

SCHEME OF EXAMINATION
MASTER OF BUSINESS ADMINISTRATION
(EXECUTIVE) (MBA EXECUTIVE)
THREE SEMESTER PROGRAMME
2011

Note:

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

First Semester

Paper	Nomenclature	External	Internal	Total Marks
DEMBAEX-101	Management Process and Skill Development	70	30	100
DEMBAEX-102	Managerial Economics	70	30	100
DEMBAEX-103	Quantitative Methods	70	30	100
DEMBAEX-104	Accounting for Managers	70	30	100
DEMBAEX-105	Business Environment	70	30	100
DEMBAEX-106	Workshop on Information Technology			100
DEMBAEX-107	Workshop on Soft Skills			100

Second Semester

Paper	Nomenclature	External	Internal	Total Marks
DEMBAEX-201	Human Resource Management	70	30	100
DEMBAEX-202	Marketing Management	70	30	100
DEMBAEX-203	Financial Management	70	30	100
DEMBAEX-204	Production & Operation Management	70	30	100
DEMBAEX-205	Research Methodology	70	30	100
DEMBAEX-206	Workshop on Business Etiquette			100
DEMBAEX-207	Minor Project			100

Third Semester

Paper	Nomenclature	External	Total Marks
DEMBAEX-301	Major Project Evaluation Viva- Voce	200 200	400

* Major project report will be submitted by the candidate latest by 31st Dec. of the relevant year.

MASTER OF BUSINESS ADMINISTRATION (EXECUTIVE)
MANAGEMENT PROCESS AND SKILL DEVELOPMENT
PAPER CODE: DEMBAEX-101

External: 70

Internal: 30

Note:

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

MANAGERIAL ECONOMICS
PAPER CODE: DEMBAEX-102

External: 70

Internal: 30

Note:

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

QUANTITATIVE METHODS

PAPER CODE: DEMBAEX-103

External: 70

Internal: 30

Note:

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

ACCOUNTING FOR MANAGERS

PAPER CODE: DEMBAEX-104

External: 70

Internal: 30

Note:

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

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

Unit-I

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

Unit-II

Ratio analysis, fund flow analysis, cash flow analysis.

Unit-III

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

Unit-IV

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

INDIAN BUSINESS ENVIRONMENT

PAPER CODE: DEMBAEX-105

External: 70

Internal: 30

Note:

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

WORKSHOP ON INFORMATION TECHNOLOGY

PAPER CODE: DEMBAEX-106

External: 100

Note:

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

UNIT-I

Introduction to Computers – Characteristics, capabilities, limitations and applications of computers; types of computers; computer hardware, software; block diagram of computer and overview of working; types of computer language; generation of computer languages; functions and types of operating system

UNIT-II

Internet – Internetworking, concepts, internet protocol addresses, www and browsing, security, internet applications; e-commerce – traditional vs. e-commerce, benefits, limitations and applications, framework

UNIT-III

Working with Software Packages and Operating System – An introduction to PC software packages; word processor – working with text, tables, checking spelling and grammar, printing a document, mail merge; spreadsheet software – working with worksheet, formulas and functions, inserting charts; PowerPoint presentation – working with different views and designing presentation; windows XP – working with files and folders, windows explorer, system utilities in windows XP

UNIT-IV

Introduction to HTML – Building HTML documents, HTML tags, inserting text and images, backgrounds and color control, creating links, table layout and presentation, creating frames, forms

WORK SHOP ON SOFT SKILLS

PAPER CODE: DEMBAEX-107

External: 100

Note:

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

UNIT-I

Communication Skills – Concept, characteristics and process of communication; 7C's of communication; listening skills, verbal communication, non-verbal communication, body language; art of meeting and greeting, making effective conversation

UNIT-II

Presentation Skills – Difference between speech and presentation; handling of presentation audience questions, holding meetings, group discussion and interviews; structuring a presentation, delivering the presentation; situational presentation

UNIT-III

Behavioural Skills – Positive attitude, self management, problem solving skills, time management skills, anger management, coping skills, assertiveness team building skills

UNIT-IV

Business Etiquette – Business dress and grooming, office courtesies, etiquette for special occasions, meeting etiquette, dining etiquette

Semester-II**HUMAN RESOURCE MANAGEMENT****PAPER CODE: DEMBAEX-201****External: 70****Internal: 30****Note:**

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

MARKETING MANAGEMENT**PAPER CODE: DEMBAEX-202****External: 70****Internal: 30****Note:**

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

FINANCIAL MANAGEMENT

PAPER CODE: DEMBAEX-203

External: 70

Internal: 30

Note:

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

PRODUCTION AND OPERATIONS MANAGEMENT

PAPER CODE: DEMBAEX-204

External: 70

Internal: 30

Note:

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

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

RESEARCH METHODOLOGY

PAPER CODE: DEMBAEX-205

External: 70

Internal: 30

Note:

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

Unit-I

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

Unit-II

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

Unit-III

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

Unit-IV

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

WORKSHOP ON BUSINESS ETIQUETTE**PAPER CODE: DEMBAEX-206****External: 100****Note:**

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

UNIT-I

Business Etiquette – Office protocol and etiquette, professional conduct, use of courteous phrases in the workplace, proper way to make introduction, business dress, grooming

UNIT-II

Communication Etiquette – Written communication manners, listening skills, body language, voice tone and eye contact, telephone etiquette, e-mail, voice mail etiquette, ways to deal with difficult people, extending, accepting and declining invitations

UNIT-III

Business Meetings and Dining Etiquette – Attending business functions, etiquette in meetings, business socialization, organizing social events for business, dining manners, banquet etiquette

UNIT-IV

Global Manners – Importance of awareness of international customs, cultural taboos and practices, traveling etiquette, business etiquette in USA, Europe, Africa, Middle East, Latin America