Contents

UNIVERSITY SCHOOL OF OPEN LEARNING
Panjab University, Chandigarh
M.B.A. (Off Campus)

Dear Student,

Welcome to the world of Off Campus M.B.A. programme at USOL, Panjab University, Chandigarh. You are indeed lucky to be a part of this prestigious Institute and that too in its maiden voyage.

Some of you must be aware of distance learning programmes but for some of you it may be an altogether new experience. We assure you that this is going to be a very enriching journey for you, not only on the personnel front but will help you tremendously on professional front.

All the relevant information pertaining to M.B.A. 1st and 2nd Semester is incorporated in this Introductory lesson, including your detailed syllabi and the Rules and Regulations which are very important. You must always keep the introductory lesson handy at your desk for easy reference.

We, at USOL under the aegis of Off Campus Programmes endeavors to extend learning opportunities to locations far away from a classroom by using Audio, Video, Computer, Multimedia Communications and other combinations for these with the traditional delivery methods.

It is permanent to mention here that there are four important aspects of this programme which encompasses the following:

(a) Weekend classes through Personal Contact Programme.

(b) Written Assignments for Internal Assessment.

(c) Study material for each Semester.

(d) Term End Examination (For each Semester)

With this we hope that you will start your study in all seriousness and continue with it throughout the session.

For more details contact Dr. R.K. Gupta, Course leader M.B.A. (Off Campus), (O) 0172-2534304, 4323 email: usol @ pu.ac.in

Wishing you all the best for your future.

Cordially yours,

Faculty of USOL

MASTER OF BUSINESS ADMINISTRATION (Off Campus)

SYLLABI FOR MASTER OF BUSINESS ADMINISTRATION

Note: 1. Examination in each subject will be of 3 hours duration.

2. Maximum marks for external/written examination is 80 marks and Internal assessment is 20 marks.

Instructions to the paper Setters:

IF THERE ARE TWO UNITS: Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.

IF THERE ARE THREE UNITS: Set 10 questions in all. Three or Four questions from each unit. The students are required to answer five questions in all selecting at least one question and not more than two from each unit.

IF THERE ARE FOUR UNITS: Set 10 questions in all. Two or Three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

IF THERE ARE FIVE UNITS: Set 10 questions in all. Two questions from each unit. The students are required to attempt five questions in all selecting one question from each unit.

SCHEME OF EXAMINATION

FIRST SEMESTER

Title		MARKS 500
MBA O-301	MANAGERIAL ECONOMICS	100
MBA O-302	QUANTITATIVE TECHNIQUES FOR MANAGERIAL APPLICATIONS	100
MBA O-303	ACCOUNTING FOR MANAGERS	100
MBA O-304	ORGANIZATION BEHAVIOUR	100
MBA O-305	MANAGEMENT FOR ORGANIZATIONS	100

SECOND SEMESTER

		MARKS 500
MBA O-306	BUSINESS ENVIRONMENT	100
MBA O-307	HUMAN RESOURCE MANAGEMENT AND INDUSTRIAL RELATIONS	100
MBA O-308	FINANCIAL MANAGEMENT	100
MBA O-309	MARKETING MANAGEMENT	100
MBA O-310	INFORMATION TECHNOLOGY FOR MANAGERS	100

THIRD SEMESTER

		MARKS
		500
MBA O-311	STRATEGIC MANAGEMENT	100
MBA O-312	RESEARCH METHODOLOGY	100

Any one of the groups with three papers:

GROUP A : MARKETING MANAGEMENT

MBA O-314	SALES AND DISTRIBUTION MANAGEMENT	100
MBA O-315	PRODUCT & RETAIL MANAGEMENT	100
MBA O-316	ADVERTISING AND CONSUMER BEHAVIOUR	100

GROUP B : FINANCIAL MANAGEMENT

MBA O-317	MANAGEMENT CONTROL SYSTEM	100
MBA O-318	STRATEGIC FINANCIAL MANAGEMENT	100
MBA O-319	STRATEGIC COST MANAGEMENT	100

GROUP C : HUMAN RESOURCE MANAGEMENT

MBA O-320	ORGANIZATION DEVELOPMENT	100
MBA O-321	MANPOWR PLANNING & PERFORMANCE APPRAISAL	100
MBA O-322	TRAINING AND DEVELOPMENT	100

GROUP D : PRODUCTION & TECHNOLOGY MANAGEMENT

MBA O-323	ADVANCED OPERATIONS RESEARCH	100
MBA O-324	TOTAL QUALITY MANAGEMENT	100
MBA O-325	TECHNOLOGY MANAGEMENT	100

GROUP E : INTERNATIONAL BUSINESS

MBA O-326	INTERNATIONAL MARKETING	100
MBA O-327	INTERNATIONAL ACCOUNTING	100
MBA O-328	INTERNATIONAL FINANCIAL MANAGEMENT	100

FOURTH SEMESTER

		MARKS 500
MBA O-329	CORPORATE GOVERNANCE	100
MBA O-330	MANAGING TECHNOLOGY (Ecommerce)	100
GROUP OFFERED IN THIRD SEMESTER WITH THREE PAPERS		**300**

GROUP A : MARKETING MANAGEMENT

MBA O-333	INTERNATIONAL MARKETING	100
MBA O-334	MARKETING OF SERVICES	100
MBA O-335	INTERNATIONAL (TRADE) LOGISTIC	100

GROUP B : FINANCIAL MANAGEMENT

MBA O-336	MANAGEMENT OF FINANCIAL SERVICES	100
MBA O-337	INVESTMENT MANAGEMENT	100
MBA O-338	FINANCIAL STATEMENT ANALYSIS	100

GROUP C : HUMAN RESOURCE MANAGEMENT

MBA O-339	EXECUTIVE COMPENSATION	100
MBA O-340	LABOUR ECONOMICS & LABOUR POLICY	100
MBA O-341	INDUSTRIAL PSYCHOLOGY	100

GROUP D : PRODUCTION AND TECHNOLOGY MANAGEMENT

MBA O-342	PRODUCTIVITY MANAGEMENT	100
MBA O-343	BUSINESS PROCESS RE-ENGINEERING	100
MBA O-344	ENTERPRISE RESOURCE PLANNING	100

GROUP E : INTERNATIONAL BUSINESS

MBA O-345	INTERNATIONAL HRM PRACTICES	100
MBA O-346	INTERNATIONAL BUSINESS ECONOMICS	100
MBA O-347	INTERNATIONAL TRADE LOGISTICS	100

MANAGERIAL ECONOMICS
SEMESTER I

Programme: **MBA O-301**

Learning Objective

To provide basic theories and analysis of the behavior of various economic agents (individuals and firms). Further, the course also aims at providing an appreciation of application of various microeconomic theories and concepts in managerial decision-making.

Detailed Syllabus

UNIT-I

INTRODUCTION OF MANAGERIAL ECONOMICS: Economy, its working and basic problems, Role of Market mechanism in solving economic problems. Nature and scope of Managerial Economics, Role and responsibilities of Managerial Economists, Importance of Managerial Economics.

Basic concepts in Managerial Economics: Opportunity Cost Principle, Marginal/Incremental Principle, Time Preference Principle, Discounting Principle and Equi-Marginal Principle.

The Firm: The Economic Goal of the Firm and Optimal Decision Making.

UNIT-II

Demand Concepts and Analysis: Individual Demand, Market Demand, Kinds of Demand, Determinants of Demand, Demand Functions, Demand Schedule and Law of Demand.

Theory of Consumer Behaviour: Cardinal Utility Approach and Ordinal Utility (Indifference Curves) Approach.

Elasticity of Demand: Concept, Determinants and Measurement of Price Elasticity of Demand, Income and Cross Elasticity of Demand, Relationship between Price Elasticity, AR and MR. Importance of Elasticity of Demand.

Demand Estimation and Demand Forecasting: Concept and Methods of Demand Estimation - Market Experiment Method, Survey of Consumer's Intentions and Regression Analysis. Concept, Rational and Scope of Demand Forecasting, Pre-requisites of a good forecast, Method of Demand Forecasting - Expert Opinion, Opinion Polls and Market Research, Trend Projections and Composite and Diffusion Indices.

UNIT-III

Production Function: Concept and Types of Production Function, Returns to factor and Returns to Scale, Law of variable Proportions. Least Cost Factor Combination for a given output, Estimation of Production Function.

Cost Concepts and Analysis: Cost concepts, Short run and Long run Cost Curves, Relationships amongst various costs, Economies of Scale and Scope. Break-Even Analysis and Plant sizing. Estimation of Cost Functions.

UNIT-IV

Perfect Competition: Characteristics, Equilibrium Price, Profit Maximizing output in Short Run and Long Run.

Monopoly: Characteristics, Equilibrium Price, Profit Maximizing output in Short Run and Long Run, Price Discrimination – Types, Conditions. Price Output Determination under Discriminating Monopoly.

Imperfect Competition: Imperfect Completion, Demand Curve, Monopolistic Completion, Product Differentiation – Types of Product Differentiation – Oligopoly, Kinked Demand Curve, Cartel Formation, Market-sharing Cartels, Price Leadership, Price Leadership by a low-cost firm, Price Leadership by dominant firm, Barometric Price leadership.

UNIT-V

Pricing Strategies: Cost-plus or Markup Pricing, Markup Pricing and profit Maximization, Price Discrimination Cyclical pricing, Multiple-Unit Pricing Strategies, Multiple-Product Pricing, Joint Product Pricing, Transfer Pricing, Riddles in Pricing Practices.

Recent Development: An introduction to asymmetric information, Moral Hazards.

REFERENCE BOOKS	AUTHOR
Managerial Economics	**Mark Hireshey, 10th edition, Thomson**
Managerial Economics	Craig Peterson and Lewis and Jain, Pearson Education
Microeconomics	Dr. V Panduranga Rao -IBS Publication
Economics, 17th edition	Paul A Samuelson & William D Nordhaus - Mc Graw-Hill, 2001
Managerial Economics: Economics Tolls for Todays Decision Makers, 4th edition	Keat, Pearson Education.
Managerial Economics	Mark Hireshey, 10th edition
Managerial Economics	William F. Samuelson, Stephen G. Mark, 5th edition, John Wiley & Son
Managerial Economics Analysis, Problems, Cases	Truett+Trueet, 8th edition, Wiley
Managerial Economics	Raj Kumar/Kuldip Gupta, UDH Publishers, 3rd edition.

QUANTITATIVE TECHNIQUES FOR MANAGERIAL APPLICATIONS
SEMESTER I

Programme : **MBA O-302**

Learning Objective:

To provide concepts of quantitative techniques that help managers in decision making process and to build the foundation for courses like Operation Management and Portfolio Management.

Detailed Syllabus:

UNIT-I

Probability Distribution: Basic concepts of Probability: Addition theorem, Multiplication theorem, Bayesian theorem, Random Variables, Expected Value, Binomial, Poisson and Normal Distribution.

Decision Theory: Decision Marketing Environments, Decision Making under Uncertainty (Maximax, Maximin, Equally Likely, Hurwiez eriterion, Mini Max Regret) and risk (excepted profit/loss). Using continuous Distributions: Marginal Analysis, Utility as a Decision Criterion, Decision Tree Analysis.

UNIT-II

Sampling and Sampling Distributions: Population and Samples, Parameters and Statistics, Types of Sampling: Simple Random, Stratified, Systematic and Cluster Sampling. Distributions, Standard Errors, Sampling & Non-Sampling errors.

Estimation: Properties of Estimator, Point and interval Estimation, Estimator and Estimates, Confidence Intervals. Interval Estimates of Mean and Proportion from Large Samples.

Testing of Hypotheses: Basic Concepts, Type I and Type II Errors, One Tailed and Two Tailed Tests. One Sample Tests, Hypothesis Test of Means when Population Standard Derivation is Known and when Unknown, Hypothesis Testing of Proportions for Large Samples. Two Samples Tests for Equality of Means for Large and Small Samples, Equality of Means for Dependant Samples, Difference between Proportions for Large Samples.

UNIT-III

Analysis of Variance: Test for Difference among more than Two Samples. Inference about a population variance and about two population variances.

Chi-Square: Chi Square Test of Independence and Goodness of Fit, Specific population variance Test.

Non-Parametric Test: Introduction, The Sign Test, One Sample Runs Test.

UNIT-IV

Simple Regression & Correlation: Types of Relationships, Methods of measuring Co-relation - Karl Pearson's Product moment & Spearman's Rank co-relation. Simple Linear Regression Model and least squares estimates of regression co-efficients. Co-efficient of determination.

Time Series and Forecasting: Components of a Time Series, Trend Analysis-fitting linear and second degree trends, Seasonal Variation (Computing using Ratio to Trend Method). Importance in Managerial decision making.

UNIT-V

Linear Programming and Transportation Problems: Formulating Linear Programming Problems – its structure and variables, Nature of feasible, basic and optimal solutions. Solution of LP Problem through graphic, Simplex method.

Assignment Problems: Minimisation & Maximisation Balanced & Unbalanced & Restrictive Problem.

Game Theory: Basic concepts, Saddle Point, Dominance, Solution of 2x2 games, 2xn or mx2 using graphs.

REFERENCE BOOKS	AUTHOR
Statistics for Management	Richard I. Levin, David S. Rubin-Prentice-Hall of India Private Limited, New Delhi.
Quantitative Techniques of Management Decision	U.K. Srivastava, G V Shenoy and S C Sharma-New Age International, New Delhi.
Quantitative Methods for Business	David R Anderson, Dennis J Sweeny and Thomas A Williams Thomson Learning, New Delhi.
Business Statistics	David M Levine, Timothy C. Krehbiet and Mark L Berenson, Pearson Education, Delhi.2004.
Quantitative Analysis for Management	Barry Render and Ralph M Stair, Prentice Hall, New Delhi 2002.
Complete Business Statistics	Amir D Aczel & Jayavel Sounderpandian.
Statistical Methods	Digambar Patri & DN Patri.
Business Statistics	J.K. Sharma, Pearson Education.
Quantitative Techniques for Management	N.D. Vohra, Tata McGraw Hill.
Operation Research	H.A. Taha et al. Pearson Publication.
Operation Research	Hira & Gupta, Sultan Chand New Delhi.

ACCOUNTING FOR MANAGERS

SEMESTER I

Programme : **MBA O-303**

Learning Objective:

The objective of this course is to acquaint learners with various accounting concepts and highlight the techniques of decision making for day to day business.

UNIT-I

Accounting and its functions, Accounting Concepts and Accounting Conventions Accounting Equation. Accounting Process and Generally Accepted Accounting Policies (GAAP). Inventory Accounting and its Valuation. Depreciation methods and its accounting.

UNIT-II

Understanding, constructing and analyzing Trial Balance and adjustments, Profit & Loss Accounts, Balance Sheet, Funds Flow and Cash Flow Statement.

UNIT-III

Cost concepts, Types of Cost, Cost drivers, Cost determination, Absorption and marginal costing, Cost-Volume-Profit Analysis.

UNIT-IV

Cost Analysis and control techniques: Budget Preparation, Standard Costing, Variance Analysis excluding complexed, Budgeting and Budgetary control.

UNIT-V

Current Developments, Introduction to Concepts of Price Level Changes accounting, Human Resource accounting, Social and Environmental accounting, Brand valuation accounting, Activity Based costing, Target costing, and life cycle costing.

REFERENCE BOOKS	AUTHOR
Introduction to Management Accounting	Horngren, Sunden and Ostratton. Prentice Hall of India.
Managerial Accounting	Hilton, McGraw Hill.
Accounting for Management Text & Cases	Bhattacharyya, Dearden, Vikas Publishing House.

ORGANIZATIONAL BEHAVIOUR

SEMESTER I

Programme : **MBA O-304**

Learning Objective:

To provide a strong conceptual frame work for the study, understanding, and application of organization behaviour and to apply behavioral techniques to manage human resources in a better manner.

UNIT-I

Introduction:

OB: Fields contributing to OB, Managers' roles and functions, OB in the context of globalization, workforce diversity- challenges and opportunities for O.B.

The Individual:

Foundations of Individual Behaviour: Biographical characteristics, ability-Job fit, application of the learning theories behaviour modification.

Attitudes, Values and Job Satisfaction: The Nature and Dimensions of Attitudes: Components of Attitude – Sources and Types – Cognitive dissonance theory-Value-Measuring Job satisfaction-The effect of job satisfaction on employee performance, theories of Job Satisfaction.

UNIT-II

Perception: Factors Influencing Perception-Perceptual Selectivity-rational decision making model, bounded rationality, Linkage between Perception and Individual Decision Making-ethics in decision making.

Personality and Emotional Quotient (EQ): The Meaning of Personality, Personality Determinants-Personality Traits The big five model, emotional quotient.

Motivation: From concepts to Applications.

UNIT-III

The Group:

Foundations of Group Behaviour: Stages of Group Development: The Five-Stage Model, Dynamics of Informal Groups: Norms and Roles in Informal Groups-Nature, Significance and management of Informal Organization-Dynamics of Formal Work Group-Teams in the Modern Workplace-Teams Vs Groups-Types of Teams-Quality Circles, Group decision-making

Communication and group decision making.

Leadership: Understanding Leadership-Leadership Theories-Trait Theories-Behavioral Theories-Contingency Theories-Leadership Styles-Leadership Skills-Determinants of Leadership-Challenges to leaderships in virtual teams.

UNIT-IV

Foundation of Organization Structure: Understanding Organizational Structure-Centralization, Decentralization, Flat and Tall Structures, Departmentalization, Organization Designs: Project Design-matrix Design-Network Design-The Virtual Organizations-Horizontal Organizations, HR Policies and practices.

Power & Politics: Definitions of Power-Distinction between Power and Authority-Bases of Power-Power Structure and Block-impression management-political behaviour in organizations.

Conflict & Inter Group Behaviour & Collaboration: Sources of Conflict, Intra-individual Conflict, Interpersonal Conflict, Inter-group Behaviour and Conflict, Organizational Conflict. Negotiations-Approaches to Conflict Management-Collaboration.

Work Stress: Causes of Stress-Organizational and Extra Organizational Stressors-Group Stressors-Individual Stressors Stress coping Strategies.

Organizational Dynamics:

Organizational Culture: Functions of O.C., Creating & Sustaining O.C. & Development Implication of O.C. for performance and satisfaction.

Organizational Development and Change: Forces for Change-Managing planned Changes-Resistance to Change-Approaches to Managing Organizational Change-technology and Organizational Effectiveness change-Alternative Interventions-ChangeAgents: Skills-Consolidation and Follow up-International Behaviour and Cross Cultural Awareness- Approaches to Managing Organizational Change-technology and change-Organizational Development-concept and action research.

REFERENCE BOOKS	AUTHOR
Organizational Behaviour, Concepts, Controversies & Applications	Stephen P. Robbins- Prentice Hall, India
Human Behaviour at Work	Keith Davis
Management of Organizational Behaviour	Hersey Blanchard
Organizational Behaviour	Uma Sekhran
Organization Theories	Gary Desslar, Prentice Hall, India
Organization Psychology	Edgar S. Sehein
Management Process and Organizational Behaviour	L.M. Prasad, Sultan Chand & Sons
Organization Behaviour	K. Ashwathappa. Tata McGrew Hill

MANAGEMENT FOR ORGANIZATION

SEMESTER I

Programme : MBA O-305

Learning Objective:

To know and understand the basics of management process and concept.

UNIT-I

Conceptual Framework of Management-Management defined, components, features, Functions, Nature, Levels of Management. Administration & Management, Management as a Profession, Significance of Management in today dynamic environment.

Evolution & Foundation of Management Theories, Schools of Management Thought, Scientific Mgt (Talor) Bureaucratic Model (Weber) Human Behviour School (Fayol). Howthorne Experiments. The social system school, decision theory school, mathematical and quantitative school, contingency theory. Contemporary Management thinkers (Classical, Neo-Classical & Modern Theories)

UNIT-II

Organizations and the Need for Management. Efficiency and Effectiveness of Management Process, Organization Environment, Social Responsibility and Ethics.

Organization-Meaning Importance, Principles and Types.

Management Planning Process- Nature, Importance, Types of Plans, Strategy, Policies, Objectives, Planning Premises, Principles of Planning Decision Making.

UNIT-III

Organizing: Process, design, structure, types of authority, delegation, decentralization, centralization.

Communication: Process, objectives, Barriers and break downs in communications. Cross cultural communication.

Staffing- defined job analysis, MPP, Recruitment, Selection, Training, Job Rotation, Rewards and recognition.

UNIT-IV

Directing- Defined elements, importance, nature of direction, principles, types and techniques of Direction.

Co-ordinating- defined characteristics, Types, Need, Objectives & Principles and Techniques. Difference between co-ordination and co-operation.

Motivation-Defined Importance, Principles, Relationship of Motivation with Efficiency at the Work Place, Maslow's, McGregor & Herzberg's Theories of Motivation.

UNIT-V

Controlling-Defined Nature, Scope, Process of Elements, Steps in Control, Types of Control. Requirement of an Effective Control System Principles, Control Techniques.

Management by Objectives (MBO): Defined Characteristics, Actions to be taken at the Organizational level and individual level, Reviewing Performance. Benefits of MBO. Pros and Cons of MBO.

REFERENCE BOOKS	AUTHOR
Organization Theory and Behaviour.	C. Herbert G. Hicks C. Ray Gullet
The History of Management Thought	Claud S. George
Management thought and thinkers	R.N. Singh
Management theory and application	Rue and Byors
Organization theory: selected readings	B.S. Pugh(edt.)
The theory of organization	David Silverman
Organizations, Structure, Process and Outcomes	Richard H.Hall
Makers of Management	David Clutterback and Stuart Crainer

Understanding Organizations	Charless Handy
Management Gurus	Huezymsk Andrez
Essential of Management	Koontz O'Dornel & Weirich
Managing in a time of great change	Peter Drucker

BUSINESS ENVIRONMENT
SEMESTER II

Programme : **MBA O-306**

Learning Objective:

One of the most important tasks of Manager is to take decision, which in turn is influenced by numerous factors, which are normally beyond the control of the management. One such factors is the environment which surrounds the organization. The success of business depends to a large extent not only on its macro environment (surrounding) it but how management is able to understand it and adjust its policies as per changing business environment. The main objective of this course is to expose the future managers to such environmental factors like Economic, Socio-cultural, Political-legal, technological etc. Also, to understand how they affect the working of an organization and above all to scan the environment and to determine how the decision or strategy should work in the projected environment.

UNIT-I

Theoretical Framework of Business Environment:

Concept, significance and nature of Corporate Environment. Critical elements of various broad environment factors, Changing dimensions of Corporate Environment.

Emergence of new business houses in India (RIL, Hero, Oswal etc.)

Techniques of Environmental Scanning.

Environmental Scanning of some industries like T.V. Cold drinks, Soaps & detergents

UNIT-II

Economic Environment of Business:

The Critical elements of Economic Environment

The philosophy of growth in India. Evolution of economic thinking in India

Economic systems and business environment

Industrial policy and Indian business

Fiscal policy and Indian business

Monetary policy as an Instrument of Growth

Union Budget as a tool of effective control & environment and evaluation of last few budgets

Public sector as an environment: its critical appraisal and privatization debate

Development banks and their relevance to Indian business

Economic Reforms, Liberalization and structural adjustment programmes.

UNIT-III

Political Legal Environment of Business:

The Critical elements of Political Environment Constitutional provisions affecting Business in India: The Preamble, Directive principles of State Policy and Fundamental Rights.

Economic ideology of major political parties.

Subsidies, Protection and institutional support to corporate sector.

The economic roles of the Government.

Growth and control of Corporate sector in India.

Political dimensions of doing Business in India.

Changing dimensions of legal environment in India.

FEMA and Licensing policies, Consumerism & Consumer Protection Act.

UNIT-IV

International and Technological Environment:

Multinational Corporation, foreign collaborations and Indian business.

Non-Resident Indians and Corporate Sector.

World Bank, IMF Policies & India Trade. Barriers and WTO.

Foreign trade policies & impact of devaluation of rupee.

The technological environment in India.

Policy for Research and Development.

Technology and economic development.

Appropriate technology and problems of technology transfer.

Problems associated with sophisticated technologies in a Labour Surplus Economy.

Globalization: Threats & opportunities for Indian Business.

UNIT-V

The critical elements of socio-cultural environment:

Social Institution and system, social values and attitudes.

Social groups, Middle class emergence in India.

Dualism in Indian Society and problems of uneven income distribution in India.

Emerging rural sector in India and Indian Business.

Social responsibility of business.

REFERENCE BOOKS   **AUTHOR**

Management policy and strategy Marwell.Ch.2   Steiner

Business policy and strategic management McGraw Hill. Ch.3   Glueek, Tauch

Environmental Factors relevant for Strategy formulation Indian   M.R. Dixit
Management Jan, 1987

Regulation and development Seye Pub. Ch.1-7   Sharad S. Maratha

The Indian Economy-Ch.1,2,3,7   Bimal Talan

Industrial Growth in India, Oxford   I.J.Ahluwalia

Strategic Planning for corporate success   V.S. Ramaswamy And Name Kr.

Development Planning Oxford University   Dr. S. Chakravarty

Legal Environment of Business Himalaya Pub   K. Aswathappa

Government and Business in India.   N.K. Sengupta

Indian Economy Ch.3,4,5,8   V.K.Puri & Mishra

Economic Environment of Business   M. Adhikary

Economic Survey Various issues   Govt of India

Transactional Corporations in a developing county   Joh. Marthinunon

HUMAN RESOURCE MANAGEMENT AND INDUSTRIAL RELATIONS

SEMESTER II

Programme : **MBA O-307**

Learning Objective:

To help students understand, appreciate and analyze work force at the managerial and non-managerial levels. The course also facilities learning of various concepts, new trends and skills required for Planning, managing and development of human resources for organizational effectiveness.

Detailed Syllabus

UNIT-I

Introduction of HRM: Definition-Concepts-History of HRM-Importance of HRM-Role of HR Executives-HRM Functions-Challenges of Human Resource management-New Challenges of HR Executives-Structure and Organizational Chart of HR Department.

Human Resource Management at Work: Line Vs Staff Authority-Globalization and its impact on HR-IT Systems and HR.

Job Analysis and Design: Concept of Job Analysis and Design-Methods of Job Analysis-Job Description-Job Specification-Modern Management Techniques: Job rotation-job enlargement-Job enrichment. Managing the dejobbed world, Competency mapping.

UNIT-II

Human Resource Planning (HRP): Definition-Need and Importance of HRP-Process of HRP-Levels and Types of HRP-Forecasting Demand for employees-Forecasting supply for employees-Balancing supply and demand consideration-HRP Model.

Recruitment and Selection Process: Definition and concept of Recruitment-Factors Affecting Recruitment-Sources of recruitment-Information technology and HR recruiting on the net-methods and Techniques of recruitment- Recruitment Policies.

Selection Process-Person Job Fit-Person Organization Fit-Elements of Selection Process-Steps in the Selection Procedure-Various types of Test-Selection Interview: Methods, and Process (including reference check and medical examination)-Placement and induction-Competency testing systems.

UNIT-III

Performance and Potential Appraisal: Concept-Objectives of Performance Appraisal-The Appraisal Process-Traditional Methods and Modern Methods of Appraisal (including MBO, 360 degree, Assessment Centre, Balanced Scorecard, etc)-Appraisers: Manager/supervisor, Self, Subordinate, Peer, Team and Customer-Pitfalls in Performance Appraisal-Potential appraisal-need importance & methods.

Employee Training and Management Development: Importance and objectives-Distinction between Training and Development-Types of training and development-Training need analysis-Systematic approach to Training and Development-Evaluation of Training.

Managing Careers: Concept-Career stages-Career Anchors-Career Development Cycle-Benefits of career planning to individual as well as organization-Internal mobility: promotions, transfers, Separation and Succession planning.

UNIT-IV

Compensation Management: Objectives-Methods of Job evaluation-Factors determining compensation and pay rates-Current trends in compensation-Pricing managerial and professional jobs.

Wage and Salary Administration-Nature and Purpose, Minimum Wage, Fair Wage, Living Wage-Basic Kinds of Wage Plans-Elements of a Good Wage Plan-National Wage Policy.

Rewards and Incentives-Short-term Plans-Long-term Wage Incentive Plans-Requisite Guidelines for Effective Incentive Plans-Requisite Guidelines for Effective Incentive Plans-Non-monetary Incentives-Employee Stock Ownership Plans.

Employee Relations and Collective Bargaining: Concept and purpose. Industrial relations-State Intervention- Machineries for the Prevention and Settlement of Industrial Disputes in India-Collective Bargaining-Types-Process Pre-requisites- Issues Involved-Worker Participation in Management.

Grievance Handling: Grievance-Causes/Sources of Grievances-Grievance Redressal Machinery-Model Grievance Procedure Legislative Aspects of the Grievance Redressal Procedure in India. Domestic enquiry, Discipline and disciplinary actions-Dismissal and Discharge of an employee-Trade Unions.

UNIT-V

Quality of Work-Life-Emerging Trends: The Concept of Quality of Work Life (QWL)-Strategies for Improving QWL, Family integration Processes, Quality Circles. HR audit Need & Importance.

TQM and Emerging Trends in Human Resource Management

REFERENCE BOOKS	AUTHOR
Personnel / Human Resource Manger	David A Decenzo & Stephen P Robbins-Prentice-Hall, India
Human Resource Management	Gary Dessler, Prentice-Hall, India
Human Resource Management	Machael R Camell, Nobert F Elbert & Robert D Hatfield-Prentice Hall
Managing Human Resources	Bohlander & Snell, Thomson
Human Resource Management, 7e	John M Ivancevich-TMH
Managing Human Resources, 5e	Wayne F Cascio-TMH
Cases & Exercise in Human Resource Management, 6e	George E Stevens-Irwin/McGraw-Hill, 1996
Human Resource Management	Micheal Armstrong-Kogan Page
Human Resources and Personnel Management-Text and Cases	K Aswathappa-Tata Mcgraw-Hills
The Brave New World of her-Human	Edited by Hal G. Guental and Dianna L Stone; San
Resource Management in the Digital Age (2006)	Francisco: Jossey Bass
Human Resource Management 2006	Jyothi, P. and Venkatesh, D.N.Oxford: Oxford University Press

FINANCIAL MANAGEMENT

SEMESTER II

Programme : **MBA O-308**

Learning Objective:

1. Establish a framework for corporate financial decisions.

2. Understand major decisions, objective function of the firm and major tools available to face the decision making process to achieve objective function of firm.

Course Contents

UNIT-I

Corporate Finance Function- Concept, scope, objective and its relationship with other functional areas.

Understanding financial statements-Ratio analysis.

Financial and Profit Planning- Proforma income statement and balance sheet and cash flow forecasting.

Present value- Time value of money as basis of financial decision making, mathematics of finance.

Risk and Return- Concept of risk, relationship between expected portfolio return and risk, models for risk and return-Capital Market Line, CAPM

UNIT-II

Investment Decision Making- Estimating free cash flows, cost of capital, decision rules, budgeting rules too projects when facing capital rationing constraints.

Project choice under Risk and Uncertainty- Sensitivity and scenario analysis, discounted break-even analysis, decision three, Monte-Carlo Simulation and Project choice in a CAPM framework.

Organizing and Following up on Investment Analysis- Major determinants of project success, common efforts in investment analysis and framework of following up on investment analysis.

UNIT-III

Capital Structural Planning- Operating and Financial leverage; Capital structure theories and value of firm; capital structure planning and policy; cost of capital.

Dividend Policy- Dividend theories, determinants of dividend policy, share buyback, retention of profits.

UNIT-IV

Working Capital Estimation of Management- Operating cycle concept, managing cash and cash equivalents, managing inventory, managing accounts receivables, managing payables.

Working Capital Financing: Trade credit, bank finance, commercial paper, factoring, money market instruments.

UNIT-V

Valuation of M & A Projects- Economics of M & A, Methods of valuation, NAV, PECV, MPS, EPS, break-up value and free cash flows.

Innovative Financial Instruments- Hybrid securities namely convertible and non-convertible debentures, deep discount bonds, warrants.

Capital Market Efficiency and Indian Capital Markets.

REFERENCE BOOKS	AUTHOR
Brealey, R.A. and Myers, S.C. (2003)	Principles of Corporate Finance, Tata McGraw Hill, 7th Edition.
Chandra, Prasanna (2005)	Financial Management, Tata McGraw Hill 6th Edition
Gitman, L.J.(2004)	Corporate Finance, Pearson Education, 10th Edition.
Vanhorne (2004)	Financial Management, Pearson Education, 12th Education
Pandey, I.M.(2005)	Financial Management, Vikas Publishing House, 9th Edition.

MARKETING MANAGEMENT

SEMESTER II

Programme : **MBA O-309**

Learning Objective:

To equip the students with the basic concepts and practices of modern marketing and provide the understanding of different marketing processes, analyzing opportunities and selecting target markets.

Detailed Syllabus

Introduction: Marketing-Definition of Marketing Management-Marketing Concepts-Goals of a Marketing System- Evolution of Marketing-Marketing Challenges for the 21 st Century.

UNIT-I

Market Environment:

Micro Environment: The Company-Suppliers-Intermediaries-Customers-Competitors, Public.

Macro Environment: Demographic, Economic, Natural, Government Intervention in Natural Resource Management – Political Environment-Cultural Environment.

Global Environment: Basis for International Trade and Multi-national Investment-Operating in more than one national environment: Challenges Involved-Differences in Micro and Macro Environment: Bridging the International Gap.

UNIT-II

Consumer Markets and Buyers Behaviour: A Buyer Behaviour Perspective-Characteristics Affecting Consumer behaviour-Consumer Buying Roles-Types of Buying Decision Behaviour-The Buyer Decision Process-The Buyer Decision Process for New Products, Business buying Behaviour, Basics of Marketing Research.

Industrial Markets: Special Characteristics of Industrial markets, Importance of selling for an Industrial marketers.

UNIT-III

Strategic Planning and the Marketing Process: The Strategic Planning Process: Defining the Company Mission, Objectives and Roles-the Corporate SWOT-Designing the Business Portfolio-Planning Functional Strategies.

The Marketing Management Process: Target Consumers-Developing the Marketing Mix-Managing the Marketing Effort.

Segmenting & Targeting: Levels of Segmentation-patterns of Segmentation-Procedures for Market Segmentation-Requirements of Effective Segmentation-market Targeting-Evaluation and Selecting Target Markets, focusing and inching.

Positioning: Competitive Differentiation-Concept of Positioning-Positioning as Strategy-Communicating your Positioning Strategy. Positioning by usage, by user, by product benefit etc.

UNIT-IV

Creating Competitive Advantage: Competitor Analysis-identifying the Company's Competitors-Determining Competitor's Objectives-identifying the Competitor's Strengths and Weaknesses-Estimating Competitor's Reaction Patterns-Selecting Competitors to Attach and Avoid.

Building Customer Satisfaction: Through Quality, Service and Value-Defining Customer Value and Satisfaction-Delivering Customer Value and Satisfaction-Retaining Customers.

Competitive Strategies-Competitive Positions – Leader Strategies-Challenger Strategies-market-Follower Strategies-niche Strategies-balancing Customer and Competition Orientations; Competitive arena mapping.

Developing New Products: New product development processes-Challenges in developing new products-consumer adoption process for new products.

Marketing of Services: Basic concepts and Issues-Nature and Characteristics of Service-Marketing Strategies for Service Firms-International Services Marketing-Person, Place and Idea Marketing.

UNIT-V

Direct and Online Marketing: Growth of direct marketing-Customer database and direct marketing-Channels of direct marketing-Online marketing-Internet and E-commerce.

Global Marketing: Economics of International Marketing-Global Markets-Export Marketing Strategies-Government Support.

INFORMATION TECHNOLOGY FOR MANAGERS

SEMESTER II

Programme : **MBA O-310**

Learning Objective:

To provide basic concepts of information system and related information technologies like Database and Computer networks:

To enable the end user to develop simple information systems using Personal computer and tools.

UNIT-I

Information System (IS) Concepts:

Basic Concepts: Understanding Data and Information, System Concepts, Open System, Closed System, Business as a System, what is Information System, Classification of IS in organization, Attributes of Information Quality.

Information System Development:

Concepts: Approaches to IS Development, System Development Life Cycle (SDLC), Prototyping RAD, Phases in SDLC, Requirement Analysis, Design, Implementation and Maintenance, Make or Buy Decision for IS Development.

UNIT-II

Information Technology for IS:

Database Management: Basic concepts, Data Models, Advantages of Database Approach, Overview of E-R Modeling, Entity, Attributes, Relationships, Key Concepts, Normalization, Basic Normal Forms, overview of SQL.

Developing Access Database: Defining fields for a table, Choosing required data types, defining fields properties, setting primary key, defining indexes, saving the table, Modifying table structure, Establishing relationship among tables, entering and viewing data from the tables, creating queries by example, running a query, Building queries using Expression builder.

UNIT-III

Building IS: Basics of MS-Access Forms and Reports, Developing Database Applications and DSS, Excel Data Analysis Tools like Goal seeking, Sensitivity Analysis, Filtering and Solver.

Information Systems in Business:

Organizational systems: Decision Making, Types of Decision, Decision-Making Levels, Transaction Processing System (TPS), Management Information System (MIS), Executive Information System (EIS), Decision Support System (DSS), Expert System (ES), Office Automation System (OAS), Collaboration Technologies.

Information Systems in Functional Areas: HR, Marketing, Finance, Production; sources of competitive advantages, IS for Competitive Advantages.

UNIT-IV

Computer Communication Networks: Telecommunication and computer networks, Network Types, LAN, WAN, MAN, Communication Media, Communication Hardware, Network Topologies, Internet, Extranet, Internet, World Wise Web and search engines, E-Commerce.

Web Technologies: Tools and technologies for making web page operational web servers.

UNIT-V

Managing Information Systems:

IS Security: IS security, IS vulnerability and computer crime, protecting information system, Disaster Recovery Planning, Auditing.

Current Developments: Concepts of Data warehousing, Data Mining, Internet 2, Mobile communication.

REFERENCE BOOKS	AUTHOR
Information Systems Today	Leonard Jessup, Joseph Valacich, PHI
MIS: Managing Information Technology in the Networked Enterprise	James A O' Brien, PHI
Advanced Cases MIS	J.A. Brady, EF Mark, Tomson Course Technology
MIS: Managing the Digital Firm	K.C. Lauden, J.P. Lauden, Pearson Education
Microsoft Access; Plain and Simple	Curtis Frye, Prentice Hall India

RULES AND REGULATIONS FOR MASTER OF BUSINESS ADMINISTRATION (MBA-Off Campus)

(To take effect from the admission of 2009)

1. The duration of the course leading to the degree of Master of Business Administration (Off-Campus) (M.B.A. Off-Campus) shall be two academic years. Each year shall be divided into two semesters. The examination for the first and the third semesters shall ordinarily be held in the month of December/January and for the second and the fourth semesters in the month of May/June, or on such dates as may be fixed by the Syndicate.

2.1 Every candidate shall pay his examination fee for each Semester at the time of admission to the course, along with other charges, i.e., tuition fee etc. as fixed by the Syndicate.

2.2 The Chairperson of University School of Open Learning shall forward to the Controller of Examinations at least three weeks before the commencement of the examination for each semester, a list of the students who have satisfied the requirements of regulations and are qualified to appear in the examination.

2.3 The last date for receipt of admission application form and fee, with and without late fee, shall be as fixed by the Syndicate.

3. The minimum qualification for admission to the First Semester of the course shall be-

   (i) A Bachelor's degree in any discipline of the University or a degree of any other University which has been recognized by the Syndicate as equivalent thereto with not less than 50% marks in the aggregate;

   Provided that in case of candidates having Bachelor's degree of the University through Modern Indian Language [Hindi/Urdu/Punjabi (Gurmukhi Script)] and/or in a Classical Language (Sanskrit/Persian/Arabic) or degree of any other University obtained in the same manner recognized by the Syndicate, 50% marks in the aggregate shall be calculated by taking into account full percentage of marks in all the papers in Language excluding the additional optional paper, English and the elective subject taken together.

   <div align="center">Or</div>

   (ii) A pass in the examination conducted by the (a) Institute of Chartered Accountants of India or England, (b) Institute of Cost and Works Accountants of India or England, and (c) Institute of Company Secretaries of India.

   <div align="center">Or</div>

   (iii) AMIE examination with 50% marks or more after having passed the diploma examination with 60% marks or above and have at least 5 years research/teaching or professional experience.

4. Every candidate shall be examined in the subjects as laid down in the syllabus prescribed from time to time.

20% marks in each paper, excluding project and viva-voce, shall be assigned for internal assessment.

Project and viva-voce will be assessed internally on 100% basis. Viva-voce shall be conducted jointly by internal and external examiners.

The Chairperson of the University School of Open Learning shall forward these marks on the basis of written assignment(s), to the Controller of Examinations at least two weeks before the commencement of the examination.

5. The Chairperson of the University School of Open Learning will preserve the records on the basis of which the internal assessment awards have been prepared for inspection, if needed by the University, up to six months from the date of declaration of the results.

    Written Assignment(s) shall be submitted to the Chairperson of the University School of Open Learning at least forty five days before the commencement of the examination. Written Assignment(s) received after the prescribed date shall not be accepted.

6.1 The First and second semester examinations shall be open to the student who-

    (i)   has been on the rolls of the University School of Open Learning during first and second semester respectively; and

    (ii) has submitted all the written assignments of first and second semester respectively;

    (iii) In case a student who has not submitted his assignments as per 6.1(ii) and wants to appear as an ex-student of University School of Open Learning, he will be allowed to do so only after the submission of all the assignments of the semester in which he wants to appear.

6.2 The third and fourth semester examinations shall be open to a student who-

    (i)   has been on the rolls of the University School of Open Learning during third and fourth semester respectively; and

    (ii) has submitted all of the written assignments of third and fourth semester respectively; and

    (iii) has passed 50% of the prescribe papers of 1st and 2nd semester jointly;

    (iv) In case a student who has not submitted his assignments as per 6.2(ii) and wants to appear as an ex-student of University School of Open Learning, he will be allowed to do so only after the submission of all the assignments of the semester in which he wants to appear.

7. The medium of instruction and examination shall be English.

8.1 The minimum number of marks to pass the examination in each semester shall be-

    (i)   35% in each paper in the University examination separately as well as jointly with internal assessment;

    (ii) 35% in project and viva-voce;

    (iii) 50% in the aggregate of (i) and (ii) above.

8.2 Grace marks shall be given @ one per cent of the aggregate marks of the external examination of the University for each semester (only the marks of external examination will be counted for the purpose of calculating the grace marks and marks obtained in internal assessment will not be counted). A candidate may avail of the grace marks either in the aggregate or in one or more papers as may be to his advantage. Grace marks shall, however, be given only for passing the examination or for earning the higher division and not for passing the examination with distinction.

9. A candidate who has failed to clear all the prescribed papers of all the four semesters within four academic sessions from the date of his admission shall be required to leave the course.

10. The internal assessment awards of a candidate who fails in the examination shall be carried forward to the next examination.

    A candidate who fails in the examination may appear in the next consecutive examination as an ex-student of University School of Open Learning.

11. As soon as is possible after the termination of the examination, the Controller of Examinations shall publish list of the candidates who have passed.

12. Successful candidates shall be classified as under:

    (i)   Those who obtained 75% or more of the total aggregate marks in all the semester examination taken together. — First Division with Distinction

    (ii) Those who obtain 60% or more of the aggregate marks but less than 75% marks in all the semester examinations taken together — First Division

    (iii) Those who obtain below 60% of the aggregate marks in all the semester examinations taken together. — Second Division

MASTER OF BUSINESS ADMINISTRATION (OFF CAMPUS)
1ˢᵗ and 2ⁿᵈ SEMESTER
Assignment
Session 2011-2012

MBA O-301	Managerial Economics	MBA O-306	Business Environment
MBA O-302	Quantitative Techniques for Managerial Applications	MBA O-307	Human Resource Management and Industrial Relations
MBA O-303	Accounting for Managers	MBA O-308	Financial Management
MBA O-304	Organization Behaviour	MBA O-309	Marketing Management
MBA O-305	Management for Organizations	MBA O-310	Information Technology for Managers

Dear Student,

As explained in the introductory lesson, you are required to submit one Assignment of 20 marks in each paper and these 20 marks shall constitute your Internal Assessment.

The required Assignments are being sent.

You should send your assignments to:

The Chairperson
University School of Open Learning
Panjab University, Chandigarh – 160 014

[Mark on envelope MBA (off campus) Ist/IInd Semester Assignments)

Before submission/dispatch of Assignments, please read the following **instructions** very carefully:

1. You are required to submit the specific number of assignments as prescribed for the internal assessment during the course of your study.

2. **You should write your correct and complete *enrolment number*, full name in capital letters, complete address and the date of submission at the top of the first page of the Assignments in Form II.** Also write subject code, paper and assignment number in block letters in the centre at the top of first page of your assignments.

3. *Each and every assignment should be tagged separately and kept in one envelope in your own interest.* **All assignments should be sent at one time, i.e. in one lot only.**

4. Keep a photo copy of the assignments with you before submitting it to your department and should submit the copies to the University if asked for in case they are needed.

5. Form II must be attached to the respective assignments. Assignments received without this form will not be accepted.

6. The students should use only foolscap size paper for writing answers to the assignments. They should have a 4 cm" margin on the left and atleast four lines between each answer in an assignment.

7. The assignments should be written in own hand and should not be printed/typed/computerized as answer to the assignments. Any assignment which is typed or computerized is liable to be cancelled.

8. The Director UIAMS has the power not to entertain or reject the assignments submitted after the due date. The students are, therefore, advised in their own interest to submit the assignments positively by the respective due date.

9. You should enclose a self-addressed stamped envelop for dispatch of acknowledgement slip (Form No. I) with each assignments. Form No. I should be completed in all respect

10. The Roll Nos. for the annual examination will be issued only to those students who have submitted all the assignments. In case he/she appears as an ex-student in the next year, he/she will be allowed to appear only after the submission of assignments of that session.

11. You should try to be original in writing your assignment. If the answer is copied from books/from the assignments of the fellow student, you will be penalized.

12. If you do not mention the particulars about yourself, you will be doing so at your own risk.

13. The marks secured by you in internal assessment will be communicated to you through the marks sheet of university examination result.

14. There is no provision for revaluation of assignments of the marks obtained by you in the internal assessment.

15. While sending your assignments by mail, please inscribe the words on envelop **"MBA (off campus) Ist Semester Assignments & II Semester Assignments".**

16. **Note:** The length of each answer should be about 1500 words. In case of parts adjust the answer accordingly.

Last date for submitting Assignment

| Ist Semester | : | 31st Oct, 2011 |
| IInd Semester | : | 22nd March, 2012 |

Timing of submission of Assignments	**Morning**	**Evening**
By Hand	11.30 AM – 12.30 Noon	2.30 – 4.00 PM

Yours sincerely
Dr. R.K. Gupta
Course Leader MBA (off campus)
Phone : 0172-2534323
0172-2534304

ASSIGNMENTS OF 1ST SEMESTER FOR SESSION 2011-2012

MBA (OC) – 301 (Managerial Economics)

Section – A

Attempt any one question: 10 × 1 = 10 Marks

Q1. Write short notes on the following:

    (a) Marginal/Incremental Principle.

    (b) Time preference principles.

    (c) Equi-Marginal Principle.

    (d) Importance of Managerial Economics.

Q2. Explain any one method of Demand Estimation.

Section – B

Attempt any two questions: 5 × 2 = 10 Marks

Q3. Explain the nature of Long Run Average Cost curve and Long Run Marginal Cost Curve.

Q4. How is price determined under discriminating monopoly?

Q5. How can cost plus pricing be reconciled to the 'marginal revenue equals marginal cost' rule of economic theory?

MBA (OC) – 302 (Quantitative Techniques to Managerial Applications)

Section – A

Attempt any one question: 10 × 1 = 10 Marks

Q1. Explain the following terms:

    (a) Null Hypothesis

    (b) Type I and Type II errors.

    (c) Level of Significance

Q2. A company has three cement factories located in cities 1, 2, 3 which Supply cement to four projects located in towns 1, 2, 3, 4. Each plant can supply 6, 1, 10 truck load of cement daily respectively and the daily cement requirements of the projects are respectively 7, 5, 3, 2 truck loads. The

transportation costs per truck load of cement (in hundreds of supers) from each plant to each project site are as follow:

Cement Factories	Project Sites				Supply
	1	2	3	4	
1	2	3	11	7	6
2	1	0	6	1	1
3	5	8	15	9	10
Availability	7	5	3	2	

Determine the optimal distribution for the company so as to minimize the total transportation cost.

Section – B

Attempt any two questions: $5 \times 2 = 10$ Marks

Q3. Describe the mathematical model for ANOVA testing in one-way classification, stating clearly the assumptions involved.

Q4. An investment consultant predicts that the odds against the price of certain stock will go up during the next week are 2:1, and the odds in favour of the price remaining the same are 1:3. What is the probability that the price of the stock will go down during the next week?

Q5. The personnel department of a company has records which show the following analysis of its 200 engineers:

Age	Bachelor degree only	Master degree	Total
Under 30	90	10	100
30-40	20	30	50
Over 40	40	10	50
Total	150	50	200

If one engineer is selected at random from the company, find

(a) the probability that he has only a bachelor degree:

(b) the probability that he has a master degree given that he is over 40; and

(c) the probability that he is under 30, given that he has a bachelor degree only.

MBA (OC) – 303 (Accounting for Managers)

Section – A

Attempt any one question: $10 \times 1 = 10$ Marks

Q1. (a) Discuss the concept of Human Resource Accounting and its importance in the present context.

(b) Explain the various approaches in social Accounting.

Q2. Blue Line Company makes a single product A and sells it through normal marketing channel. The company's income statement for the last 2 quarters is representative of the cost and productive efficiency of the company in the future. The income statements reveal the following:

Particulars	1st quarter	2nd quarter
Sales (units)	10,000	20,000
	Rs. 5,00,000	Rs. 10,00,000
Sales value @ Rs. 50 per unit		
Less: Cost of goods sold	4,00,000	6,50,000
Gross profit	1,00,000	3,50,000
Less: Selling and administrative expenses	70,000	1,20,000
Net income before tax	30,000	2,30,000
Less Corporate tax – 35%	10,500	80,500
Net income after tax	19,500	1,49,500

There are no inventories on hand at the end of each quarter.

You are required to work out the following:

(a) Determine the p/v ratio and quarterly breakeven point of the product.

(b) The marketing manager predicts that if the selling price is reduced by Rs. 4 per unit and an additional advertisement expense of Rs. 1,80,000 is incurred, then sales volume will be increased by 20% over the 2nd quarter. Should the plan be implemented?

Section – B

Attempt any two questions: $5 \times 2 = 10$ Marks

Q3. Given the following details of X Ltd. for the year 19 x 8 and 19 x 9

	19 x 8 Rs.	19 x 9 Rs.
Material consumed	1,00,000	1,32,000
Wages	60,000	66,000
Variable overhead	12,000	14,000
Fixed overhead	20,000	24,000
	8,000	17,000

Material and wage rates were increased in 19 x 9 by 10% and sales price was increased by 10%.

Required:

Prepare a statement showing how much each factor has contributed to the variations in profit.

Q4. Explain in detail:

(a) Activity Based Costing.

(b) Life Cycle Costing

Q5. Explain:

(a) Define depreciation and its importance in Accounting.

(b) Generally accepted Accounting Policies.

MBA (OC) – 304 (Organization Behaviour)

Section – A

Attempt any one question: 10 × 1 = 10 Marks

Q1. Define organizational behavior. Outline the challenges and opportunities for organization post globalization and diversified workforce.

Q2. Critically outline the importance of Individual differences vis – values attitudes and perception and its impact on job satisfaction.

Section – B

Attempt any two questions: 5 × 2 = 10 Marks

Q3. Discuss the various conflict management strategies.

Q4. Explain power and politics in organizations.

Q5. Describe the theories of leadership.

MBA (OC) – 305 (Management for Organizations)

Section – A

Attempt any one question: 10 × 1 = 10 Marks

Q1. Trace the evolution of management thought till today discussing the contributions of major thinkers on management.

Q2. Compare the process and content theories of motivation which of these theories are still relevant.

Section – B

Attempt any two questions: 5 × 2 = 10 Marks

Q3. Planning and control are dovetailed together. Discuss.

Q4. Discuss the various control techniques – Modern and Traditional.

Q5. Organization Structures and Design are undergoing a change today. Discuss.

MBA (OC) SEMESTER 2ND – SESSION 2011-2012

MBA (OC) – 306 (Business Environment)

Section – A

Attempt any one question: 10 × 1 = 10 Marks

Q1. Critically evaluate the impact of Monetary and Fiscal policies on the business environment of the economy.

Q2. Outline the role of WTO on the Indian business environment.

Section – B

Attempt any two questions: 5 × 2 = 10 Marks

Q3. Outline the Impact of Socio Cultural Environment on the rising FMCG Industry in India.

Q4. Explain corporate social responsibility and its impact on business environment.

Q5. Discuss the political dimensions of doing business in India.

MBA (OC) – 307 (Human Resource Management and Industrial Relations)

Section – A

Attempt any one question: 10 × 1 = 10 Marks

Q1. Define HRM. Explain its functions and importance in corporate world. What are new challenges for the executives?

Q2. Explain the concept of performance appraisal. Give its objectives and methods. Also explain limitations of appraisal system.

Section – B

Attempt any two questions: 5× 2 = 10 Marks

Q3. Write on recruitment and selection process in a business organization.

Q4. Distinguish between training and development.

Q5. Write a note on Collective Bargaining as a tool of industrial relations.

MBA (OC) – 308 (Financial Management)

Section – A

Attempt any one question: 10 × 1 = 10 Marks

Q1. XYZ Company is considering the acquisition of one of the two machines. As a basis for selection of one of them, the following data were developed:

	Machines	
	A	B
Investment (original cost)	Rs.25,565	Rs.25,565
Annual income (after depreciation and income-taxes)		
Year 1	687	4,687
2	1,687	3,687
3	2,687	2,687
4	3,687	1,687
5	4,687 13,435	687 13,435
Estimated life:		
Straight line-years	5	5
Estimated residual value	0	0
Income tax rate	40%	40%
Minimum desired rate of return	16%	

Assume yourself as the financial analyst of XYZ Company, and compute the cash inflow on each machine, payback, and the net present value. Also estimate your result and the final recommended ranking with proper justification for the same.

Q2. The Board of Directors of Nanak Engineering Company Private Ltd. requests you to prepare a statement showing the working capital requirements for a level of activity at 1,56,000 units of production.

(a) The following information is available for your calculation.

	Per Unit (Rs.)
Raw Materials	90
Direct labour	40
Overheads	75
Total	205
Profit	60
Selling price per unit	265

(b) (i) Raw Materials are in stock, on average, for one month

(ii) Materials are in process, (50% complete on average for 4 weeks).

(iii) Finished good are in stock, on average for one month

(iv) Credit allowed by suppliers to one month

(v) Time lag in payment from debtors is 2 months

(vi) Average lag in payment of wages is 1 ½ weeks

(vii) Average lag in payment of overheads is one month.

20% of the output is sold against cash. Cash in hand and in bank is expected to be Rs. 60,000. It is to be assumed that production is carried on evenly throughout the year; wages and overheads accrue similarly, and a time period of 4 weeks is equivalent to a month.

Section – B

Attempt any two questions: $5 \times 2 = 10$ Marks

Q4. Write a note on:

(a) Capital Rationing

(b) CAPM

Q4. Critically evaluate the M & M approach of capital structure.

Q5. Discuss significance of Mergers and Takeovers highlighting its regulatory framework in India.

MBA (OC) – 309 (Marketing Management)

Section – A

Attempt any one question: $10 \times 1 = 10$ Marks

Q1. As a consumer, using examples from your own experience explain how the following have affected your purchasing behavior of below mentioned products and services:

(a) Extensive problem solving.

(b) Search for alternative solution and information.

(c) Evaluation of alternatives.

(d) Purchase and cognitive Dissonance.

   (i) Your dress (choose any one among Garments, shoes and perfumes).

  (ii) Services of Dentist/ Coaching Institute/ Diner Restaurant/ Beauty salon.

Q2. As a marketer, build marketing campaign by using four P's of marketing mix and keeping in view newer shifts in marketing trends which are taking place now-a-days for the following:

(a) Document photo copying, printing solution, internet surfing and Coffee day shop.

(b) Newly built Posh Apartments, Duplex and Bunglows offered by globally known builder in your city.

<center>OR</center>

(a) New touch screen mobile phone/ 3D High definition TV. (any one)

(b) New diesel fuel efficient small size car/ Aeroplane or taxi operating service in your city. (any one)

Section – B

Attempt any two questions: 5 × 2 = 10 Marks

Q3. Describe market segmentation, product differentiation, product positioning, new product development phases and new product adoption phases in detail. Also explain internet marketing, effects of internet on markets, marketing strategy and the internet.

Q4. Explain product, product types, product line, product mix, product life cycle, Brand and its significance, Branding strategy in detail.

Q5. Explain advertising, sales promotion, personal selling, publicity and liaison, salesmanship in detail.

MBA (OC) – 310 (Information Technology for Managers)

Section – A

Attempt any one question: 10 × 1 = 10 Marks

Q1. (a) Define controls, threats, vulnerability, computer crime, viruses and hackers. Why can the damage done by viruses be very high?

(b) What is disaster recovery plan in the context of IS security, and what should it include?

Q2. (a) What are the advantages of the database approach to data management, as opposed to the traditional file-based approach? Draw and explain the three level architecture of the database system?

(b) What is Normalization? Give its various forms. Give example to explain all these forms.

Section – B

Attempt any two questions: 5 × 2 = 10 Marks

Q3. Explain the purpose of each of the following organizational systems:

(a) Transaction Processing System (TPS)

(b) Decision Support System (DSS)

(c) Executive Information System (EIS)

(d) Expert System (ES)

Q4. Give some examples of how companies are using the internet, intranets and extranets for communication and collaboration, information publishing and sharing, and business operations and management.

Q5. Describe the following?

(a) SDLC

(b) Make or buy decision for Information System development.

FORM NO. 1

Student's Record,

USOL

Panjab University, Chandigarh

Enrolment No._____

Class: MBA-(Off Campus) 1st Semester

Name: _____

Father's Name: _____

Session: 2011-2012

Paper   Assignment No.

MBA – O-301

MBA – O-302

MBA – O-303

MBA – O-304

MBA – O-305

Total: _____

Address of the Student: _____

_____

_____

Signature of Student: _____

Date of Submission: _____

Email ID: _____

Mobile No.:   _____

Note: All the assignments will be accepted only in one lot.

No partial assignments will be accepted.

FORM NO. 1

Student's Record,	**Office Record**
USOL	**USOL**
Panjab University, Chandigarh	**Panjab University, Chandigarh**

Enrolment No._____

Class: MBA-(Off Campus) 2nd Semester

Name: _____

Father's Name: _____

Session: 2011-2012

Paper	Assignment No.
MBA – O-306	
MBA – O-307	
MBA – O-308	
MBA – O-309	
MBA – O-310	

Total: _____

Address of the Student: _____

_____

_____

Signature of Student: _____

Date of Submission: _____

Email ID: _____

Mobile No.:   _____

Assignment Remittance-cum-Acknowledgement-Slip.

Enrol. No.   _____

Session: 2011-2012

Class: MBA-(Off Campus) 2nd Semester

Name: _____

Father's Name: _____

Assignment Receipt Acknowledge Slip

Paper	Assignment No.
MBA – O-306	
MBA – O-307	
MBA – O-308	
MBA – O-309	
MBA – O-310	

Total: _____

Signature of Student: _____

Date of Submission: _____

Signature of the official receiving the assignments.

Note: All the assignments will be accepted only in one lot.

No partial assignments will be accepted.

FORM NO. II

Subject: MBA – O-301 Managerial Economics

Class: MBA (OC) Ist Semester (Session 2011-2012)

Enrolment No._____

Name: _____

Address: _____

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Phone No./Mobile: _____

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FORM NO. II

Subject: MBA – O-302 Quantitative Techniques for Managerial Applications

Class: MBA (OC) Ist Semester (Session 2011-2012)

Enrolment No._____

Name: _____

Address: _____

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Phone No./Mobile: _____

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FORM NO. II

Subject: MBA – O-303 Accounting for Managers

Class: MBA (OC) Ist Semester (Session 2011-2012)

Enrolment No._____

Name: _____

Address: _____

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Phone No./Mobile: _____

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FORM NO. II

Subject: MBA – O-304 Organizational Behaviour

Class: MBA (OC) Ist Semester (Session 2011-2012)

Enrolment No._____

Name: _____

Address: _____

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Phone No./Mobile: _____

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FORM NO. II

Subject: MBA – O-305 Management for Organizations

Class: MBA (OC) Ist Semester (Session 2011-2012)

Enrolment No._____

Name: _____

Address: _____

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Phone No./Mobile: _____

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FORM NO. II

Subject: MBA – O-306 Business Environment

Class: MBA (OC) 2nd Semester (Session 2011-2012)

Enrolment No._____

Name: _____

Address: _____

_____

Phone No./Mobile: _____

_____

FORM NO. II

Subject: MBA – O-307 Human Resource Management & Industrial Relations

Class: MBA (OC) 2nd Semester (Session 2011-2012)

Enrolment No._____

Name: _____

Address: _____

_____

Phone No./Mobile: _____

_____

Form No. II

Subject: MBA – O-308 Financial Management

Class: MBA (OC) 2nd Semester (Session 2011-2012)

Enrolment No._____

Name: _____

Address: _____

_____

Phone No./Mobile: _____

_____

Form No. II

Subject: MBA – O-309 Marketing Management

Class: MBA (OC) 2nd Semester (Session 2011-2012)

Enrolment No._____

Name: _____

Address: _____

_____

Phone No./Mobile: _____

_____

Form No. II

Subject: MBA – O-310 Information Technology for Managers

Class: MBA (OC) 2nd Semester (Session 2011-2012)

Enrolment No._____

Name: _____

Address: _____

_____

Phone No./Mobile: _____

_____

SAMPLE PAPERS
(1ST & 2ND SEMESTER)

MBA (OFF CAMPUS) 1st SEMESTER
MBA 301 - MANAGERIAL ECONOMICS

Time : 3 Hours   **Max. Marks : 80**

Note : Attempt any five questions. All questions carry equal marks.

1. Define incremental revenue and incremental cost. What is the role of incremental reasoning in business decisions.

2. Define Total Cost (TC), Total Revenue (TR) and Profit.

   Suppose a firm has its TR and TC functions estimate as follows

   $TR = 300 Q - 3Q^2$

   $TC = 500 + 50Q + 2Q^3$

   Find (a)   Profit function of the firm

          (b)   Quantity of output (Q) that maximizes the firm's profit.

3. Define price elasticity of demand. Explain Point Method and Revenue Method to measure it.

4. What is demand forecasting? What are the pre-requisites of a good forecast. Evaluate 'expert opinion' as a method of demand forecasting.

5. How is Least Cost Combination for a given output determined?

6. Explain the Break-even analysis. How is break-even point determined with linear and non-linear cost and revenue functions and with profit volume ratio.

7. How is Price and output determined under discriminating Monopoly?

8. What is price leadership? Explain price leadership by a low cost Firm and by a Dominant firm.

9. Define mark up pricing and show that mark up pricing is based on marginal rule. Explain limitations of mark up pricing.

10. What is transfer pricing? How is transfer pricing determined if

    (i) there is no external market for the transfer products and

    (ii) there is external competitive and imperfect competitive market.

MBA 302 - QUANTITATIVE TECHNIQUES FOR MANAGERIAL APPLICATIONS

Time : 3 Hours   **Max. Marks : 80**

Note : Attempt any five questions. All questions carry equal marks.

UNIT I

1. (a) Write short notes on each of the following:

    (i)   Statistics and parameters

    (ii) Sampling distributions

    (iii) Standard Error

                                                                          (4,4,4)

    (b) A bag contains 2 white balls and 3 black balls. Four persons A, B, C and D in the order named, each draw one ball and do not replace it. The first to draw a white ball receives Rs. 20. Determine their expectations.

                                                                          (4)

2. (a) It is observed that 80% of T.V. viewers watch "Aap ki Adalat" programme. What is the probability that at least 80% of the viewers in a random sample of five, watch this programme.

                                                                          (4)

    (b) What is Poisson distribution? Under what conditions is it applicable?

                                                                          (6)

    (c) Define normal distribution. What are the main characteristics of a normal distribution?

                                                                          (6)

UNIT II

3. (a) Explain each of the following terms:

    (i)   Null Hypothesis

    (ii) Type I and Type II errors.

    (iii) Level of Significance

                                                                          (4,4,4)

    (b) A simple random sample of size 66 was drawn in the process of estimating the mean annual income of 950 families of a certain township. The mean and the standard deviation of the sample were found to be Rs. 4730 and Rs. 7.65 respectively. Find a 95% confidence interval for the population mean. [Table value of Z for confidence level at 95% is 1.96].

                                                                          (4)

4. (a) A machine produced 20 defective articles in a batch of 400. After overhauling it produced 10 defective articles in a batch of 300. Has the machine improved? [Take $\alpha = 0.05$]

                                                                          (6)

(b) A group of 5 patients treated with medicine A weigh 42, 39, 48, 60 and 41 kgs; a second group of 7 patients from the same hospital treated with medicine B weigh 38,42,56,64,68,69 and 62 kgs. Do you agree with the claim that medicine B increase the weight significantly? [The value of 't' at 5% level of significance for 10 degrees of freedom, for one tailed is 2.281].

(10)

UNIT III

5. (a) What is the χ^2-test? Under what conditions is it applicable? Point out its role in business decision-making.

(10)

(b) Describe the mathematical model for ANOVA testing in one-way classification, stating clearly the assumptions involved.

(6)

6. (a) In a crossbreeding experiment with plants of certain species, 240 offspring were classified into 4 classes with respect to the structures of their leaves as follows:

Class:	I	II	III	IV
Frequency:	21	127	40	52

According to the theory of heredity, the probabilities of the four classes should be in the ratio 1:9:3:3. Are these data consistent with theory? [Use 5% value of χ^2 for 3 degree of freedom = 7.82].

(10)

(b) Fill in the blanks of the following ANOVA table:

Source	d.f.	SS	MSS	F
Between	2	–	5	
				–
Within	–	14	–	
Total	9	–		

(6)

UNIT IV

7. (a) Calculate Karl Pearson's coefficient of correlation between X and Y for the following information:

$n = 12, \Sigma X = 120, \Sigma Y = 130, \Sigma(X - 8)^2 = 150, \Sigma(Y - 10)^2 = 200$ and $\Sigma(X - 8)(Y - 10) = 50$

(8)

(b) Examine the validity of each of the following statements:

(i) if $r = 0$, the two regression equations are identical,

(ii) For a bivariate frequency table it is found that $b_{yx} = 1.35, b_{xy} = -0.25, r^2_{xy} = 0.3375$.

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(iii) The regression lines of two independent variables are parallel to each other.

(iv) In a regression analysis, the regression coefficients are 0.76 and 1.57 units.

(8)

8. (a) Distinguish between trend, seasonal variations, and cyclical variations in a time series.

(6)

(b) Below are given the figures of production (in thousand quintals) of a sugar factory:

Year : 1995 1996 1997 1998 1999 2000 2001

Production : 80 90 92 83 94 99 92

(i) Fit a straight line trend to these figures.

(ii) Estimate the production in 2004.

(10)

UNIT V

9. (a) There is 40% chance that a patient admitted to the hospital, is suffering from cancer. A doctor has to decide whether a serious operation should be performed or not. If the patient is suffering from cancer and the serious operation is performed, the chance that he will recover, is 70%, otherwise it is 35%. On the other hand, if the patient is not suffering from cancer and the serious operation is performed, the chance that he will recover is 20%, otherwise it is 100%. Assume that recovery and death are the only possible results. Construct on appropriate decision tree. What decision should the doctor take?

(8)

(b) Suppose that a decision maker is faced with three decision alternatives and four states of nature. Given the following payoff table:

Acts ↓ States of Nature →	S_1	S_2	S_3	S_4
a_1	16	10	12	7
a_2	13	12	9	9
a_3	11	14	15	14

Assuming that he has no knowledge of the probabilities of occurrence of the states of nature, find the decision to be recommended under each of the following criteria: (i) maxmin, (ii) minimax.

(8)

10. (a) What are slack, surplus and artificial variables? When is each used, and why? What value does each carry in the objective function?

(8)

(b) What do you understand by transportation problem? Explain in brief two methods of obtaining initial feasible solution for a transportation problem.

(8)

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MBA 303 - ACCOUNTING FOR MANAGERS

Time : 3 Hours   **Max. Marks : 80**

Note : Attempt five questions in all selecting one question from each unit. All questions carry equal marks.

UNIT I

1. What do you mean by accounting concepts and conventions? Explain the accounting concepts in brief.

2. A company writes off 11% of the original cost of plant and machinery every year till the whole cost of a particular piece of plant and machinery is, wiped off. Full depreciation is written off even if the machinery is in use for part of a year. Accounts are made up to 31st December.

    On 1st January, 2003, the balance in the Plant and Machinery Account was Rs. 1,95,150. The original cost of the various items in use was as follows:

	Rupees
Items bought in 1992 or earlier	58,000
Items bought in 1993	31,000
Items bought in 1994	17,000
Items bought in 1995 or later	2,52,000
Total	3,58,000

    During 2003 new plant was bought at a cost of Rs. 29,500 and one machine which had cost Rs. 5,500 in 1985 was sold for Rs. 350. During 2004 there were additions costing Rs. 18,000 and a machine which had cost Rs. 7,000 in 2000 was sold on Jan. 1, 2004 for Rs. 3,500. Write up the Plant and Machinery Account for 2003 and 2004.

UNIT II

3. The following is the Trial Balance of M/s Aswani Agencies as on 31st March, 2003. Prepare Trading and Profit & Loss Account for the year ended 31st March, 2003 and a balance sheet on that date:

	Dr.	Cr.
	Rs.	Rs.
Capital		100,000
Drawings	18,000	
Buildings	15,000	
Furniture & Fittings	7,500	
Motor Van	25,000	
Loan from Bank @ 12% interest		15,000
Interest paid on above	900	

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Sales		100,000
Purchases	75,000	
Opening Stock	25,000	
Establishment Expenses	2,000	
Wages	33,000	
Insurance	1,000	
Commission received		7,500
Sundry Debtors	28,000	
Sundry Creditors		10,000
Bank Balance	2,000	
	232,500	232,500

Adjustments: (a) The value of stock on 31st March, 1989 was Rs. 32,000; (b) Outstanding Wages Rs. 500; (c) Prepaid Insurance Rs. 300; (d) Commission received in advance Rs. 800; (e) Allow interest on capital @ 10%; (f) Depreciate: Building 2½%, Furniture & Fixtures 10%, Motor Van 10%; (g) Charge interest on drawings Rs. 500.

4. Distinguish between fund flow and cash flow statements? How would you prepare a fund flow statement?

UNIT III

5. What do you mean by elements of cost? Explain the elements of cost in brief.

6. A practicing Chartered Accountant now spends Rs. 5 per kilometer on taxi fares for his clients work. He is considering two other alternatives, the purchase of a new small car or an old bigger car. The estimated cost figures are:

	New small car	Old bigger car
Purchase price	Rs. 175,000	Rs. 100,000
Sale price after 5 years	95,000	60,000
Repairs and servicing per annum	5,000	6,000
Taxes and insurance per annum	8,500	3,500
Petrol consumption per litre	10 K.M.	7 K.M.
Petrol price per litre	Rs. 20	Rs. 20

He estimates that he does 10,000 km. annually. Which of the three alternatives will be cheaper? If his practice expands and he has to do 19,000 km. Per annum what should be his decision?

At how many km. per annum will the cost of the two cars break even and why?

UNIT IV

7. What are the objectives of budgetary control? How would you set up budgetary control in an organization?

8. The standard material cost for 100 Kg. of chemical D is made up of:

Chemical A 30 Kg. @ Rs. 4 per Kg.

Chemical B 40 Kg. @ Rs. 5 per Kg.

Chemical C 80 Kg. @ Rs. 6 per Kg.

In a batch, 500 Kg. of chemical D were produced from a mix of:

Chemical A 140 Kg. at a cost of Rs. 588

Chemical B 220 Kg. at a cost of Rs. 1,056

Chemical C 440 Kg. at a cost of Rs. 2,860

How do the yield, mix and price factors contribute to variances in the actual cost per 100 Kg. of chemical D over the standard cost?

UNIT V

9. What are the objectives of Human Resource Accounting? Explain the value based approaches to Human Resource Accounting.

10. Write short notes on the following:

(a) Target Costing

(b) Activity Based Costing

MBA 304 - ORGANIZATION BEHAVIOUR

Time : 3 Hours   **Max. Marks : 80**

Note : Attempt any five questions. All questions carry equal marks.

1. What is organizational behaviour? Explain the major behavioural science disciplines that contribute towards organizational behaviour.

2. Discuss the following:

(a) Workforce diversity in Indian context

(b) Roles and functions of Indian managers in present business environment.

3. Define personality. Discuss Big Five Personality Model and how do these big five traits predict work behaviour in the organizations. Among other important personality traits which are predictors of behaviour in organizations, explain Machiavellianism and self monitoring.

4. Discuss the following:

(a) Maslow's need hierarchy theory and Herzberg's two factors theory

(b) Factors influencing perceptions of individuals and common errors people make while perceiving.

5. Define leadership. Explain transactional leadership and how is it different from transactional and charismatic leadership.

6. Discuss power and politics in the context of Indian organizations.

7. Explain why do organization structures differ? Discuss and distinguish mechanistic and organic organization structures. Elaborate on matrix structure.

8. Define stress? What are the possible sources and consequences of stress. Discuss the individual and organizational approaches to managing stress.

9. What is organizational change? Discuss various forces for change. Why do people resist change in the organizations? Explain how should organizations overcome resistance to change?

10. Discuss the following:

(a) Kurt Lewin's 3 step Model of change and Kotter's eight step plan for implementing change

(b) Organization Development and Action Research.

MBA 305 - MANAGEMENT FOR ORGANIZATION

Time : 3 Hours **Max. Marks : 80**

Note : Attempt any five questions. All questions carry equal marks.

1. Define social system approach to management. Discuss the role and significance of this School of management thought in managing affairs of an organization.

2. Write short notes on:

(a) Difference between Administration and Management.

(b) Significance of Hawthorne Experiments.

3. Define planning? Why budgets are proper planning tools? Suggest measures to make planning effective.

4. Write short notes on:

(a) Effectiveness of corporate social responsibility in the present environment.

(b) Are managerial effectiveness and managerial efficiency related concepts.

5. What are the various kinds of centralization and decentralization practices? Which one is the most relevant to organizational analysis? And why.

6. Write short notes on:

   (a) Barriers to communication.

   (b) Rule of Training.

7. Differentiate between coordination & cooperation. Also bring out in detail the need, objectives & techniques of coordination.

8. Write short notes on:

   (a) Maslow's Theory of Motivation

   (b) Nature and Importance of Direction

9. Define control. Explain its process & critically examine different techniques of controlling.

10. Write short notes on:

   (a) Management by Objectives

   (b) Compare bureaucratic control with decentralized control.

MBA (OFF CAMPUS) 2nd SEMESTER EXAMINATION

MBA 306 - BUSINESS ENVIRONMENT

Time : 3 Hours   **Max. Marks : 80**

Note : Attempt any five questions.

1. What do you mean by Corporate Environment? Explain the changing dimensions of corporate environment.

2. Explain the term environmental scanning. Discuss various techniques of environmental scanning.

3. Explain the main objectives and ingredients of New Industrial Policy 1991. Describe the impact of this policy on the economy and business.

4. 'Monetary policy and Fiscal Policy are complementary'. Discuss.

5. Explain the merits and demerits of continued Govt. intervention in business. What in your opinion should be the role of Indian Government vis-a-vis business in the years to come.

6. Write shorts notes on:

   (i) FEMA

   (ii) Consumer Protection

7. Define Globalisation and analyse critically its threats and opportunities for Indian Business.

8. 'In to-days' dynamic world it is only technology/innovation which can give strategic advantage'. Critically analyse this statement.

9. Why is social responsibility important for business? Discuss the social performance of business in India.

10. 'Rural Market is no more a remote area'. Discuss the statement in the light of accessibility of modern communication medium to rural markets.

MBA 307 - HUMAN RESOURCE MANAGEMENT AND INDUSTRIAL RELATIONS

Time : 3 Hours   **Max. Marks : 80**

Note : Attempt any five questions.

1. Define HRM. Given its importance and list role of HR executives in managing the dejobbed world.

2. Write on

    (a) Competency mapping

    (b) Job design.

3. Lay down need and significance of HRP. How demand and supply of human resources is forecasted? Give any workable model of HRP which is suitable for consumer oriented industry.

4. Distinguish between

    (a) Placement and Induction.

    (b) Recruitment and Selection.

5. How training is different from development? How training and development needs are assessed? Give methods to evaluate training.

6. (a) Explain MBO as a method to appraise employees.

    (b) Give need and methods of potential appraisal.

7. Is there any national wage policy in India? Describe basics of wage policy and elements of a good wage plan.

8. (a) "Collective bargaining is a win-win game". Explain.

    (b) Briefly give a model grievance procedure for an industrial unit.

9. List some of the emerging trends in Human Resource Management as witnessed in India. Also given challenges of HRM in the 21st Century.

10. Write short note on:

    (a) QWL

    (b) HR Audit.

MBA 308 - FINANCIAL MANAGEMENT

Time : 3 Hours   **Max. Marks : 80**

Note : Attempt any five questions. All questions carry equal marks.

1.   "The principal focus of finance is on decisions and actions which affect the value of the firm." How can the financial management help to maximize value of the firm?

2.   The comparative Balance sheets of a Ltd. Company are given for the years ending December 31, 2002 and 2003.

	2002 (Rs.)	2003 (Rs.)		2002 (Rs.)	2003 (Rs.)
Equity share capital	3,00,000	4,00,000	Goodwill	2,00,000	2,00,000
Reserve Fund	1,50,000	2,80,000	Land & building	3,00,000	4,00,000
8% debentures	2,00,000	3,00,000	Plant & machinery	2,50,000	3,50,000
Mortgage loan	4,00,000	2,58,000	Patents	50,000	50,000
Sundry creditors	50,000	70,000	Stock	1,50,000	2,00,000
Bills payable	25,000	35,000	Sundry debtors	1,00,000	80,000
Bank overdraft	40,000	60,000	Bills receivables	80,000	90,000
Outstanding expenses	10,000	15,000	marketable securities	18,000	20,000
Tax liabilities	15,000	20,000	Cash balance	40,000	45,000
			Prepaid expenses	2,000	3,000
Total	11,90,000	14,38,000	Total	11,90,000	14,38,000
			Sales	5,00,000	6,00,000
			Purchase	3,00,000	4,05,000

From the information of two years, calculate for the year 2003:

i.   Current ratio.

ii.   Acid test ratio.

iii. Inventory turnover ratio.

iv.   Debtors turnover ratio.

v.   Creditors turnover ratio.

vi.   Working capital turnover ratio.

vii. Debt equity ratio

viii. Proprietary ratio.

3. A company has on its books the following amounts and specific costs of each type of capital:

Type of capital	Book value (Rs.)	Market Value (Rs.)	Specific Costs
Debt	4,00,000	3,80,000	5.0%
Preference Capital	1,00,000	1,10,000	8.0%
Equity Capital	6,00,000	12,00,000	13.0%
Retained Earnings	2,00,000		12.0%

Determine the weighted average cost of capital using, (a) book value weights and (b) market value weights. How are they different? Can you think of situation where the weighted average cost of capital would be the same using either of the weights?

4. Distinguish between risk and uncertainty. Which decision criteria would you use for evaluating a risky project?

5. What do you mean by optimal capital structure? What are the factors influencing the capital structure decision?

6. What do you mean by dividend policy? Explain the main factors affecting the dividend policy of a firm.

7. The management of Gemini Ltd. has called for a statement showing the working capital needed to finance a level of activity of 3,00,000 units of output for the year. The cost structure for the company's product, for the above mentioned activity level, is detailed below:

	Cost per unit (Rs.)
Raw materials	20
Direct labour	5
Overheads	15
Total cost	40
Profit	10
Selling price	50

Past trends indicate that raw materials are held in stock, on an average, for two months.

Work-in-progress will approximate to half-a-month's production.

Finished goods remain in warehouse, on an average, for a month.

Suppliers of materials extend a month's credit.

Two month's credit is normally allowed to debtors.

A minimum cash balance of Rs. 25,000 is expected to be maintained.

The production pattern is assumed to be even during the year. Prepare the statement of working capital determination.

8. What are the sources of working capital? Explain the approach one should follow for the selection of sources of working capital.

9. What do you mean by capital market efficiency? Do you think that Indian capital market is efficient?

10. What are the different methods of valuation of mergers? Which one of these is best and why?

MBA 309 - MARKETING MANAGEMENT

Time : 3 Hours   **Max. Marks : 80**

Note : Attempt any five questions. All questions carry equal marks.

1. What are the environmental variables influencing the Business world? Discuss how much control does a marketing manager has over these variables?

2. Discuss the Business buyer decision process. What are the key variables which influence this process?

3. Explain why STP are such important concepts to marketing practitioners as they seek to develop competitive edge? What additional variables of marketing mix does a marketing practitioner take care of while designing STP?

4. UIAMS Press publishes a book entitled *How To Be a Successful Leader in 2 Weeks*. The book is a general reading Book with advice on Leadership strategies, communication, motivation, negotiation and success stories. Discuss which major segmentation variables for the consumer market UIAMS Press can use to market this book?

5. How are product and services different? How is marketing of services different from that of marketing of products (discuss in terms of changes in marketing mix)?

6. Outline the New Product development process. This New product development is sometimes impeded by a number of factors. Briefly discuss five of them.

7. In Indian Society, there has been a recent trend toward decorating the outside garden with the same care that one might decorate a living room. Fishponds with flexible liners and submerged pumps are becoming common. Garden Accessories Pvt. Ltd. is one of the companies trying to cash in on this trend. Garden Accessories Pvt. Ltd. sells products for setting up ponds and for maintaining a healthy, attractive pond. Consumers need filters, chemicals, plants, fish, fish food, and decorative rocks to maintain their pools. Also, customers often find that other parts of their yards would benefit from having a relaxing pool. Obviously, attracting and retaining customers is a significant concern for this firm. Discuss what Garden Accessories Pvt. Ltd. can do to increase customer value and satisfaction? It is a niche player what strategies can it adopt to reduce customer defections and retain its existing customers?

8. What is online E-commerce? How has technology influenced the global competition? Discuss various strategies of entering into Global Markets?

MBA 310 - INFORMATION TECHNOLOGY FOR MANAGERS

Time : 3 Hours   **Max. Marks : 80**

Note : Attempt any five questions. All questions carry equal marks.

1. (a) Differentiate between data and information, and list the attributes of useful information. Describe three reasons, why managers must have access to information to perform their tasks and roles effectively.

   (b) Draw a diagram showing division of an organization in four levels, function areas and kind of information system needed at each level?

2. Describe the following?

   (a) SDLC

   (b) Make or Buy decision for Information System development

3. (a) What are the advantages of the database approach to data management, as opposed to the traditional file-based approach? Draw and explain the there level architecture of the database system.

   (b) What is Normalization? Give its various forms. Give example to explain all these forms.

4. Explain the following in the context of MS-ACCESS by taking suitable examples:

   (a) Table

   (b) Query

   (c) Form

   (d) Report

5. Explain the purpose of each of the following organizational systems:

   (a) Transaction processing system (TPS)

   (b) Decision support system (DSS)

   (c) Executive information system (EIS)

   (d) Expert system (ES)

6. Describe the need for and the role of financial information handling system in ensuring a control over the financial aspects of an organization. What are the components of Financial Planning?

7. (a) Give some examples of how companies are using the internet, intranets and extranets for communication and collaboration, information publishing and sharing, and business operations and management.

(b) Define and differentiate the following pairs:

    (i)   LAN and WAN

    (ii)   E-Commerce and Traditional Commerce

8.   What is a web page? How is it different from a web server? Describe various tools and technologies for making web pages.

9.   (a) Define controls, threats, vulnerability, computer crime, viruses and hackers. Why can the damage done by viruses be very high?

    (b) What is a disaster recovery plan in the context of IS security, and what should it include?

10.   Write short notes on:

    (a) Data warehousing

    (b) Internet 2

MBA (OFF CAMPUS) 1st SEMESTER

MBA 301 - MANAGERIAL ECONOMICS

Time Allowed : 3 Hours　　　　　　　　　　　　　　　　**Max. Marks : 80**

Note : Attempt five questions in all selecting at least one from each unit. All questions carry equal marks.

UNIT I

1. Discuss the nature and scope of managerial economics.

2. Discuss any two of the following:

    (a) Opportunity Cost Principle

    (b) Time Perspective

    (c) Discounting Principle

UNIT II

3. Explain the concept of price elasticity of demand. How would you measure price elasticity of demand?

4. What is the difference between returns to factors and returns to scale? Explain the law of variable proportions.

UNIT III

5. Discuss the break-even analysis and explain its importance for business decision-making.

6. Defining economies of scale, discuss internal and external economies of scale.

UNIT IV

7. Describing major characteristics of Perfect Competition explain the price and output determination in the perfect competition.

8. What is price leadership? Explain the price leadership by a low-cost firm.

UNIT V

9. Discuss the following:

    (a) Cost Plus Pricing

    (b) Moral Hazards

10. Explain multiple unit pricing and multiple-product pricing strategies.

MBA 302 - QUANTITATIVE TECHNIQUES

Time Allowed : 3 Hours   **Max. Marks : 80**

Note : Attempt Five questions in all selecting at least one from each unit. All questions carry equal marks.

UNIT I

1. (a) What is a binomial distribution? Give a real life example where such distribution is appropriate.

   (b) Proof reading of 200 pages of a book containing 500 pages gave the following results:

No. of mistakes per page	0	1	2	3	4	5
Frequency	111	65	20	3	1	1
Cost per page of checking	1.0	1.5	2.5	3.0	3.5	4.0

   Fit a poisson distribution and estimate the cost of correcting the whole book. The Frequency of defects recorded are as below:

X	0	1	2	3	4	5
Frequency	110	66	20	4	1	0

2. (a) Distinguish between sampling and non-sampling errors. What are their sources? How these errors can be controlled.

   (b) What are the chief merits of census enumeration? What conditions are best suited to census enumeration?

UNIT II

3. (a) What are Type I and Type II errors in test of hypothesis? How is a test of hypothesis constructed?

   (b) Discuss the properties of estimation. Also point the significant difference between point and interval estimations.

4. (a) Distinguish between large and small samples.

   (b) Below are given the gains in weight (pounds) of lions on two diets X and Y:

Diet X	25	32	30	32	34	24	14	32	34	
Diet Y	24	34	22	30	42	31	40	30	32	35

   Test at 5% and 1%, whether the two diets differ significantly with regard to increase in weight.

UNIT III

5. (a) A milk producers' union wishes to test whether the preference pattern of consumers for its products is dependent on income levels. A random sample of 500 individuals gives the following data:

Income	Product Preferred		
	A	B	C
Low	170	30	80
Medium	50	25	60
High	120	110	155

Can you conclude that the preference patterns are independent of income levels?

(b) Briefly discuss the usefulness of non-parametric tests in statistical analysis.

6. (a) Distinguish between one-way and two-way analysis of variance.

(b) The following data indicate the number of units produced per day by the five different workers using four different types of machines. Test whether the mean productivity is the same for four machines and also whether the five workers differ with respect to mean productivity?

Workers	Machine Type			
	A	B	C	D
1	44	36	48	38
2	48	40	50	44
3	37	38	40	36
4	45	34	45	32
5	40	44	50	40

UNIT IV

7. (a) State the properties and significance of Pearson's correlation coefficient.

(b) Given that $y=mx + 4$ and $x = 4y + 5$ the regression lines of y on x and x on y respectively. Show that $0<m\leq.29$. Also find out the means of x and y and correlation coefficient between x and y when $m=.19$. Can you find their standard deviation as well?

8. (a) Briefly discuss various components of time series and also mention how to isolate each other?

(b) Find the seasonal variations from the following data:

Years	Quarters			
	I	II	III	IV
2003	60	89	79	77
2004	69	113	109	97
2005	81	125	118	105
2006	110	161	145	133
2007	179	192	179	173

UNIT V

9. (a) What do you understand by slack, surplus and artificial variables? Why simplex method is considered a general method for solving linear programming problems?

   (b) A manufacturer of jeans is interested in developing an advertising campaign that will reach four different age groups. Advertising campaign can be conducted through television, radio and magazine. The following table gives estimated cost in rupee per exposure for each age group according to the medium employed. In addition, maximum exposure levels possible in each of the media namely, television, radio and magazine are 40, 30, 20 million respectively. Also the minimum desired expenditure within each group namely 13-18, 19-25, 26-35, 36 and older are 30, 25, 15 and 10 milllions. The objective is to minimize the cost of attaining the minimum exposure level in each age group.

Media	Age Group			
	13-18	19-25	26-35	36 and above
Television	12	7	10	10
Radio	10	9	12	10
Magazine	14	12	9	12

   (i) Formulate the above as transportation problem and find the optimum solution.

   (ii) Solve this problem if the policy is to provide at least 4 million exposure through television in the 13-18 age group and at least 8 million exposures through television in the age group of 19-25.

10. (a) The expected value of perfect information is equal to the expected opportunity loss for the optimal act. Explain the statement.

    (b) A decision matrix with cost data is given as under:

Alternatives	States of Nature			
	A	B	C	D
A1	5	7	12	9
A2	6	9	8	11
A3	6	10	10	7
A45	7	12	7	9

    Find the cost alternative using, maximin and minimax regret criteria.

MBA 303 - ACCOUNTING FOR MANAGERS

Time Allowed : 3 Hours   **Max. Marks : 80**

Note : Attempt Five questions in all selecting at least one from each unit. All questions carry equal marks.

UNIT I

1. What do you understand by accounting concepts and conventions. What are they. Give suitable examples.

2. Write notes on

    a) GAAP   b) Inventory valuation.

UNIT II

3   On 31-3-2009 the following trial balance has been extracted from the books of a business man.

Debit Balances	Rs.	Credit Balance	Rs.
Drawings	3000	Capital	30,000
Sundry Debtor	19100	Sundry Creditors	8,401
Interest on Loan	200	5% loan on Mortgage (1.4.2008)	8,500
Cash in hand	3050	Bad debts Provision	710
Stock (1.4.2008)	5839	Sales	111243
Motor vehicles	9000	Purchase Returns	1346
Cash at Bank	4555	Discounts	440
Land and Buildings	12000	Bills Returns	2714
Band debts	625	Rent received	250
Purchases	67458		
Sales Returns	7821		
Carriage outward	1404		
Advertisement	2264		
General Expenses	4489		

Prepare trading and profit and loss A/C for the year ending on 31-3-2009 and a balance sheet as on that date after considering the following matter:

 (a) Depreciate land and building at 5% p.a. and motor vehicle at 15% p.a.

 (b) Goods costing Rs. 600 were sent to a customer on sale or return for Rs. 700 on 30-3-2009 and has been recorded in the books as actual sales.

 (c) Salaries amounting to Rs. 700 and rates amounting to Rs. 400 are due.

(d) A fire broke out on April 1,2009 destroying goods worth Rs. 200.

(e) The provision for doubtful debts is to be brought up to 5% on Sundry Debtors.

(f) Stock in hand on 31-3-2009 was valued at Rs. 6250.

(g) Pre paid insurance amounting to Rs. 175.

(h) Goods costing Rs. 500 were taken away by the proprietor for his personal use no entry has been made in the books of accounts.

(i) Provide for manager's commission at 5% on net profit after charging such commission.

4. (a) How does cash flow statement differ from funds flow statement.

(b) Explain the important sources and applications of cash with examples.

UNIT III

5. How is Prime Cost different from Marginal Cost. State the elements of costs included in two types of cost and its significance in cost accounting.

6. The profit for the year of A Ltd. works out to 12.5% of the capital employed and the relevant figures are as under:

Sales	Rs. 5,00,000
Direct Materials	Rs. 2,50,000
Direct Labour	Rs. 1,00,000
Variable overheads	Rs. 40,000
Capital employed	Rs. 4,00,000

The sales manager has joined the company recently estimates for the next year profit is 23% on capital employed provided the volume of sales in increased by 10% and simultaneously there is an increase in selling price of 4% and an overall cost reduction in all the elements of cost of 2%. Find out by computing in detail the cost and profit for next year, whether the proposal of sales manager can be adopted.

UNIT IV

7. What is the significance of the term variance in standard costing. Define and explain the following variances:

(a) Materials Mix Variance   (b) Labour Efficiency Variance

(c) Material Usage Variance   (d) Sales Price Variance.

8. The following data are available in a manufacturing company for a year period.

Fixed Expenses (Lakhs)		Semi Variable Expenses (at 50% Capacity)		Variable Expenses (at 50% Capacity)	
-Wages and Salaries	9.5	Maintenance and repairs	3.5	Materials	21.7
- Rent, Rates, Taxes	6.6	Indirect Labour	7.9	Laorur	20.4
- Depreciation	7.4	Sales deptt. Salaries etc.	3.8	Other expenses	7.9
- Sundary admn. Exps.	6.5	Sundry admn. Exps.	2.8		

Assume that the fixed expenses remain constant for all levels of production semi variable expenses remain constant between 45% and 65% of capacity increasing by 10% between 65% and 80% capacity and by 20% between 80% and 100% capacity. Sales at various levels are:

(Rs. Lakhs)

50% Capacity	100
60% Capacity	120
75% Capacity	150
90% Capacity	180
100%	200

Prepare a flexible budget for the year and forecast the profit at 60%, 75%, 90% and 100% of capacity.

UNIT V

9. Compare and contrast activity based costing with traditional costing. Also discuss the process of implementing activity based costing in organization.

10. Write note on any two:

(a) Environmental Accounting.

(b) Brand Valuation Accounting

(c) Human Resource Accounting.

MBA 304 - ORGANIZATION BEHAVIOUR

Time Allowed : 3 Hours   **Max. Marks : 80**

Note : (i) Attempt five questions in all selecting at least one from each unit (1-V).

(ii) All questions carry equal marks.

UNIT I

1. Discuss the role and functions of a modern Manager of a big industry.

2. What challenges have to be faced in the field or organizational behaviour in the context of Globalization?

UNIT II

3. Discuss the concept and techniques of motivation.

4. Discuss the Biographical characteristics which affects the individual behaviour.

UNIT III

5. What do you mean by "Team"? Discuss the different types of Team.

6. What do you mean by organizational conflicts? How these conflicts can be managed?

UNIT IV

7. What do you mean by departmentation? Discuss the factors to be kept in mind while selecting a suitable department.

8. Discuss the different causes of stress. Also discuss the ways to deal with stress.

UNIT V

9. What is the concept of organizational development? Discuss the techniques of organizational development.

10. Discuss the forces (reasons) for changes. How these can be managed?

MBA 305 - MANAGEMENT FOR ORGANIZATIONS

Time Allowed : 3 Hours   **Max. Marks : 80**

Note : Attempt five questions in all selecting one from each unit (I-V).

UNIT I

1. (a) Is management a profession? How far management is professionalized in India?   (8)

   (b) Briefly discuss the contribution of F.W. Taylor to management thought.   (8)

2. (a) "To manage is to forecast, to plan, to organize, to command to co-ordinate and to control". Discuss.   (8)

   (b) Discuss contingency theory of management.   (8)

UNIT II

3. Compare line, functional and line and staff organization. Which of these is appropriate for big manufacturing unit?   (16)

4. What is planning? What are the essential elements? Discuss briefly the steps involved in business planning.   (16)

UNIT III

5. Distinguish between:

   (a) Delegation and Decentralization

   (b) Recruitment and selection   (8+8)

6. (a) What is informal communication? How can grapevine be used for effective communication?   (10)

   (b) 'Staffing constitutes an important managerial function in the organization'. Elucidate.   (6)

UNIT IV

7. (a) Briefly enumerate various principles of direction.   (8)

   (b) 'Coordination is the essence of management'. Comment.   (8)

8. Define the term 'motivation'. Explain Maslow's theory of motivation.   (16)

UNIT V

9. Explain various control techniques in brief.   (16)

10. What do you understand by 'Management by Objectives'? Discuss its pros and cons.   (16)

MASTER OF BUSINESS ADMINISTRATION (OFF CAMPUS) 2nd SEMESTER

MBA 306 - BUSINESS ENVIRONMENT

Time Allowed : 3 Hours   **Max. Marks : 80**

Note : Attempt five questions in all, selecting one question from each unit (I-V).

UNIT I

1. What is Business Environment? Discuss changing dimensions of business environment in India.

2. What is Environmental Scanning? Why is it done? Take example of an organization to demonstrate how environmental scanning is done.

UNIT II

3. Do you think the economic reforms carried out by the successive Governments in India has been able to generate desired results? Elaborate.

4. Critically evaluate the latest Monetary Policy of India. Has it been able to generate economic growth? Discuss.

UNIT III

5. Do you find major differences in the economic ideologies of major political parties in India? Substantiate your answer.

6. Discuss the economic role of the Government of India in the last one decade.

UNIT IV

7. Discuss the impact of WTO on Indian business.

8. Discuss the problems associated with sophisticated technologies in a labour surplus economy like India.

UNIT V

9. The emergence of middle class in India in the last two decades has improved the business in India. Do you agree? Comment.

10. Do you think the corporate sector in India is adequately meeting their social responsibility? Discuss.

MBA 307 - HUMAN RESOURCE MANAGEMENT AND INDUSTRIAL RELATIONS

Time Allowed : 3 Hours   **Max. Marks : 80**

Note : Attempt five questions in all, selecting one question from each unit.

UNIT I

1. How is Human Resource Management different from International human resource management? Illustrate the HR Management responsibilities of line and staff managers. (16)

2. (a) What is competency modeling? How does it exemplify the strategic view of Job Analysis? (8)

   (b) 'In many firms today, jobs are becoming difficult to define. In other words managers are dejobbing their companies'. Discuss. (8)

UNIT II

3. What are the strategic issues in recruitment process? What recruitment methods would you suggest for recruiting a diverse workforce? (16)

4. What are different types of interviews in a selection procedure? Explain the problems inherent in interviews which may lead to inaccurate selections. How can they be overcome? (16)

UNIT III

5. Elaborate the role of employee and employers in carrier development process. Also discuss the innovative corporate career development initiatives that employers can take. (16)

6. Describe the Performance Appraisal Process. Also discuss briefly the different techniques of Performance Appraisal. (16)

UNIT IV

7. Explain the detail the Procedure for establishing Pay Rates in an organization. (16)

8. Explain briefly the various methods of resolving Industrial Disputes. (16)

UNIT V

9. What are the challenges of HRM in 21st Century? (16)

10. Explain the nature, importance and approaches to HR audit. (16)

MBA 308 - FINANCIAL MANAGEMENT

Time Allowed : 3 Hours **Max. Marks : 80**

Note : Attempt five questions in all, selecting one question from each unit. All questions carry equal marks.

UNIT I

1. Define the scope of financial management. What role should the financial manager play in a modern enterprise?

2. What is Portfolio? How is the portfolio return and risk calculated for a two security portfolio?

UNIT II

3. Under what circumstances do the NPV and IRR methods differ? Which method would you prefer and why?

4. How do you conduct the DCF break even analysis? Why is the DCF analysis important in risk analysis in capital budgeting?

UNIT III

5. What is the EBIT-EPS analysis? Illustrate your answer.

6. Explain the nature of the factors which influence the dividend policy of a firm.

UNIT IV

7. Explain the importance of trade credit and factoring as sources of working capital. What is the cost of these sources?

8. Why should inventory be held? Why is inventory management important? Explain the objectives of inventory management.

UNIT V

9. When do mergers make economic sense? Explain.

10. What is meant by zero interest debentures and deep discount debentures? How is their cost determined? Illustrate your answer.

MBA 309 - MARKETING MANAGEMENT

Time Allowed : 3 Hours   **Max. Marks : 80**

Note : (i) Attempt five questions in all, selecting one question from each unit (I-V).

(ii) All questions carry equal marks.

UNIT I

1. What are the goals of a "marketing system"? How micro environment affects these goals?

2. Elaborate the features of "Macro Environment". Is macro environment a basis for international trade?

UNIT II

3. Why consumer is considered as "Uncrowned King"? Elaborate the buyers decision process.

4. What is Marketing Research (MR)? What are its areas? How it helps the entrepreneurs?

UNIT III

5. How SWOT analysis helps in designing Business Portfolio?

6. How 'Product Positioning', can influence the business? What should be the ideal communication strategy in "Product Positioning"?

UNIT IV

7. Elaborate New Product Development Process. What are the challenges in developing new products?

8. What precautions should be taken in building consumer satisfaction? Elaborate the consumer value and satisfaction norms.

UNIT V

9. What is Direct Marketing? Elaborate channels of direct marketing.

10. Explain the following:

(a) Online marketing.

(b) Consumer database and direct marketing.

MBA 310 - INFORMATION TECHNOLOGY FOR MANAGERS

Time Allowed : 3 Hours   **Max. Marks : 80**

Note : Attempt five questions in all, selecting one question from each unit (I-V).

UNIT I

1. (a) What are the qualities of a good information systems?

   (b) Highlight the characteristics of open and closed systems.

   (c) Differentiate between Data and Information with examples.   6, 6, 4

2. (a) Critically examine the various steps involved in system development life cycle, with suitable illustrations.

   (b) What are the considerations to be kept in mind while finalizing make or buy decisions for information system development?   8, 8

UNIT II

3. What are the advantages of the database approach? Describe characteristics of Database Management System, with examples.   16

4. Write note on:

   (a) Structures Query Language

   (b) Entity-Relationship Model   8,8

UNIT III

5. (a) What are the components of Management Information Systems?

   (b) What are various decision making levels in organizations? Explain.   8,8

6. (a) What is Decision Support System? Describe the components of Decision Support System.

   (b) Highlight the salient features of Marketing Information System, with examples.   8,8

UNIT IV

7. Explain characteristic features of various types of network topologies, with suitable illustrations.
                16

8. (a) What are the advantages of E-commerce in the emerging business scenario? What are the challenges facing spread of E-commerce in India?

   (b) Describe various tools for making web pages.   8,8

UNIT V

9. Identify the major issues involved in ensuring security of the information systems. Suggest ways to enhance security of the information system.   16

10. Write notes on any two of the following:

    (a) Date Warehousing

    (b) Mobile Communication

    (c) Disaster Recovery Planning.

        8,8