1**

**External 70**

**Internal 30**

**Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Growing importance of trade in world economy; trade as an agent of globalisation; alternative bases and explanations of trade; gains from trade; term of trade – alternative concepts; trade equilibrium and determination of terms of trade. Significance of conceptual understanding of trade theory for IB manager.

**Unit-II**

Free trade versus protection; tariff classification; economic effects of tariff; tariff retaliation; export subsidies, countervailing duties and dumping; effects of a quota; international economic integration – forms and levels; trade creating and trade diverting effects of a custom union; repercussions of regional economic groupings on the strategy of international marketers.

**Unit-III**

Components of international trade policy; export promotion strategies; import substitution; rationale and working of free trade zones; assessing export potential for specific products in specific markets; logic of state trading and canalised trade; trade fairs and exhibition; commercial intelligence.

**Unit-IV**

Major quantitative and qualitative; trends in India's foreign trade since 1991; Major schemes and incentives for exporters; import control regime; impact of WTO provisions on trade policy; overall assessment of India's trade policy.

## **INTERNATIONAL MARKETING**

#### **PAPER CODE: DEMBA-III-IB2**

**External 70**

**Internal 30**

**Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive

examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

#### **Unit-I**

Nature of international marketing process; domestic versus international marketing; global marketing; benefits, tasks & challenges of international marketing; controllable versus uncontrollable factors in international marketing; International marketing environment; WTO framework and the international marketer; barriers facing international marketer; international marketing mix.

#### **Unit-II**

Understanding foreign consumers; international marketing research and information system; foreign market entry strategies; international product development; international market segmentation and product positioning; packaging and branding decisions; international PLC model.

#### **Unit-III**

Alternative channels of international distribution; channel selection; counter trade; transfer pricing; international advertising and development of global brands; major problems and challenges of international advertising; aspects of international sales management; web marketing.

#### **Unit-IV**

Price quotations and terms of sale; basic export procedures and documentation; cargo insurance; Methods of financing and means of payment.

## **FOREIGN EXCHANGE MANAGEMENT**

### **PAPER CODE: DEMBA-III-IB3**

**External 70**

**Internal 30**

#### **Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

#### **Unit-I**

Nature of foreign exchange; sources of demand for and supply of foreign exchange – the balance of payments (bop) framework; equilibrium and disequilibrium in bop; nominal, real and effective exchange rates; competitive determination of rate of exchange – competitive mint par theory, monetary theory and portfolio balance approach purchasing power parity theory; overvalued and under valued currencies; fixed, flexible and hybrid exchange rate systems; International Monetary System.

#### **Unit-II**

General factors of exchange rate fluctuations; the DORNBUSCH Sticky – price theory of exchange rate volatility; exchange rate overshooting; Empirical patterns of exchange rate fluctuations; central banking intervention for exchange rate stability; effect of devaluation on trade balance; the J-curve effect.

#### **Unit-III**

Nature functions and participants of foreign exchange market; spot and forward markets; forward premium; methods of quoting exchange rates; cross rates of exchange; bid-ask spreads; relation between exchange rate interest rate and inflation rate; the Interest Rate Parity Theorem; the expectation theory; International Fisher Effect.

**Unit-IV**

Currency futures, options and determination of their market value, over-the-counter option; currency and interest rate swaps; measuring foreign exchange risk and exposure; techniques of exposure management.

## **EXPORT IMPORT PROCEDURES AND DOCUMENTATION**

### **PAPER CODE: DEMBA-IV-IB4**

**External 70**

**Internal 30**

**Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Significance of procedures and documentation in international trade; procedures and documentation as trade barriers; WTO provisions; Aligned Documentation System (ADS); official machinery for trade procedures and documentation; ITC(HS) classification System ;Role of ICC; INCOTERMS; nature of export/trading houses.

**Unit-II**

Export order processing; export contract; export price quotations; shipping and custom clearance of export and import cargo; central excise clearance; main export and import documents; Role of forwarding agents; cargo insurance and claim procedure.

**Unit-III**

Methods of payment in international trade; documentary collection of export bills; UCPDC guidelines; realisation of export proceeds – provisions of RBI's Exchange Control Manual; pre-shipment and post-shipment finance; role of EXIM bank and ECGC in India.

**Unit-IV**

Major export promotion schemes in India – EPCGS, duty exemption scheme; DEPB scheme; SIL; facility for deemed exports; Export promoting institution's – role of export promotion councils, commodity boards and ITPO.

## **INTERNATIONAL STRATEGIC MANAGEMENT**

### **PAPER CODE: DEMBA-IV-IB5**

**External 70**

**Internal 30**

**Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Identifying Strategic Alternative: Nature and dimensions of international strategic management; domestic versus international strategic management; function of international strategic planning; pre-requisites and complexities of international business strategy.

**Unit-II**

Strategic for foreign market entry and penetration; growth strategy; international business integration; strategy for risk and stability; revival strategic; restructuring and divestment.

**Unit-III**

Approaches to Strategy formulation: The traditional approach, modern approaches – Gap Analysis, Capital Investment Theory, ANSOFF' Adaptive Search Approach; Portfolio approaches – Boston's Model, GE – Mc Kinsey Model, Hofer's Model and Shell's Directional Policy Model; Competitive Strategy Vis-à-vis domestic firms.

**Unit-IV**

Strategy Implementation: Role and responsibility of the corporate leader; impact of competition, corporate cultures and personal values; Organisational structure for strategy formulation; factors of successful implementation of multinational strategy.

## **INTERNATIONAL FINANCIAL MANAGEMENT**

### **PAPER CODE: DEMBA-IV-IB6**

**External 70**

**Internal 30**

**Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Finance function in a multinational firm; institutional structure of international financial markets; cost and availability of international financial flows; international financial instruments.

**Unit-II**

International working capital Management: Aspects of international cash management; investment criteria and borrowing decisions; centralized versus decentralized cash management; international receivables management; securitization of receivables.

**Unit-III**

International Investment: International portfolio versus direct investment; factors and benefits of portfolio investment; international CAPM; determinants of volume, composition and direction of direct investment; capital budgeting for foreign direct investment; assessing and managing political risk.

**Unit-IV**

International aspects of raising capital: Strategic considerations in euro-equity issues; international bond financing; determining financial structure of foreign subsidiaries of MNCs; financial choices for an MNC and its foreign affiliates; costs and risks of financing.

**SPECIALIZATION RETAIL MANAGEMENT**  
**BASICS OF RETAIL MANAGEMENT**  
**PAPER CODE DEMBA-III-RM1**

**External 70**

**Internal 30**

**Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Introduction to Retailing: Importance of retailing in economy; Meaning and nature of retailing; Career options in retailing; Retailing in India: Growth, present size and nature; Technology induction in retailing - UPC, POS terminals, RFIO, etc. Future of retailing.

**Unit-II**

Types of Retailing: Stores classified by owners; Stores classified by merchandising categories; Wheel of retailing; Traditional retail formats vs. modern retail formats in India; Store and non-store based formats; Cash and carry business - Meaning, nature and scope;

**Unit-III**

Retailing models - Franchiser-franchisee, directly owned; Wheel of retailing and retailing life cycle; Co-operation and conflict with other retailers; Vertical marketing systems.

**Unit-IV**

Management of Retailing Operations: Retailing management and "the total performance model; Functions of retail management; Strategic retail management process: An overview; Retail planning

Retail planning - importance and process; Developing retailing strategies, objectives and action plans.

**RETAIL ORGANIZATION AND RESOURCE MANAGEMENT**

**PAPER CODE DEMBA-III-RM2**

**External 70**

**Internal 30**

**Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

Setting Up a Retail Organisation: - Factors in Planning and Assessing a Retail-Organisation, Grouping Tasks into Jobs, Job-classification, Organizational Chart. .

**Unit-II**

Organizational Patterns in Retailing:- Organizational Arrangements by Small Independent Retailers by Departmental-Stores, by Chain-Retailers, by Diversified Retailers.

**Unit-III**

HRM in Retailing: Meaning; HR-Environment of Retailing, Women and Minorities in Retailing, HRM-Process in Retailing; Recruiting, Selecting, Training, Compensating and Supervising Retail Personnel..

**Unit-IV**

Motivation in Retail: Meaning, Importance, Hierarchy of Needs (Maslow's). Leadership in Retail-Area: Concept, Characteristics, Significance, Leadership Development, Leadership Styles

## **OPERATION AND MERCHANDISE MANAGEMENT FOR RETAILERS**

### **PAPER CODE DEMBA-III-RM3**

**External 70**

**Internal 30**

**Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-I**

\*Operational Dimensions: Blueprint of Operations for Retail-Business, Inside format, size, and space-allocation in Retail-Stores, Store Security, Insurance, Credit Management, Computerization, Out sources, Crisis Management.

**Unit-II**

\*Merchandise Management: Meaning, Philosophy; Buying Organisation Formats and Processes; Devising Merchandising Plans (Forecasts, Innovativeness, Assortment, Brands, Timing, Allocation); Category-Management; Merchandising Software;.

**Unit-III**

\*Implementing Merchandising Plans (IMPs):- Sequential Steps for IMPs; Logistics with Goals; Inventory-Management,

**Unit-IV**

\*Financial Merchandise Management (FMM): Overview, Cost and Retail Methods of Accounting for FMM; Merchandise Forecasting and Budgeting, Unit Control System (UCS); Financial Inventory Control.

## **E-RETAILING**

### **PAPER CODE DEMBA-IV-RM4**

**External 70**

**Internal 30**

**Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive



examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

#### **UNIT-I**

**Foundation of e-Retailing:** Meaning, Definition, Transition from Traditional Marketing to e-Marketing, Demographics and Targeting, Adaptability and Closed – Loop Marketing, Advantages of e-Retailing, Shortcomings of e-Retailing.

**e-Retailing:** The Application Domain: e-Retailing Practices, e-Retailing Application Perspective, e-Retailing Online Merchandising Techniques, Online Store Front, Creating Look & Feel, Online Brand Management, Online Purchasing.

#### **UNIT-II**

**E-Retailing:** The Current Trends: Current Trend Analysis and Measures, Current Status of Online Retailing, e-Retailing Statistics

**E-Commerce:** Procedures and Methods: Meaning and Usage, B2B Model, B2C Model, C2C Model, B2G Model, P2P Model, M- Commerce, e-Commerce Payment Systems, E-Payment Security Challenges, E-Payment Business Risks, E-Commerce Security Solutions

#### **UNIT-III**

Marketing mix in the age of E-retailing; the roles of cyber intermediaries in E-retailing; E-retailing and supply chain management system; Concept of online pricing; factors affecting online pricing; different methods of on line pricing; price discrimination in E-retailing; pricing strategies for information goods; dynamics pricing for E-retailing. Promotional strategies of E-retail business..

#### **UNIT-IV**

Customer loyalty in the age of E-retailing; role of E-CRM ; Third party assurance in retailing; Element of trust in E-retailing; ERP and E-retailing; Challenges in successful implementation of ERP in E-retailing; E-fulfillment-meaning, scope of process of E-fulfillment; Impact of E-retailing on traditional transportation system-issues and opportunities.

## **MALL-MANAGEMENT**

### **PAPER CODE DEMBA-IV-RM5**

**External 70**

**Internal 30**

#### **Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

#### **Unit-I Introduction**

Concept of shopping mall, Growth of malls in India, Mall positioning strategies, Strategic planning for malls.

#### **Unit-II Aspect in Mall Management**

Concepts in mall design, Factors influencing malls' establishment, Recovery management, Aspect in finance, Human resources, Security and accounting, Legal compliances and issues, Measuring mall performance.

#### **Unit-III Mall Operations**

Store allocation, Leasing negotiations, Maintenance and repairs, Security and safety procedures and regulations, Operational activities, Footfalls measurement, Common area management.

**Unit-IV Tenant Management**

Selection of anchor tenant, Tenant mix, Types of retail formats, Multiplexes, Food courts, Branded stores, Specialty stores, Hypermarkets, Supermarkets, Mall resource allocation, Owner-tenant relationship.

**RETAIL LOGISTICS AND SUPPLY CHAIN MANAGEMENT****PAPER CODE DEMBA-IV-RM6****External 70****Internal 30****Note:**

1. There will be 70 multiple choice questions (MCQ's) in the question paper consisting of one mark each. Students are required to attempt all the questions.
2. Internal assessment marks shall be given on the basis of marks secured by the candidate in the Descriptive Examination to be conducted by the respective study centre. Study centres are required to keep the record of the descriptive examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

**Unit-1**

**Basic Framework:** Concepts of logistics and Supply Chain Management (SCM); Value chain analysis, Cost structure of supply chain and SCM; Six Sigma; Internationalization of SCM.

Integrated SCM: Concept, span and process of integrated SCM; Reverse logistics; Supply chain and continuous improvement; Supply chain modeling; Forecasting and financial planning; chain and after sales services; Creating life-cycle ownership value; Demand management; Product development process and SCM; Supply chain performance measurement.

**Unit-II**

**Managing Relationships in SCM:** Role of relationship marketing in SCM; Managing relationships with suppliers, service providers and customers; Captive suppliers and buyers; Strategic partnerships Supplier-retailer collaboration and alliances.

Purchasing Process: Strategic role of purchasing in the supply chain and total customer satisfaction; Types of purchases; Purchasing cycle; Multi velocity stock management; Supplier selection and evaluation; Purchase agreement; Purchasing cost management; International sourcing process and procedure: An overview.

**Unit-III**

**Supply Chain and Information Management:** Importance of information management; IT and business management systems - MR, DRP, ERP, PDM, EIP and CPFR; Globalization, technology and business chain management.

**Unit-IV**

**Retail Supply Chain Management in India:** Supply chain organisation structure and planning in different retail sectors - Food & grocery, apparel, consumer durables, and pharmaceuticals; Supply chain infrastructure in India - Transportation, storage and cold chains, logistics service providers; Technology induction in Indian retail supply chain; Supply chain management across the states -Taxation and regulation issues; Re-engineering the supply chain - Future directions.