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MBA 101

PRINCIPLES & PRACTICE OF MANAGEMENT

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### Section I

Definition, nature, purpose and scope of management. Functions of a manager, an overview of planning, organizing and controlling. Is managing a science or art? Ethics in managing and social responsibility of managers.

Evolution of management thought. Contributions made by Taylor, Gantt, Gilbreth, Fayol, Weber, Elton Mayo, Chester Bernard, Maslow, Herzberg, Likert and McGergor.

Management Science, Operations Research/Mathematical School/ Decision Theory approach. Systems Approach: Key concepts in systems - Closed system versus open system, Subsystems, System Boundary. McKinsey's 7-S Approach. .

Planning: Types of plans, steps in planning, and process of planning. Nature of objectives, setting objectives. Concept and process of Managing by Objectives. Nature and purpose of strategies and policies. Strategic planning process. SWOT analysis, Portfolio matrix, premising and forecasting.

### Section II

Decision-Making: Importance and steps in Decision Making; Traditional approaches to decision-making; Decision making under certainty - programmed decisions; Introduction to decision-making under uncertainty, non- programmed decisions; decision tree; group-aided decisions; Brain storming; Creativity - creative problem solving.

Organizing: Concept of organization, process of organizing, bases of departmentation,

Authority & power - concept & distinction. Line & Staff concept; problems of use of staff & ways to avoid line-staff conflict, Delegation - concept of delegation; elements of delegation - authority, responsibility, accountability. Reasons for failure of delegation & how to make delegation effective. Decentralization - concept, reasons for decentralization and types (or methods) of decentralization. Span of Management – concept, early ideas on span of management, factors determining effective span-situational approach. Page 2

### Section III

Coordination- Concept and importance of coordination; factors which make coordination difficult; techniques or methods to ensure effective coordination.

Control: Concept, planning-control relationship, process of control -setting objectives, establishing standards, measuring performance, correcting deviations. Human response to control. Dimensions or Types of Control - (a) Feed forward control (b) Concurrent Control (Real Time Information & Control), (c) Feedback Control v) Techniques of Control - Brief review of Traditional Techniques & Modern Techniques of Control.

Comparative study: Comparative study of main features of Japanese Management and Z-culture of American Companies.

MBA 102

ORGANISATIONAL BEHAVIOUR

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### INSTRUCTIONS FOR PAPER-SETTER

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The syllabus of the subject is divided into 3 sections I, II and III. The question paper will

cover the entire syllabus uniformly. Part A will carry 5 questions from each section and Part B will carry 4 questions from each section.

#### INSTRUCTION FOR CANDIDATES

Candidates are required to attempt all questions from Part A and 9 questions of Part B out of 12.

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#### Section I

Organizational Behaviour - What managers do, definition of OB, contributing discipline to OB, challenges and opportunities for OB.

Foundations of Individual behaviour - biographical characteristics, ability, and learning. Values, Attitudes and Job satisfaction.

Personality

and

Emotions Perception.

#### Section II

Motivation - Concept, Theories of Maslow, Herzberg, McClelland, Porter & Lawler Model, Application of Motivation concept.

Foundations of Group Behaviour - Group formation, development and structure, group processes, group decision – making techniques, work teams.

Interpersonal Skill - Transactional analysis, Life Positions, Johari

Window. Leadership: Concept, theories, Styles and their applicationPage 3

#### Section III

Power and politics in organization

Conflict Management, Stress Management, Crisis Management

Organisational Change & Development, innovation, creating learning

organization Organisational Culture

Organisational Effectiveness

MBA 103

ACCOUNTING FOR MANAGEMENT

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#### INSTRUCTIONS FOR PAPER-SETTER

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#### INSTRUCTION FOR CANDIDATES

Candidates are required to attempt all questions from Part A and 9 questions of Part B out of 12.

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#### Section I

Introduction of accounting ---- accounting as an information system, concepts, convention<sup>0</sup> and principles of accounting, Role of accountant in an organization. Branches of accounting: Financial, Cost and Management Accounting and their inter-relationships  
Accounting Cycle, Preparation of financial statements of an organization (with adjustment)  
Introduction to recent developments in cost management---- Target costing, Kaizen costing and activity based costing.

## Section II

Financial Analysis ---- Concepts and objectives. Tools of Financial Analysis- ratio analysis, common size financial statements, trend analysis, fund flow and cash flow statements.

Introduction to emerging dimensions in accounting ---- Price level accounting, human resource accounting, Social Accounting.

## Section III

Cost Accounting ---- Meaning, Scope and Classification of costs, Absorption costing, marginal costing, break-even analysis, use of cost data in managerial decision-making. Page 4

Cost Control Techniques - Preparation of budgets and their control, Zero base budgeting.

Standard costing and variance analysis, Responsibility accounting.

MBA 104

## QUANTITATIVE TECHNIQUES

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### INSTRUCTION FOR CANDIDATES

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## Section I

Role of Mathematics and statistics in Business

Decisions Theory of Sets

Logarithms: Laws of operations, Log tables, compound interest, depreciation and annuities. Equations: Linear, Quadratic & Simultaneous Equations

Matrix Algebra

Binomial

Theorem

Principles of Mathematical Induction, Arithmetic Progression & Geometric Progression

## Section II

Data Analysis: Measure of Central Tendency

Measures of Dispersion: Range Quartile Deviation, Mean Deviation, and Standard Deviation Skew ness and Kurtosis

Correlation Analysis: Rank Method & Karl Pearson's Coefficient of Correlation and Properties of Correlation.

Regression Analysis: Fitting of a Regression Line and Interpretation of Results, Properties of Regression Coefficients and Relationship between Regression and Correlation

## Section III

Time

Series

Analysis

Index

Numbers Theory of

Probability

Theoretical Distributions: Binomial, Poisson and Normal

Distribution Theory of Estimation Page 5

Testing of Hypothesis: Large Sample Tests, Small Sample test, (t, F, Z Test and Chi Square Test).

MBA 105

MANAGERIAL ECONOMICS

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#### INSTRUCTION FOR CANDIDATES

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#### Section I

Introduction to Managerial Economics: Scope of Managerial Economics and other disciplines, Basic economic concepts in decision-making. Distinction between Micro and Macroeconomics.

Demand analysis: Types, determinants, elasticity, demand function, Demand forecasting.

Cost Analysis: Concept of cost and its types, cost output relationship in short and long

period, supply curve.

## Section II

Pricing analysis: Market structures, price determination under different market situations, price discrimination, selling costs, product differentiation, Various pricing methods, transfer pricing, break even analysis, profit planning.

National income analysis: Techniques of social accounting. Theories of income, output and employment: Classical Keynesian. Demand behaviour: Duessenbury and Friedman.

## Section III

Theory of multiplier: Concept of static and dynamic multiplier, balanced budget multiplier.

Income generation process through multiplier.

Theory of trade cycles: Concept and causes of trade cycles. Measures to control trade cycles. Page 6

Macro economic policy: Monetary and fiscal.

Theories of inflation: causes and control of inflation.

MBA 106

## SEMINAR ON EXECUTIVE COMMUNICATION

Meaning and importance of communication in business, the process of communication, models of communication, types of information-order, advise, suggestion, motivation, persuasion, warning and education.

Channels of communication, their effectiveness, limitations. Media of communication, barriers to communication, approaches to effective communication, tools of communication, Diction, sentence, paragraph, punctuation and report writing.

Group communication through committees, conference and other formal communication with public at large, interviews, seminars, symposia and conferences.



Specific business communication : essentials of effective business communication, structure of business correspondence: inquires and replies, orders and their executions, complaints and adjustment, credit and status inquires, agency letters and sales letters.

MBA 107

#### WORKSHOP ON COMPUTERS FOR MANAGEMENT

Introduction to computers: Classification, types and components of computer system.

Problem analysis, flow charting, algorithm and decision tables. Low and high level languages and its implementation. Basic concepts of operating systems. Basic DOS Commands, concepts of files, directories and other systems of computers.

Windows 95 and 98: Introduction, Difference between Windows 95 and 98, system requirement, and new developments in Windows.

Working with Windows 95: Icons on the desktop, Network Neighborhood, recycle bin, briefcase, switching between windows, putting new objects like folders, documents printers and applications etc. on the desktop taskbar, start menu, window buttons, time moving the taskbar, format of a window, title bar, frame, control menu, menu bar, minimize buttons, moving and resizing windows. File printing, deleting and copying etc. and other applications of windows.

MS Office 95/97/2000

Word Processing: MS Word, Word basics, Formatting texts and documents, working with heading and footnotes, tables and sorting, graphics mail merge and macros.

Spreadsheets and their uses in business. Excel basics, rearranging worksheets, excel formatting techniques, chart features and working with graphics in excel.

Power Point: Basics, working with texts and graphics in power point.

Delivering information with Microsoft Mail. Page 7

MBA 201

BUSINESS ENVIRONMENT

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#### INSTRUCTION FOR CANDIDATES

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#### Section I

Introduction and definition of Business and its emergence in the 21

st

century. The concept of

environment, components of environment: economic, political, legal, social, technological & international. Need to scan the business environment and techniques of scanning the business environment.

Economic environment: Economic systems, economic planning in India, objectives, strategies and evaluation of current five year plan. Industrial policy and industrial licensing.

New economic policies.

#### Section II

Political Environment: Three political institutions- Legislature, Executive and Judiciary.

Fundamental rights and Directive Principles of state policy. Rationale and extent of state intervention.

Legal Environment: company regulatory legislations in India, MRTP, FEMA, EXIM in light of liberalization policies. SEBI guidelines relating to capital issues.

Public sector in India: concepts, philosophy and objectives, performance, problems and constraints. Privatisation. Joint sector and co-operative sector in India.

Section III

Social environment: social responsibility of business, consumer movement & Consumer Protection Act 1986, The Environment Protection Act 1986.

Technological environment: Impact of technology on business. Technological policy, import Page 8  
of technology, appropriate technology, problems in technology transfer.

International environment: Emergence of globalisation. Control of foreign direct investment, benefits and problems from MNCs. WTO, its role and functions, implications for India.

Trading blocks.

MBA 202

PRODUCTION & OPERATIONS MANAGEMENT

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INSTRUCTIONS FOR PAPER-SETTER

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#### INSTRUCTION FOR CANDIDATES

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#### Section I

Operations Management - Concepts; Functions

Product Design & Development - Product Design and its Characteristics; Product Development Process (Technical); Product Development Techniques.

Process Selection - Project, Job, Batch, Mass & Process types of Production Systems; Product - Process Mix

Facility Location - importance; Factors in Location Analysis; Location Analysis

Techniques Facility Layout - Objectives; Advantages; Basic Types of Layouts

#### Section II

Capacity Planning - Concepts; Factors Affective Capacity. Planning, capacity Planning Decisions.

Production Planning & Control (PPC) - Concepts, Objectives;

Functions Work Study - Productivity; Method Study; Work

Measurement. Materials Management - Concepts, Objectives, Functions

Purchasing Management - Objectives; Functions; Methods;

Procedure Stores Management - Types of Stores; Functions; Coding

Methods Value Analysis - Concepts

#### Section III

Inventory Management - Concepts; Classification; Objectives; Factors Affecting Inventory Page 9

Control Policy; Inventory Costs; Basic EOQ Model; Re-order Level; ABC Analysis

Maintenance Management - Concepts; Objectives; Functions; Types of Maintenance

Quality Management - Quality Concepts, Difference Between Inspection, Quality Control,

Quality Assurances, Total Quality Management; Control Charts; acceptance Sampling

MBA 203

HUMAN RESOURCE MANAGEMENT

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#### INSTRUCTIONS FOR PAPER-SETTER

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#### INSTRUCTION FOR CANDIDATES

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#### Section I

Introduction: Meaning, scope, objectives and importance of Human Resource Management, Personnel Management, its functions, policies & roles. Organizing the Human Resource Management department in the organisation. Human Resource Management practices in India.

HR audit

Human Resource Planning: Definition, objectives, process and importance, job analysis, description, specification, Recruitment, selection, placement and induction process.

## Section II

Personnel Development Program: Employee training, executive development and career planning & development, performance appraisal.

Job Compensation: Job evaluation, wage & salary administration, incentive plans & fringe benefits, variable compensation individual & group.

Promotions, demotions, transfers, separation, absenteeism & turnover.

## Section III

Quality of work life & quality circles, job satisfaction and morale. Social security, health and safety, employee welfare

Counseling for effective Human Resource Development.

Human Relations: definition, objectives & approaches to human relations, employee grievances and discipline, participation & empowerment, Introduction to collective bargaining. Page 10

MBA 204

MARKETING MANAGEMENT

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### INSTRUCTIONS FOR PAPER-SETTER

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#### INSTRUCTION FOR CANDIDATES

Candidates are required to attempt all questions from Part A and 9 questions of Part B out of 12.

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#### Section I

Marketing Concepts and orientations, Marketing Tasks, Marketing in modern context.

Strategic Planning, Marketing System & Marketing Environment, Marketing Planning & Marketing Process.

Marketing Information System : Concept and Components.

Consumer Behaviour : Factors influencing consumer buying behaviour, Buying process. Organising for marketing, Marketing Implementation & Control.

#### Section II

Market Segmentation & Targeting.

Product Decisions: Product Mix, Differentiation & Positioning, New product development, Consumer adoption process, Product Life Cycle and strategies, Packaging, Labeling, Branding.

Pricing Decisions: Objectives, Factors affecting pricing decisions, Pricing Methods, Pricing Strategies.

#### Section III

Channel Decisions: Nature and types of Marketing Channels, Channel Design and Channel Management Decisions, Retailing, Wholesaling, Physical distribution.

Promotion Decisions : Communication process, Promotion Mix, Advertising, Sales Promotion, Public Relations, Managing the Sales force.

MBA 205

FINANCIAL MANAGEMENT

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#### INSTRUCTIONS FOR PAPER-SETTER

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#### INSTRUCTION FOR CANDIDATES

Candidates are required to attempt all questions from Part A and 9 questions of Part B out of 12.

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#### Section I

Evolution of financial-management, scope and objectives of financial management.

Capital budgeting: Capital Budgeting Process, Project formulation & Project Selection, Introduction to Various Capital Budgeting Techniques; Payback Period Method, Average rate of return, Net Present Value method, IRR, Benefit-Cost Ratio, Capital Rationing.

Sources of Long term funds: Equity shares, Preference shares, Debentures, Public deposits, factors affecting long term funds requirements.

#### Section II

Lease financing: Concept, types. Advantages and disadvantages of leasing.

Capital Structure: Determinants of Capital Structure, Capital Structure Theories, Cost of Capital, Operating and Financial Leverage.



Working Capital: Concepts, factors affecting working capital requirements, Determining working capital requirements, Sources of working capital.

Section III

Management of Retained Earnings: Retained earnings & Dividend Policy, Consideration in dividend policy, Forms of Dividends, Dividend Theories, Bonus Shares.

Corporate Restructuring: Reasons and factors affecting Mergers, Acquisitions, Takeovers and sell-offs'.

Recent developments—Introduction to concepts of EVA, MVA, and CAPM.

MBA 206

WORKSHOP ON RESEARCH METHODOLOGY

Introduction to Research: Definition, Scope, Limitations, and

Types. Objectives of Research

Research Process

Research DesignsPage 12

Data Collection: Secondary Data, Primary Data, and Methods of Collection. Scaling Techniques: Concept, Types, Rating scales & Ranking Scales Scale Construction Techniques, Multi Dimensional Scaling.

Sampling Designs: Concepts, Types and

Techniques Sample Size Decision

Theory of Estimation and Testing of Hypothesis

Small & Large Sample Tests, Tests of Significance based on t, F, Z test and Chi-Square Test.

Tabulation, Coding, Editing.

Interpretation and Report

Writing.

MBA 207

#### WORKSHOP ON INFORMATION TECHNOLOGY

Information Technology : Introduction, New Developments, Information Systems, Software and data, Application of IT in Business & Industry, Home, Education & Training, Entertainment & Arts, Science, Engineering and Math.

Communication - The Electronic Web : Network Applications : Fax, voice, Information Services, Person to person Communication, Group Communication;

LAN : Architecture, System; Introduction to WAN; Link between Networks : Devices & Media, Protocol and dial up access.

MS Access : Creating database, adding, editing and moving records; Querying: Creating, Saving and Editing; Creating and Using forms; Creating and Printing Reports; Managing Data and Files.

World Wide Web: Introduction, Web access through on-line services, Using Web Browser, Weaving a better Web.

Internet and Intranet: Meaning of Internet; Difference between the Internet and Intranet: Introduction to TCP/IP; Setting up an Internet, what is Internet addressing, IP address; types of Internet connections, sending and reading e-mails.

Practical on Internet access to :

- Create E-mail address
- Perform transactions.
- Send & receive messages.
- Use of search engines.

MBA 301

#### APPLIED OPERATIONS RESEARCH

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#### INSTRUCTIONS FOR PAPER-SETTER

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#### INSTRUCTION FOR CANDIDATES

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#### Section I

Introduction to OR Managerial Decision Making and OR.

OR Models: Principles and Types.

Linear Programming: Problem Formulation, Graphical & Simplex Method, Duality, and Sensitivity Analysis

#### Section II

Transportation Models, Transshipment Problem, Traveling Salesman Problem, Assignment Models.

Replacement Models.

Dynamic Programming

#### Section III

Queuing Theory : Models  $(M/M/1) : (FcFs/ )$ ;  $(M/M/1) : (FcFs/N)$ ;

(M/Ek/1): (FcFs/ ) and (M/M/C/) : ((FcFs/N)

Inventory control (deterministic Models

only) Game Theory.

PERT-CPM

MBA 302

CORPORATE LEGAL ENVIRONMENT

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#### INSTRUCTIONS FOR PAPER-SETTER

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#### INSTRUCTION FOR CANDIDATES

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#### Section I

Law of Contract : Definition, offer and Acceptance, Consideration, Capacity of parties, Page 14

Free Consent, Legality of Object, Performance and Discharge of Contract and Remedies for Breach of Contract. Introduction to the concept of agent and different types of mercantile agents.

Law of Insurance: Fundamentals Elements of Insurance.

## Section II

Negotiable Instrument: Bills of Exchange, Promissory Note, Cheque and Rules Regarding the Crossing of Cheques. Dishonor of cheques and liability of banker and drawer.

Sale of Goods Act: Meaning, Formation of contract, Meaning of condition and warranties, Difference between Transfer of Property and Possession, Right of an Unpaid Seller.

## Section III

Basic features of law relating to carriers (Air, Road, Rail and Shipping)

Company law: Characteristic of Company, distinction between company and partnership. Kinds and Formation of Company, Meeting. Winding Up by court.

Taxation: Constitutional framework of taxation. Direct and indirect taxes. Basic features of Central excise, Customs, Central and state sales tax.

## MBA 306

### SEMINAR ON MANAGEMENT INFORMATION SYSTEM

Introduction: Definition & Significance, Evolution, MIS Support for Programmed and Non-Programmed Decision Making, Model of Decision Making.

Structure of MIS: Based on Management Activity & Organisational Function, Conceptual & Physical Structure of MIS.

Systems Concept: Definition of a System, Types of Systems, Sub-System, and Systems Concepts & Organisation.

Information Concept: Definition of Information, Information Presentation, Quality of Information.

Decision Support Systems: Characteristics of DSS, Decision Support & Structure of Decision Making. Decision Support & Repetitiveness of Decisions. Classes of DSS, DSS Users, GDSS, Characteristics of GDSS.

Organisation & Information Systems : Relationship, Salient Feature of Organisation, Effect of organisation on Information Systems and Vice Versa.

Advanced Information Systems: Knowledge Work Systems, Executive Support Systems, Expert Systems Artificial intelligence.

ERP: An Introduction, Application Examples of Information Systems. Page 15

MB 401

STRATEGIC MANAGEMENT

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#### INSTRUCTION FOR CANDIDATES

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#### Section I

Definition, nature, scope, and importance of strategy; and strategic management (Business policy). Strategic decision-making. Process of strategic management and levels at which strategy operates. Role of strategists.

Defining strategic intent: Vision, Mission, Business definition, Goals and Objectives.

Internal Appraisal – The internal environment, organisational capabilities in various functional areas and Strategic Advantage Profile. Methods and techniques used for organisational appraisal (Value chain analysis, Financial and non financial analysis, historical analysis, Industry standards and benchmarking, Balanced scorecard and key factor rating). Identification of Critical Success Factors (CSF).

## Section II

Environmental Appraisal—Concept of environment, components of environment (Economic, legal, social, political and technological). Environmental scanning techniques- ETOP, QUEST and SWOT (TOWS).

Corporate level strategies-- Stability, Expansion, Retrenchment and Combination strategies. Corporate restructuring. Concept of Synergy.

Business level strategies—Porter’s framework of competitive strategies; Conditions, risks and benefits of Cost leadership, Differentiation and Focus strategies. Location and timing tactics. Concept, Importance, Building and use of Core Competence.

## Section III

Strategic Analysis and choice—Corporate level analysis (BCG, GE Nine-cell, Hofer’s product market evolution and Shell Directional policy Matrix). Industry level analysis ; Porters’s five forces model. Qualitative factors in strategic choice. Page 16

Strategy implementation: Resource allocation, Projects and Procedural issues. Organisation structure and systems in strategy implementation. Leadership and corporate culture, Values, Ethics and Social responsibility. Operational and derived functional plans to implement strategy. Integration of functional plans.

Strategic control and operational Control. Organistional systems and Techniques of strategic evaluation.

MB 402

PROJECT EVALUATION & IMPLEMENTATION

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INSTRUCTIONS FOR PAPER-SETTER

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INSTRUCTION FOR CANDIDATES

Candidates are required to attempt all questions from Part A and 9 questions of Part B out of 12.

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Section I

Project: Definition, characteristics, importance, types, steps in identification of projects, project life-cycle.

Project management: meaning and scope.

Technical appraisal, Environmental appraisal, Managerial appraisal.

Section II

Economic & market appraisal including market survey for forecasting future demand and sales.

Financial appraisal: project cost estimation & working capital requirements, sources of funds, appropriate composition of funds (capital budgeting), preparation of projected financial statements viz. Projected balance sheet, projected income statement, projected



funds & cash flow statements. Preparation of detailed project report.

Need & techniques for ranking of projects : payback method, accounting rate of return, internal rate of return, net present value method, net terminal value method, multiple internal rate of return. Page 17

### Section III

SCBA - meaning, rationale, approaches to SCBA SCBA by FI's : UNIDO approach, L-M approach, social appraisal of projects in developing countries with special reference to India.

Implementation of projects: Project scheduling & control, problems of project implementation, role of project manager, project audit.

Contract management: basic concept. Remedies for non-performance of contract.

### SPECIALIZATION GROUP - MARKETING

MBA 502

### ADVERTISING & SALES MANAGEMENT

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### INSTRUCTIONS FOR PAPER-SETTER

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### INSTRUCTION FOR CANDIDATES

Candidates are required to attempt all questions from Part A and 9 questions of Part B out

of 12.

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## Section I

Advertising: Its definition, Objectives, Scope and Social Implications and Advertising.

Concept of Integrated Marketing communication.

Advertising as a Communication Process, Communication Models: AIDA Modal, Laivdge -

Stenier Model, Role of Advertising in Marketing Mix.

Advertising Campaign: Introduction, Planning and Managing, Advertising Budget, Marketing Strategies, Market Segmentation and Brand positioning.

## Section II

Media: Types of Media, Media planning, Media Selection, and Multi-Media Strategies.

Creative styles. Guidelines for copywriting, Copywriting for print, Audio, TV and outdoor media. Advertising layout

Evaluation of Advertisements: Measuring Advertising

Effectiveness. Advertising Agencies: Structure, Functions and Page 18

Client Relationship.

Laws and Ethics of Advertising in India, ASCI, Consumer protection and MRTP.

## Section III

Objectives of Sales Management, Selling process, Personal Selling objectives, Determining Sales Related Marketing Policies.

Basic types of sales orgonistion structures: Relationship of sales department with other departments in the organisation.

Managing Distribution Channels

Motivating Sales Personnel Compensating Sales Personnel, Sales Contests.

Controlling the Sales Force :- Setting Standards, Comparing Standards to Performance, Control, Sales Budget, Sales Quotas, Sales Territories.

MBA 503

SERVICES MARKETING

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#### INSTRUCTIONS FOR PAPER-SETTER

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#### INSTRUCTION FOR CANDIDATES

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#### Section I

Growth of service sector economy, Service Characteristics, Service

Classification, Service Marketing Triangle, Service Marketing Mix, Quality Gaps

Model.

Consumer Behaviour in Services, Customer Expectation of Service, Customer Perception of Service. Understanding Customer expectation and Perception through Marketing Research.

Relationship Marketing - Concept, Benefits and Strategies.

Market Segmentation and Targeting.

#### Section II

Service recovery.

Service Development and Design: New Service Types, Supplementary Services,  
Developing Positioning Strategy,  
Positioning Maps  
Servicescape Types, Servicescape effects on behaviour  
Importance and Strategies for effective delivery through Employees, Intermediaries and  
Customer Participation. Page 19

### Section III

Managing Demand, Managing Capacity, Waiting Line Strategies  
Services Marketing Communication Mix, Communication Strategies  
Factors related to Pricing, Pricing approaches, Pricing Strategies  
Service Quality and Productivity, Quality Gaps, Prescriptions for closing Quality  
Gaps, Customer Service Function.  
Services Management Trinity, Interfunctional Conflicts, Internal Marketing

MBA 504

### CONSUMER BEHAVIOUR

#### \_INSTRUCTIONS FOR PAPER-SETTER

The question paper will consist of Two parts, A and B. Part A will have 15 short answer questions (40-60 words) of 2 marks each. Part B will have 12 long answer questions of 5 marks each.

The syllabus of the subject is divided into 3 sections I, II and III. The question paper will cover the entire syllabus uniformly. Part A will carry 5 questions from each section and Part B will carry 4 questions from each section.

#### INSTRUCTION FOR CANDIDATES

Candidates are required to attempt all questions from Part A and 9 questions of Part B out

of 12.

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### Section I

Consumer behavior: Scope, importance and interdisciplinary nature. Marketing concept, societal marketing concept, social responsibility and ethics in marketing.

The consumer research process, quantitative and qualitative research. Market segmentation : Importance and use. Bases of segmentation. Effective targeting and segmentation strategies.

Consumer motivation: Needs, goals and their interdependence. Rational vs emotional motives. Dynamic nature of motivation. Hierarchy of needs. Motivational research.

Personality and consumer behavior : Nature of personality, Freudian, Neo-freudian and trait theories. Role of personality in understanding consumer diversity. Product personality and brand personification. Self-image, Vanity and consumer behavior

### Section II

.Consumer perception: Absolute and differential threshold, subliminal perception. Perceptual selection, organisation and interpretation. Product and service positioning. Perceived price, quality and risk. Manufacturer's image.

Consumer learning: Motivation, cues, response and reinforcement. Behavioral learning and cognitive learning theories. Recognition and recall. Attitudinal and behavioral measures of brand loyalty.

Attitude formation and change: What is attitude and its formation. Cognitive dissonance theory and attribution theory.

Communication process and design of persuasive communication. Page 20

### Section III

Influence of reference groups - Friendship, Work, Celebrity and family. Impact of social class, culture, subculture and cross-cultural factors on consumer behavior.

The process of opinion leadership and motivation behind opinion leadership. Diffusion and adoption process of innovations. Profile of consumer innovators.

Consumer decision-making process: Routinised response, limited and extensive problem solving behavior. Howard-Sheth, Engell, Kollat-blackwell and Nicosia models of consumer decision-making. Consumer gifting behavior. Relationship marketing.

MBA 506

## INTERNATIONAL MARKETING

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### INSTRUCTIONS FOR PAPER-SETTER

The question paper will consist of Two parts, A and B. Part A will have 15 short answer questions (40-60 words) of 2 marks each. Part B will have 12 long answer questions of 5 marks each.

The syllabus of the subject is divided into 3 sections I, II and III. The question paper will cover the entire syllabus uniformly. Part A will carry 5 questions from each section and Part B will carry 4 questions from each section.

### INSTRUCTION FOR CANDIDATES

Candidates are required to attempt all questions from Part A and 9 questions of Part B out of 12.

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### Section I

Meaning and scope of international marketing, difference between domestic and international marketing. Direction & composition of Indian exports.

International marketing tactics, reasons for entering export marketing and organisation of an

export department.

Indian export and import policy export promotion organizations, export incentives.

## Section II

International economic environment, world trade tariff and non-tariff restrictions, role of WTO and trading blocks, international monetary system.

The procedure and practices of processing of an export order, producing for exports, export quality control; export finance, shipment and procedures thereof.

## Section III

Export documents, processing of an export order, organisation and structure of export and import houses. Page 21

The selection of export markets, planning of export marketing strategy-product, pricing, promotion, and distribution channel. International marketing research.

MBA 507

RURAL MARKETING

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### INSTRUCTIONS FOR PAPER-SETTER

The question paper will consist of Two parts, A and B. Part A will have 15 short answer questions (40-60 words) of 2 marks each. Part B will have 12 long answer questions of 5 marks each.

The syllabus of the subject is divided into 3 sections I, II and III. The question paper will cover the entire syllabus uniformly. Part A will carry 5 questions from each section and Part B will carry 4 questions from each section.

### INSTRUCTION FOR CANDIDATES

Candidates are required to attempt all questions from Part A and 9 questions of Part B out

of 12.

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### Section I

Rural Marketing: nature, definition, scope & importance in India. Size & structure of rural markets.

Factors influencing rural marketing: Socio-cultural factors, population, occupation, literacy level, land distribution & use, development programmes, infrastructure, communication media, credit availability, local requirements.

Rural Market Index: Thompson index.

### Section II

Market strategies & tactics with reference to rural markets. Product marketing & service marketing in rural India: product planning, communication media & message, distribution channels, market research (with special reference to seeds, fertilizers, farm equipments, new techniques, agricultural output & other services.)

Marketing of consumables & durables.

### Section III

Marketing of agricultural produce: regulated markets, cooperative marketing & processing societies.

Rural Industry: Marketing of rural industry, cottage industry, artisan products.

Problems in rural marketing. Consumer education & consumer movement in rural

India. Role of government & NGOs in rural marketing. Page 22

MBA 509

PRODUCT & BRAND MANAGEMENT

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## INSTRUCTIONS FOR PAPER-SETTER

The question paper will consist of Two parts, A and B. Part A will have 15 short answer questions (40-60 words) of 2 marks each. Part B will have 12 long answer questions of 5 marks each.

The syllabus of the subject is divided into 3 sections I, II and III. The question paper will cover the entire syllabus uniformly. Part A will carry 5 questions from each section and Part B will carry 4 questions from each section.

## INSTRUCTION FOR CANDIDATES

Candidates are required to attempt all questions from Part A and 9 questions of Part B out of 12.

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### Section I

Product Concepts: Product Mix concepts, Product Classification.

Product Planning: Marketing Plan, Portfolio Analysis, Market Potential and forecasting, Product Market Strategies.

Product Life Cycle: Product Life Cycle Stages and corresponding Strategies, Product Evaluation.

Product Positioning: Concept, Product Differentiation, Positioning Strategies, Preference Analysis, Benefit Segmentation.

### Section II

New Products: New Product Categories, Organization for Product Management.

New Product Development Process: Concept Generation, Concept Screening, Concept Testing, Marketing Strategy Development, Product Development, Product Use Testing, Test Marketing & Product Launching.

Designing the Offer: Perceptual Mapping, Conjoint Analysis.

Pricing the Offer: Price Elasticity of Demand, Costs, Pricing Strategies.

Concept of Product Testing.

Test Marketing.

Product Launch.

Section III

Branding Decisions: Branding Brand Name Brand Characteristics, Brand Strategy Page 23

Decisions. Brand Image, Brand Identity, Brand Personality.

Brand Positioning and Repositioning, Brand

Equity Brand Building: Brand Building Process.

Brand Licensing and Franchising.

Packaging and Labeling