

**ORDINANCE: TWO-YEAR MASTER OF BUSINESS ADMINISTRATION  
(THROUGH DISTANCE EDUCATION: 2009-10)**

1. The duration of the MBA programme designed with various streams of specialization in functional area of Management shall be two academic years. The admissions to the programme shall be made in two cycles i.e. January cycle and July cycle every year. Each year shall be divided into two semesters. The 1<sup>st</sup> year studies offer the “Diploma” and second year offer “Degree” modules, respectively.
2. A candidate after completing Diploma course, may discontinue the programme up-to a maximum of one year before joining the degree course. However, all candidates will be required to complete the degree programme within the maximum period of four years.

A supplementary examination for the first, second, third and fourth semesters examination will be held in the months of December / January or May / June irrespective of the fact that the candidate has taken admission in January cycle or July cycle.
3. The last date for receipt of admission forms and fees shall be fixed by the Vice-Chancellor from time to time.
4. The Director/Principal/Coordinator of the Institute/Study Centre running the programme shall forward a list of the students who have satisfied the requirement of rules and are eligible to appear in the examination to the Director, Distance Education, M D University, Rohtak at least 2 weeks before the commencement of the examination of each semester,.
5. Admission to the first semester of MBA Programme will be open to candidates who have passed Bachelor’s Degree or Master’s Degree in any discipline from this University or an examination recognised thereto or have passed the final examination conducted by the Institute of Chartered Accountants of India or equivalent or Institute of Company Secretaries of India or equivalent or Institute of Cost and Works Accountants of India or equivalent.
6. Each candidate shall be examined in the subject(s) as laid down in the Syllabus prescribed by the Academic Council from time to time.
7. (i) 30% marks in each written paper(s) excluding papers relating to Computer/IT, Project Report, and viva-voce, shall be assigned for internal assessment. There will be no Internal Assessment marks for papers relating to Computers and IT specialization. For these papers, there will be 50 marks for theory and 50 marks for practical examination.

(ii) The Director/Principal of the Study Centre/Institute shall forward the internal assessment marks obtained by the students in different papers on the basis of written assignments and class participation etc., to the Controller of Examinations at least one week before the commencement of the semester exam.

- (iii) The Director/Principal will preserve the records on the basis of which the Internal Assessment awards have been prepared for inspection, if needed by the University upto one month from the date of declaration of the semester examination results.
8. Each semester examination shall be open to a student who:-
    - i). has been on the rolls of the Institute/college/Study Centre during the semester concerned.
    - ii). has attended not less than 40% of the lectures delivered in that semester.
  9. The medium of instruction and the examination shall be English.
  10. (i) The minimum requirement to pass a paper shall be 40% marks in written examination, internal assessment and in practical (s) separately and 50% marks in aggregate.
    - (ii) To pass a semester examination, a candidate must pass all the papers of the concerned semester examination.
    - (iii) A candidate shall have to pass all the four semester examinations within maximum period of four years of his/her admission to the first semester of 2-Year MBA (Distance Education Programme) failing which he/she will be deemed to be unfit for the programme.
  11. The amount of examination fee shall be payable by a candidate for each semester as prescribed by the University from time to time.
  12. The internal assessment awards of candidate who fails in any paper(s), shall be carried forward to the next examinaion.
  13. As soon as possible, after the termination of the semester examination, Controller of Examinations shall publish a list of the candidates who have passed the semester examination.
  14. The practical examination(s) of the courses (relating to IT/Computers or wherever specified) shall be conducted by the external examiner to be appointed by the Vice-Chancellor on the recommendations of the Chairman, PG Board of Studies in Management Sciences.
  15. The list of successful candidates after the fourth semester examination shall be arranged, as under, in two division on the basis of the aggregate marks obtained in all the semester examinations taken together, and the division obtained by the candidate will be stated in his degree;
    - (a) those who obtain 50% or more marks  
but less than 60% marks SECOND DIVISION
    - (b) those who obtain 60% or more marks FIRST DIVISION
    - (c) Candidate who pass all the four semester exams. at the first attempt obtaining 70% or more marks of the total aggregate shall be declared to have passed with **DISTINCTION**.

16. There will be no improvement facilities to the students of this programme. However, grace marks will be allowed as per University rules.
17. In no case and under no circumstances, the dispute arising out of the adherence or implementation or otherwise on the part of any one, in any clause(s), binds the University to change or amend the clause(s) under the Ordinance at any point of time.
18. **ADMISSION TO 2-YEAR MBA (DISTANCE EDUCATION) BY LATERAL ENTRY:**
  - (i) The admission under the Lateral Entry scheme shall be open to candidates having two years duration Post-graduate Diploma in Business Management/Post-graduate Diploma in Business Administration and desirous of obtaining MBA Degree.
  - (ii) The candidates who have passed the Post-graduate Diploma in Business Management or Post-graduate Diploma in Business Administration (PGDBM/PGDBA) course, of two years duration, duly approved by the AICTE from any Institute included by the AICTE in the list of its approved Institutes shall be allowed admission in the third semester directly.
  - (iii) All such students admitted shall be governed by the clause(s) applicable for the students admitted to 2-Year MBA (Distance Education) Programme.
  - (iv) Such students shall be awarded the degree of Master of Business Administration (Lateral Entry) of the M.D. University after completion of the fourth semester.
  - (v) The students admitted under the Lateral Entry scheme shall have to clear all the papers within a period of two years from the date of his/her admission to the third semester failing which he/she shall be considered unfit for the programme.
  - (vi) The students who are pursuing 2-year MBA Programme in any affiliated Institute/College as a regular student and unable to continue as such on account of employment or any justified reason shall be allowed admission in 3<sup>rd</sup> Semester of 2-year MBA through Distance Education.

**CURRICULUM AND SCHEME OF EXAMINATIONS OF TWO YEAR MBA & TWO YEAR MBA (LATERAL ENTRY) - (DDE MODE) effective from July, 2007.**

**First Semester**

<i>Paper</i>	Tile of the paper(s)	External Marks	Internal Marks	Practical/ viva-voce Marks	Duration of exams
<i>2.11DER</i>	Management Processes & Skill Development	70	30	-	3 hrs
<i>2.12DER</i>	Managerial Economics	70	30	-	3 hrs
<i>2.13DER</i>	Accounting for Managers	70	30	-	3 hrs
<i>2.14DER</i>	Quantitative Methods	70	30	-	3 hrs
<i>2.15DER</i>	Indian Ethos & Values	70	30	-	3 hrs
<i>2.16DER</i>	Computer Application in Mgt.	50	-	50	3 hrs

**Second Semester**

<i>2.21DER</i>	Financial Management	70	30	-	3 hrs
<i>2.22DER</i>	Marketing Management	70	30	-	3 hrs
<i>2.23DER</i>	Human Resource Management	70	30	-	3 hrs
<i>2.24DER</i>	Indian Business Environment	70	30	-	3 hrs
<i>2.25DER</i>	Production & Operations Management	70	30	-	3 hrs
<i>2.26DER</i>	Organisational Behaviour	70	30	-	3 hrs

### Third Semester

<b>2.31</b> <i>DER</i> Business Policy & Strategic Analysis	70	30	-	3 hrs
<b>2.32</b> <i>DER</i> Decision Support Systems and MIS	70	30	-	3 hrs
<b>2.33</b> <i>DER</i> Research Methodology	70	30	-	3 hrs
<b>2.34</b> <i>DER</i> International Business Environment	70	30	-	3 hrs
Optional Paper				3 hrs
Optional Paper				3 hrs
Optional Paper				3 hrs

### Fourth Semester

<b>2.41</b> <i>DER</i> Corporate Evolution & Strategic Implementation	70	30	-	3 hrs
<b>2.42</b> <i>DER</i> Computer Network & Internet	50	-	50	3 hrs
<b>2.43</b> <i>DER</i> Entrepreneurial Development	70	30	-	3 hrs
<b>2.44</b> <i>DER</i> Comprehensive Viva-voce	-	-	100	-
Optional Paper				3 hrs
Optional Paper				3 hrs
Optional Paper				3 hrs

- NOTE :** 1. Students can opt for one additional specialisation consisting of 6 papers, if they so desire, against a payment of Rs.1000/- per paper. The students can appear in 3 papers in 3<sup>rd</sup> and 3 papers in 4<sup>th</sup> semester, along with respective semester exams.
2. The Comprehensive viva-voce will be conducted by a Board of Examiners consisting of (i) one academician, (ii) one executive from a reputed organization and the (iii) Director/Coordinator of the College/Institute/Study Centre. The academician and the executive will be appointed out of the panel approved by the Dean, Faculty of Management Sciences, M.D. University.

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

### FINANCE

Paper code	Title of Papers	External Marks	Internal Marks	Duration of Exam.
DER-III-FM2	Foreign Exchange Management	70	30	3 hrs
DER-III-FM3	Project Planning, Analysis & Management	70	30	3 hrs
DER-III-FM14	Working Capital Management	70	30	3 hrs
DER-IV-FM5	International Financial Management	70	30	3 hrs
DER-IV-FM7	Security Analysis & Investment Management	70	30	3 hrs
DER-IV-FM9	Management of Financial Services	70	30	3 hrs

### MARKETING MANAGEMENT

Paper Code	Title of Papers	External Marks	Internal Marks	Duration of Exam.
DER-III-MM4	Consumer Behaviour	70	30	3 hrs.
DER-III-MM6	Sales and Distribution Management	70	30	3 hrs.
DER-III-MM7	Advertising Management	70	30	3 hrs.
DER-IV-MM1	Industrial Marketing	70	30	3 hrs.
DER-IV-MM2	Service Marketing	70	30	3 hrs.
DER-IV-MM5	Planning and Managing Retail Business	70	30	3 hrs.

### HUMAN RESOURCE DEVELOPMENT

Paper code	Title of Papers	External Marks	Internal Marks	Duration of Exam.
DER-III-HRD2	Strategic Human Resource Management	70	30	3 hrs
DER-III-HRD6	Management of Industrial Relations	70	30	3 hrs
DER-III-HRD7	Organizational Change and Intervention Strategies	70	30	3 hrs
DER-IV-HRD3	Compensation Management	70	30	3 hrs
DER-IV-HRD4	Cross Cultural and Global Human Resource Management	70	30	3 hrs
DER-IV-HRD8	Human Resource Development	70	30	3 hrs

## INFORMATION TECHNOLOGY MANAGEMENT

Paper code	Title of Papers	External Marks	Internal Marks	Practical Marks	Duration of Exam.
DER-III-IT5	Multimedia and Web Development	50		50	3 hrs
DER-III-IT7	Software Engineering	70	30		3 hrs
DER-III-IT10	System Analysis and Design	70	30		3 hrs.
DER-IV- IT1	Object Oriented Analysis and Design using C++	50		50	3 hrs
DER-IV-IT3	Programming in Java	50		50	3 hrs
DER-IV- IT4	Database Management System	50		50	3 hrs

## PRODUCTION & OPERATIONS MANAGEMENT

Paper code	Title of Papers	External Marks	Internal Marks	Duration of Exam
DER-III-POM1	Purchasing and Materials Management	70	30	3 hrs
DER-III-POM2	Total Quality Management	70	30	3 hrs
DER-III-POM3	Production Planning & Control	70	30	3 hrs
DER-IV-POM4	Logistics Management	70	30	3 hrs
DER-IV-POM5	Industrial Engineering	70	30	3 hrs
DER-IV-POM7	Service Operations Management	70	30	3 hrs

## INTERNATIONAL BUSINESS MANAGEMENT

Paper code	Title of Papers	External Marks	Internal Marks	Duration of Exam.
DER-III-IB1	International Trade Theory and Practical	70	30	3 hrs
DER-III-IB2	International Marketing	70	30	3 hrs
DER-III-IB3	Foreign Exchange Management	70	30	3 hrs
DER-IV-IB4	Export Import Procedure and documentation	70	30	3 hrs
DER-IV-IB5	International Strategic Management	70	30	3 hrs
DER-IV-IB6	International Financial Management	70	30	3 hrs

External Marks : 70  
Internal Marks :30  
Time : 3 hrs.

**MANAGEMENT PROCESS & SKILL DEVELOPMENT**  
**Paper code: 2.11DER**

**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.

**Suggested Readings:**

1. Robbins, S.P. and Decenzo, D.A, Fundamentals of Management, Pearson Education Asia, New Delhi.
2. Hellreigel, Management, Thomson Learning, Bombay.
3. Daft, Management, Thomson Learning, Bombay.
4. Koontz, H and Wechrich, H; Management, Tata McGraw Hill Inc, N.Y.
5. Stoner, J. et. al, Management, New Delhi, Prentice Hall of India Ltd., N.Delhi.
6. Robbins & Coulter, Management, Prentice Hall of India, N.Delhi.
7. Hersey, Blanchard & Johnson, Management of Organisation Behaviour, N.Delhi.
8. Satya Raju, Management – Text & Cases, Prentice Hall of India, N.Delhi.
9. Chandan. J.S. Management Theory & Practice, Vikas Publishing House, New Delhi.
10. Chandan. J.S. Management: Concepts & Strategies, Vikas Publishing House, New Delhi.
11. Mohan, Krishna & Banerji, Meera, Developing Communication Skills, Macmillan India Ltd., New Delhi.
12. Lesibaa, Basic Business Communication, Tata McGraw Hill Inc, N. Delhi.

**NOTE :**

The question paper will be set by the external examiners. The external examiner will set 8 questions in all, selecting not more than two questions from each unit. If a case study is included in the question paper then it will carry marks equivalent to two questions. The candidates will be required to attempt five questions in all, selecting atleast one question from each unit. However, in question paper(s) where any deviation is required, special instructions will be issued by the Chairman, PG Board of Studies in Management.

External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

## **MANAGERIAL ECONOMICS**

**Paper Code: 2.12DER**

### **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.

### **Suggested Readings:**

1. J. Dean, Managerial Economics, Prentice Hall Of India, New Delhi
2. Peterson, Lewis, Managerial Economics, Prentice Hall of India, N. Delhi.
3. D. Salvatore, Managerial Economics In A Global Economy. Mcgraw Hill, N. Y.
4. Salvatore, Managerial Economics in Global Economy, Thomson Learning, Bombay.
5. J. Hirshleifer, Price Theory And Applications, Prentice Hall Of India, New Delhi.
6. E.F. Brigham And J.L. Pappas, Managerial Economics, Dryden Press, Illinois.
7. Dwivedi, D.N, Managerial Economics, Vikas Publishing House, New Delhi.

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**ACCOUNTING FOR MANAGERS**  
**Paper code: 2.13DER**

**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.

**Suggested Readings:**

1. Pandey, I.M., Management Accounting, Vikas Publishing House, N.Delhi
2. Horngren & Sundem, Introduction to Management Accounting, Prentice Hall of India, N.Delhi.
3. Anthony R.N. and Reece J.S., Management Accounting Principles, 6<sup>th</sup> ed., Homewood, Illinois, Richard D.Irwin, 1995.
4. Hansen & Mowen, Management Accounting, Thomson Learning, Bombay.
5. Anthony Robert and Hawkins David, Accounting: Text & Cases, McGraw Hill, 1999
6. Mittal, S.N., Management Accounting and Financial Management, Shree Mahavir Book Depot, N.Delhi.
7. Jain, S.P and Narang, K.L., Advanced Cost Accounting, Kalyani Publishers, Ludhiana.
8. Gupta, R.L., and Radha Swamy, M, Advanced Accounting, Sultan chand & Sons, N.Delhi.
9. Khan, M.Y. and Jain, P.K., Management Accounting, TMH, N.Delhi.

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**QUANTITATIVE METHODS**  
**Paper code: 2.14DER**

**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.

**Suggested Readings:**

1. Levin & Rubin, Statics for Business, Prentice Hall of India, N.Delhi.
2. Zameeruddin, Business Mathematics, Vikas Publishing House, New Delhi.
3. Anderson, Quantitative Methods in Business, Thomson Learning, Bombay.
4. Anderson, Statistics for Business & Economics, Thomson Learning, Bombay.
5. Monga, G S., Maths for Management & Economics, Vikas Publishing House, New Delhi.
6. Chandan, J.S. An Introduction to Statistical Methods, Vikas Publishing House, New Delhi.
7. Bhardwaj, R.S, Business Statistics, Excel Books, 2000
8. Gupta C.B. & Gupta, Vijay-Business Statistics
9. Sancheti D.C. and Kapoor V.K., Business Mathematics Sultan Chand & Sons.
10. Kothari C.R., Quantitative Techniques, Vikas Publishing House, New Delhi
11. Hooda.R.P., Statistics for Business & Economics, McMillan India Ltd.

**NOTE :**

The question paper will be set by the external examiners. The external examiner will set 8 questions in all, selecting not more than two questions from each unit. If a case study is included in the question paper then it will carry marks equivalent to two questions. The candidates will be required to attempt five questions in all, selecting atleast one question from each unit. However, in question paper(s) where any deviation is required, special instructions will be issued by the Chairman, PG Board of Studies in Management.

External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

## **INDIAN ETHOS AND VALUES**

**Paper code: 2.15DER**

### **Unit-I**

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

### **Unit-II**

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

### **Unit-III**

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

### **Unit-IV**

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

### **Suggested Readings:**

1. Sundaram & Black, International Business Environment – Text & Cases, Prentice Hall of India, N.Delhi.
2. Chakraborty, S.K., Foundations of Managerial work- Contributions from Indian Thought, Himalaya Publishing House Delhi.
3. Chakraborty, S.K., Management Effectiveness and Quality of Work-life- Indian Insights, Tata McGraw Hill Publishing Company, New Delhi.
4. Chakraborty, S.K., Management by Values, Oxford University Press.
5. Drucker, P., Managing in Turbulent Times, Pan Books London .
6. Kumar, S and N.K.Uberoi, Managing Secularism in the New Millennium, Excel Books.
7. Griffiths, B., The Marriage of East and West, Colling, London.
8. Gandhi, M.K., The Story of My Experiment with Truth, Navjivan Publishing House, Ahmedabad.

### **NOTE :**

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External Marks : 50  
Practical Marks : 50  
Time : 3 hrs.

## **COMPUTER APPLICATIONS IN MANAGEMENT**

**Paper Code: 2.16 DER**

### **Unit-I**

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

### **Unit-II**

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

### **Unit-III**

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

### **Unit-IV**

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

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

### **Suggested Readings:**

1. Rajaraman, Fundamentals of Computers, Prentice Hall of India, N.Delhi.
2. White, Data Communications & Computer Network, Thomson Learning, Bombay.
3. Shelly, Business Data Communication, Thomson Learning, Bombay.
4. B.Ram, Computer Fundamentals, New Age Int.
5. Miller, Understanding Data Communication & Networks, Vikas Publishing House, New Delhi.
6. Leon & Leon, Introduction to Computers, Vikas Publishing House, New Delhi.
7. Shay, Understanding Communication and Networks, Vikas Publishing House, New Delhi.
8. Leon and Leon, Computers for Everyone, Vikas Publishing House, New Delhi.
9. Douglas E Comer, Computer Networks & Internet, Pearson Education
10. A.S.Tannenbaum , Computer Networks, PHI, N.Delhi.
11. Forouzan , Data Communications & Networking , TMH, N.Delhi.

### **NOTE :**

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**FINANCIAL MANAGEMENT**  
**Paper code: 2.21DER**

**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.

**Suggested Readings:**

1. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
2. Khan M.Y, and Jain P.K., Financial Management, Tata McGraw Hill, New Delhi
3. Kishore, R., Financial Management, Taxman's Publishing House, New Delhi
4. Chandra, Prasanna, Financial Management, TMH, New Delhi
5. Hone, Van Financial Management and Policy, Prentice Hall of India
6. Brigham & Houston, Fundamentals of Financial Management, Thomson Learning, Bombay.

**NOTE :**

The question paper will be set by the external examiners. The external examiner will set 8 questions in all, selecting not more than two questions from each unit. If a case study is included in the question paper then it will carry marks equivalent to two questions. The candidates will be required to attempt five questions in all, selecting atleast one question from each unit. However, in question paper(s) where any deviation is required, special instructions will be issued by the Chairman, PG Board of Studies in Management.

External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

## **MARKETING MANAGEMENT**

**Paper code: 2.22DER**

### **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.

### **Suggested Readings:**

1. Kotler Philip and Armstrong, Gary: Marketing : An Introduction; Pearson Education; New Delhi; 2001.
2. Kotler Philip, Marketing Management: The Millennium Edition; 10<sup>th</sup> ed, Prentice Hall of India Pvt. Ltd; New Delhi.;2000
3. Saxena, Rajan, Marketing Management; Tata McGraw Hill Publishing Co. Ltd. New Delhi.
4. Stanton, William J .et al. Fundamentals of Marketing; McGraw Hill Publishing Co.Ltd., New Delhi.
5. Varshney R.L. & Gupta S.L; Marketing Management: An Indian Perspective; 2<sup>nd</sup> Ed., Sultan Chand & Sons; New Delhi, 2000.
6. Neelamegham S., Marketing in India, Vikas Publishing House, N.Delhi
7. Czinkota & Kotabe, Marketing Management, Vikas Publishing House, N.Delhi
8. Perreault, William & McCarthy, E.Jerome, Basic Marketing : A global Managerial Approach, TMH, N.Delhi.
9. Kotler, Philip, A Framework for Marketing Management,; Pearson Education, N. Delhi.
10. Ramaswamy, V.S. & Namakumari. S., Marketing Management-Planning, Implementation & Control in the Indian Context, McMillam India Ltd. N. Delhi.
11. Zikmund, Marketing, Thomson Learning, Bombay.
12. Srinivas, Case Studies inMarketing, Prentice Hall of India, N.Delhi.

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

## **HUMAN RESOURCE MANAGEMENT**

**Paper code: 2.23 DER**

### **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.

### **Suggested Readings**

1. Dessler, Gary, Human Resource Management, Pearson Education Asia, New Delhi.
2. Rao, V.S.P., Human Resource Management-Text & Cases, Excel Books, New Delhi.
3. Ramaswamy, E; Managing Human Resources, Oxford University Press, New Delhi
4. Irancevich, John, Human Resource Management, Irwin/McGraw Hill.
5. Casio, Wayne F; Managing Human Resources, McGraw Hill Inc.
6. Subba Rao, P; Essentials of Human Resource Management & Industrial Relations, Text, Cases & Games, Mimbai, Himalaya Publishing House.
7. Mondy R.W; Noe, R.M., Premeaux, S.r. and Mondy J.B; Human Resource Management, Prentice Hall Inc.
8. Saiyodain, Human Resource Management, TMH, N.Delhi.
9. Aswthappa, Human Resource Management, TMH, N.Delhi.

### **NOTE :**

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**INDIAN BUSINESS ENVIRONMENT**  
**Paper code: 2.24DER**

**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.

**Suggested Readings:**

1. Sundaram & Black, International Business Environment – Text & Cases, PHI, N.Delhi.
2. F.Chernilum, Business Environment, Himalaya Publishing house, New Delhi
3. Shaw, Business Ethics, Thomson Learning, Bombay.
4. Biswanath Ghosh, Economic Environment & Business, Vikas Publishing House, New Delhi.
5. N.K.Sengupta, Government and Business, Vikas Publishing House, New Delhi. K.Asathappa, Business Environment for Strategic Management, Himalaya Publishing House, New Delhi
6. Govt. of India, Economic Survey (latest year).

**NOTE :**

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

## **PRODUCTION & OPERATIONS MANAGEMENT**

**Paper code: 2.25DER**

### **Unit-I**

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

### **Unit-II**

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

### **Unit-III**

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

### **Unit-IV**

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

### **Suggested Readings:**

1. Paneerselvam, Production and Operations Management, Prentice Hall of India, N.Delhi.
2. Krajewski Lee J. & Ritman, Larry P.; Operations Management: Strategy & Analysis; 5<sup>th</sup> edition; Pearson Education; New Delhi; 1999.
3. Chase Richard B., Aquilano, Nicholas J, et al; Production & Operations Management- Manufacturing & Services; 8<sup>th</sup> edition; Tata McGraw Hill., New Delhi; 1999.
4. Adam, Everett E. & Ebert, Ronald J.; Production and Operations Management: Concepts, Models and Behaviour; 5<sup>th</sup> edition; Prentice Hall of India Private Ltd., New Delhi.
5. Gaither, Norman, Production and Operation Management, Dryden Press, Thomson Learning, Bombay.

### **NOTE :**

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

## **ORGANISATIONAL BEHAVIOUR**

**Paper code: 2.26DER**

### **Unit-I**

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

### **Unit-II**

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

### **Unit-III**

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

### **Unit-IV**

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

### **Suggested Readings:**

1. Robbins, S.P., Organizational Behaviour, Prentice Hall of India, N.Delhi.
2. Hall, Organisation : Structures, Processes and Outcome, Prentice Hall of India, N.Delhi.
3. Daft, Organisation Theory & Design, Thomson Learning, Bombay.
4. Luthans, Fred, Organizational Behaviour, McGraw Hill, New York
5. Weiss, Joseph W; Organizational Behaviour and Change, Thomson Learning-Vikas Publishing.
6. Dwivedi, R.S., Human Relations and Organisational Behaviour, Macmillan India Ltd., New Delhi.
7. Mishra, M N, Organizational Behaviour, Vikas Publishing House, New Delhi.
8. Chandan, J.S. Organizational Behaviour, Vikas Publishing House, New Delhi.
9. Hellriegel, D; Slocum, Jr. J.W; and Woodman R.W, Organizational Behaviour, Cincinnati, Ohio, South-Western College Publishing, 2001
10. Singh, Dalip, Emotional Intelligence at Work, Response Books, New Delhi
11. New Storm Davis, : Organisation Behaviour, TMH, N.Delhi.
12. McSchane, Organisation Behaviour, TMH, N.Delhi.

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**BUSINESS POLICY AND STRATEGIC ANALYSIS**  
**Paper code: 2.31DER**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

1. Johnson & Scholes, Exploring Corporate Strategy, Prentice Hall of India, N.Delhi.
2. John & Pearce II and Richard B Robinson Jr., Strategic Management, Strategic Formulation and Implementation, AITBS Publishers and Distributors (Regd.), Delhi.
3. Thomson Stricctand, Strategic Management , Tata McGraw Hill, New Delhi.
4. Sukul Lomash, Strategic Management, Vikas Publishing House, New Delhi.
5. Cuno Pumpin , The Essence of Corporate strategy, Gower Publishing Company Ltd., England.
6. C.Roland Christenson, Et., Business Policy Text and Cases, IRWIN Homewook Illions.
7. P.K.Ghosh, Business Policy, Strategic Planning and Management, Sultan Chand and Sons, New Delhi.
8. Wheelen, T.L and Hunger J.D., Strategic Management and Business Policy, N.Delhi, Pearson Education, 2002
9. Pamaswamy, V.S and Namakumari, S., Strategic Planning – Formulation of Corporate Strategy, New Delhi, Macmillan India Ltd.
10. Kazmi Ahzar, Business Policy and Strategic Management, TMH, N.Delhi.

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**DECISION SUPPORT SYSTEM & MANAGEMENT INFORMATION SYSTEM**  
**Paper code: 2.32DER**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings :**

1. JankiRaman, Decision Support System, Prentice Hall of India, N.Delhi.
2. Brien, James, Management Information System, Tata McGraw Hill, N.Delhi.
3. Stair, Principles of Management System, Thomson Learning, Bombay.
4. Mckeown, Information Technology and the Networked Economy, Thomson Learning, Bombay.
5. Brady, Cases in MIS, Thomson Learning, Bombay.
6. Muneesh Kumar, Business Information Systems, Vikas Publishing House, New Delhi.
7. Parker, Charles, Management Information System, Tata McGraw Hill, N.Delhi.
8. Mudrick & Ross, Management Information System, PHI, N.Delhi.
9. Kanter, J., Management Information System, PHI, N.Delhi.
10. Basandra,S.K. Computers for Managers, Professional Managers' Librarey, Global Business Press, N.Delhi.
11. Laudon & Laudon, Management Information System, Pearson Education, N.Delhi.

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**RESEARCH METHODOLOGY**  
**Paper code: 2.33DER**

**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.

**Suggested Readings:**

1. C.R.Kothari, Research Methodology-Methods and Techniques, Wiley International Ltd.
2. McBurny, Research Methods, Thomson Learning, Bombay.
3. William J.Goode & Paul K.Hatt, Methods in Social Research McGrawHill, N. Delhi
4. C.A.Moser & G.Kalton, Survey Methods in Social Investigation, Heinemann Educational Books Ltd.,
5. P.L.Bhandar Kar & T.S.Wilkinson, Methodology and Techniques of Social Research, Himalaya Published House, Delhi
6. Cooper, Business Research Methods, TMH, N.Delhi.

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

## **INTERNATIONAL BUSINESS ENVIRONMENT & MANAGEMENT**

**Paper code: 2.34DER**

### **Unit-I**

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

### **Unit-II**

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

### **Unit-III**

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

### **Unit-IV**

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

### **Suggested Readings**

1. Alworth, Julian S. The Finance, Investment and Taxation Decisions of Multinationals, London, Basil Blackwell.
2. Daniel, John D and Radebanh, Lee H International Business, Addison Wesley, New York.
3. Sunderam, A.K. and Black J.G., The International Business Environment: Text and Cases, Prentice Hall of India P. Ltd.
4. Czinkota, International Business, Thomson Learning, Bombay.
5. Cullen, Multinational Management, Thomson Learning, Bombay.

### **NOTE :**

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**CORPORATE EVOLUTION AND STRATEGIC IMPLEMENTATION**  
**Paper code: 2.41DER**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Reading:**

1. Kenneth R.Andrews, Concept of Corporate Strategy, Home Wood,III : Irwin.
2. Barton, Crisis in Organisation, Thomson Learning, Bombay.
3. Igor H.Ansoff, Corporate Strategy: An Analytical approach to Business Policy for growth and expansion New York: McGraw Hill .
4. Michael Porter, Competitive Strategy: Techniques for Analysing Industries & Competitors, Free Press, New York.
5. Michael Porter, Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, New York, 1985.
6. Peter Drucker, The Practice of Management. London, Pan Books,
7. John A.Pearce II, Richard B.Robinson Ir, Strategic Management, Strategic Formulation and Implementation, Thomson Learning, Bombay.
8. Fred R.David, Strategic Management, McMillan Publishing Co., New York.
9. S.K, Managerial Transformation Through Values, Sage, N.Delhi.
10. Thomas L. Wheelan and J.D.Hunger, Strategic Management and Business Policy, New Delhi, Pearson Education, 2001

**NOTE :**

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External Marks : 50  
Practical Marks : 50  
Time : 3 hrs.

**COMPUTER NETWORKS & INTERNET**  
**Paper code: 2.42DER**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Lab:** Web Designing in HTML, Internet Surfing.

**Suggested Readings:**

1. Forouzan , Data Communication & Networking, TMH, N.Delhi.
2. Miller, Data and Network Communication, Vikas Publishing House, New Delhi.
3. Shay, Understanding Data Communication and Networks, Thomson Learning, Vikas Publishing House, New Delhi.
4. Gallo, Computer Communications and Network Technology, Thomson Learning, Bombay.
5. Sklar, Principles of Web Design, Vikas Publishing House, New Delhi.
6. Tannenbaum, Computer Networks, PHI, N.Delhi.
7. Uyles Black, Computer Networks, PHI, N.Delhi.
8. Molly, Using HTML 4, PHI, N.Delhi.
9. Douglas E. Comer, Computer Networks and Internet, Pearson Education, N.Delhi.

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**ENTREPRENEURIAL DEVELOPMENT**  
**Paper code: 2.43DER**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Reading:**

1. Kuratk, Strategic Entrepreneurship Growth, Thomson Learning, Bombay.
2. Clifton, Davis S and Fyfe, David E. "Project Feasibility Analysis", John Wiley, New York.
3. Desai, A.N. "Entrepreneur & Environment", Ashish, New Delhi.
4. Drucker, Peter. "Innovation and Entrepreneurship", Heinemann, London.
5. Jain Rajiv. "Planning a Small Scale Industry: A Guide to Entrepreneurs". S.S.Books, Delhi.
6. Kumar, S A. "Entrepreneurship in Small Industry, Discovery, New Delhi.
7. McClelland. D C and Winter, W G. "Motivating Economic Achievement". Free Press, New York.
8. Pareek, Udai and Venkateswara Rao, T. "Developing Entrepreneurship-A Handbook on Learning Systems.", Learning Systems, Delhi.

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**FOREIGN EXCHANGE MANAGEMENT**  
**Paper code: DER-III-FM2**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings**

- Sharan, International Financial Management, Prentice Hall of India, N.Delhi.
- Shapiro, Multinational Financial Management, Prentice Hall of India, N.Delhi.
- Paul Einzip, A Textbook On Foreign Exchange.
- Maurice D. Levi, International Finance, Mcgraw Hill, NY.
- A. Buckley, Multinational Finance, Prentice Hall Of India, New Delhi.
- Paul Roth, Mastering Foreign Exchange And Money Markets, Pitman, London.

**NOTE :**

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**PROJECT PLANNING, ANALYSIS AND MANAGEMENT**  
**Paper code: DER-III-FM3**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings**

1. Chandra, Prasanna, Projects : Planning Analysis, Selection, Implementation and Review, Tata McGraw Hill, New Delhi, 2002.
2. Bhavesh, M Patel, Project Management, Vikas Publishing House, New Delhi.
3. Machiraju, H. R., Project Finance, Vikas Publishing House, New Delhi.
4. Rao, P.C.K., Project Management and Control, Sultan Chand & Sons, N.Delhi.

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**INTERNATIONAL FINANCIAL MANAGEMENT**  
**Paper code: DER-IV-FM5**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

1. Buckley, Multinational Finance, Prentice Hall of India, N.Delhi.
2. Sharan, International Financial Management, Prentice Hall of India, N.Delhi.
3. Apte, P.G., International Financial Management, TMH, N.Delhi.
4. Sapheiro, Alan C., Multinational Financial Management, PHI, N.Delhi, 1995.
5. Madura, Jeff., International Financial Management, South Western College Publishing, 2000.
6. Levi, Maurice D., International Finance, McGraw Hill, London.
7. Bhalla V.K., International Financial Management, Anmol Publications, N.Delhi.
8. Madura, International Financial Management, Thomson Learning, Bombay.
9. Butter, Multinational Finance, Thomson Learning, Bombay.

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**SECURITY ANALYSIS AND INVESTMENT MANAGEMENT**  
**Paper code: DER-IV-FM7**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings**

1. Amling, Frederic, Investment. Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Strong, Portfolio Management, Thomson Learning, Bombay.
3. Hirschey, Investment Theory & Application, Thomson Learning, Bombay.
4. Reiley, Portfolio Management, Thomson Learning, Bombay.
5. Pandian, Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi
6. Raman, Investment: Principles and Techniques, Vikas Publishing House, New Delhi
7. Fischer, Donald E. and Jordan, Ronald J. Security Analysis and Portfolio Management, Prentice Hall of India, N.Delhi.
8. Fuller, Russell J. and Farrell, James L. Modern Investment and Security Analysis. New York, McGraw Hill.
9. Sharpe, William F. etc. Investment. New Delhi, Prentice Hall of India, 1997.
10. Alexander, Gordon J. and Bailey, Jeffery V., Investment analysis and Portfolio Management, Dryden Press, Thomson Learning, Bombay..
11. Machiraju, H.R., Indian Financial System, Vikas Publishing House, N.Delhi.

**NOTE :**

The question paper will be set by the external examiners. The external examiner will set 8 questions in all, selecting not more than two questions from each unit. If a case study is included in the question paper then it will carry marks equivalent to two questions. The candidates will be required to attempt five questions in all, selecting atleast one question from each unit. However, in question paper(s) where any deviation is required, special instructions will be issued by the Chairman, PG Board of Studies in Management.

External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**MANAGEMENT OF FINANCIAL SERVICES**  
**Paper code: DER-IV-FM9**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings**

1. Machiraju, H.R., Indian Financial System, Vikas Publishing House, N.Delhi.
2. Gordan, E and K.Natrajan Emerging Scenario of Financial Services, Himalaya Publishing House.
3. Meidan, Arthur Brennet, M Option Pricing: Theory & Applications. Toronto, Lexington Books.
4. Khan M.Y., Financial Services, TMH, N.Delhi.
5. Batra, G.S., Financial Services and Markets, Deep & Deep Publications, N.Delhi.  
Avadhani, V.A., Marketing of Financial Services, Himalaya Publishing House, N.Delhi.

**NOTE :**

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**WORKING CAPITAL MANAGEMENT**  
**Paper code: DER-III-FM14**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings**

1. Hampton J.J.and C.L.Wagner Working Capital Management, John Wiley & Sons.
2. Maness, T.S. and J.T.Zietlow, Short-term Financial Management, South West Pub. Co., 1993.
3. Scherr, F.C.Modern Working Capital Management, Prentice Hall, 1989.
4. Smith, Keith V. and G.W. Gallinger Readings on Short-term Financial Management, 3<sup>rd</sup> ed., West Pub. Co., 1988.
5. Bhattacharya, Hrishikesh, Working Capital Management: Strategies and Techniques, PHI, N.Delhi.
6. Srinivasan, Cash & Working Capital Management, Vikas Publishing House, New Delhi

**NOTE :**

The question paper will be set by the external examiners. The external examiner will set 8 questions in all, selecting not more than two questions from each unit. If a case study is included in the question paper then it will carry marks equivalent to two questions. The candidates will be required to attempt five questions in all, selecting atleast one question from each unit. However, in question paper(s) where any deviation is required, special instructions will be issued by the Chairman, PG Board of Studies in Management.

External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**INDUSTRIAL MARKETING**  
**Paper Code: DER-IV-MM1**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Reading :**

1. Reeder, Robert R., Brierty Edward G. & Reeder Betty H, Industrial Marketing : Analysis, Planning and Control, PHI, N.Delhi.
2. Havaladar, Krishna K., Industrial Marketing, Tata McGraw Hill Pub. Co. Ltd., N.Delhi.
3. Vitale, Business to Business Marketing, Thomson Learning, Bombay.

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External Marks : 70  
Internal Marks : 30  
Time : 3hrs.

**SERVICE MARKETING**  
**Paper Code: DER-IV-MM2**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

1. Payne, The Essence of Service Marketing, Prentice Hall of India, N.Delhi.
2. Christopher Lovelock, Service Marketing: People, Technology, Strategy, Pearson Education, N.Delhi.
3. Hoffman & Bateson, Essentials of Service Marketing, Thomson Learning, Bombay.
4. Valarie A. Zeithaml and Mary Jo Bitner, Service Marketing: Integrating Customer Focus Across the Firm, Tata McGraw Hill, N.Delhi.
5. Rampal, M.K. and Gupta, S.L., Service Marketing, Galgotia Publishing Co, N.Delhi.
6. Ravi Shanker, Services Marketing : The Indian Perspective, Excel Books, N.Delhi.
7. Jha, S.M., Services Marketing, Himalaya Publishing House, N.Delhi.

**NOTE :**

The question paper will be set by the external examiners. The external examiner will set 8 questions in all, selecting not more than two questions from each unit. If a case study is included in the question paper then it will carry marks equivalent to two questions. The candidates will be required to attempt five questions in all, selecting atleast one question from each unit. However, in question paper(s) where any deviation is required, special instructions will be issued by the Chairman, PG Board of Studies in Management.

External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

## **CONSUMER BEHAVIOUR**

### **Paper Code: DER-III-MM4**

#### **Unit-I**

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

#### **Unit-II**

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

#### **Unit-III**

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

#### **Unit-IV**

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

#### **Suggested Reading :**

1. Loudon, David. J & Della Bitta, Albert J.; Consumer Behaviour; 4<sup>th</sup> ed; Tata McGraw Hill Publishing Company Ltd., New Delhi; 2002
2. Sheth, Customer Behaviour, Thomson Learning, Bombay.
3. Roger Blackwell, Consumer Behaviour, Vikas Publishing House, New Delhi.
4. Schiffman, Leon G & Kanuk, Laslie Lazar; Consumer Behaviour; 6<sup>th</sup> ed; Prentice Hall of India Pvt. Ltd., New Delhi; 1997.
5. Gupta S.L and Sumitra Pal, Consumer Behaviour: An Indian Perspective; Sultan Chand & Sons; New Delhi 1st ed; 2001
6. Nair, Suja R; Consumer Behaviour in Indian Perspective 1st ed; Himalaya Publishing House; New Delhi; 2001.
7. Assael, Henry, Consumer Behaviour, Asian Books Pvt. Ltd., N.Delhi.
8. Hawkins, Delbeet, Best, Roger J. & Coney, Kenneth A., Consumer Behaviour : Building Marketing Strategy, TMH, N.Delhi.

#### **NOTE :**

The question paper will be set by the external examiners. The external examiner will set 8 questions in all, selecting not more than two questions from each unit. If a case study is included in the question paper then it will carry marks equivalent to two questions. The candidates will be required to attempt five questions in all, selecting atleast one question from each unit. However, in question paper(s) where any deviation is required, special instructions will be issued by the Chairman, PG Board of Studies in Management.

External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**PLANNING AND MANAGING RETAIL BUSINESS**  
**Paper Code: DER-IV-MM5**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Reading :**

1. David Gilbert, Retail Marketing Management, Pearson Education New Delhi.
2. Barry Berman and Joel R .Evans; Retail Management: A Strategic Approach, Pearson Education New Delhi.
3. Dunne, Retailing, Thomson Learning, Bombay.
4. Levy, Michael & Weitz, Barten W, Retailing Management, TMH, N.Delhi.

**NOTE :**

The question paper will be set by the external examiners. The external examiner will set 8 questions in all, selecting not more than two questions from each unit. If a case study is included in the question paper then it will carry marks equivalent to two questions. The candidates will be required to attempt five questions in all, selecting atleast one question from each unit. However, in question paper(s) where any deviation is required, special instructions will be issued by the Chairman, PG Board of Studies in Management.

External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**SALES AND DISTRIBUTION MANAGEMENT**  
**Paper Code: DER-III-MM6**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Reading :**

1. Gupta , S.L., Sales & Distribution Management, Excel Books, N.Delhi.
2. Still Richard, Cundiff Edward and Govoni Norman, Sales Management: Decisions, Strategies and Cases, Prentice Hall of India Pvt. Ltd. New Delhi.
3. Futrell, Sales Management, Thomson Learning, Bombay.
4. Rosenbloom, Bert., Marketing Channels : A Management View, The Dryden Press, Thomson Learning, Bombay.
5. Anderson, Rolph E., Professional Sales Management, McGraw Hill Publishing Co. Ltd..
6. Stern, Louis W., El-Ansary Adel J.& Coughlan Anne, Marketing channels, PHI, N.Delhi.
7. Pelton, Lou E, Strutton David & Lumpkin, James R, Marketing Channels - A Relationship Management Approach, TMH, N.Delhi.

**NOTE :**

The question paper will be set by the external examiners. The external examiner will set 8 questions in all, selecting not more than two questions from each unit. If a case study is included in the question paper then it will carry marks equivalent to two questions. The candidates will be required to attempt five questions in all, selecting atleast one question from each unit. However, in question paper(s) where any deviation is required, special instructions will be issued by the Chairman, PG Board of Studies in Management.

External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**ADVERTISING MANAGEMENT**  
**Paper Code: DER-III-MM7**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Reading :**

1. Shimp, Advertising Promotion, Thomson Learning, Bombay.
2. Belch, George E & Belch, Michael A, Advertising And Promotion: An Integrated Marketing Communication Perspective., Tata Mcgraw Hill Publishing Co.Ltd., New Delhi.
3. Wells, William D., Burnett, John, And Moriarty Sandra, Advertising: Principles And Practice, Pearson Education; New Delhi.
4. D.A. Aaker, R. Batra And J.G. Myers, Advertising Management, Prentice Hall of India, New Delhi.
5. Kazmi S.M.H. & Batra, Satish K., Advertising & Sales Promotion, Excel Books, N.Delhi.
6. Sannik, Promotion and Integrated Market Communication, Thomson Learning, Bombay.

**NOTE :**

The question paper will be set by the external examiners. The external examiner will set 8 questions in all, selecting not more than two questions from each unit. If a case study is included in the question paper then it will carry marks equivalent to two questions. The candidates will be required to attempt five questions in all, selecting atleast one question from each unit. However, in question paper(s) where any deviation is required, special instructions will be issued by the Chairman, PG Board of Studies in Management.

External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**STRATEGIC HUMAN RESOURCE MANAGEMENT**  
**Paper code –DER-III-HRD2**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

1. Greer, Charles R., Strategic Human Resource Management, Pearson Education Asia.
2. Mello, Jeffrey A, Strategic Human Resource Management, Thomson Learning.
3. Chanda, Ashok and Kabra, Shilpa, Human Resource Strategy, Response Books New Delhi.
4. Storey, John, Human Resource Management-A Critical Text, Singapore, Thomson Asia Pte. Ltd.
5. Kandula, Strategic Human Resource Development, Prentice Hall of India, New Delhi.

**NOTE :**

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

## **COMPENSATION MANAGEMENT**

**Paper code: DER-IV-HRD3**

### **Unit-I**

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

### **Unit-II**

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

### **Unit-III**

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

### **Unit-IV**

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

### **Readings**

1. Milkovich, George T and Newman J.M., Compensation, Irwin, USA.
2. Henderson, R.O., Compensation Management, Englewood Cliffs, Prentice Hall Inc.
3. Martocchio, J.J., Strategic Compensation, Englewood Cliffs, Prentice Hall Inc.
4. Armstrong, M and Murlis H, Reward Management, Kogan Page, UK.
5. Cascio, Costing Human Resource, Thomson Learning, Bombay.

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**CROSS-CULTURAL AND GLOBAL HUMAN RESOURCE MANAGEMENT**  
**Paper code: DER-IV-HRD4**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings**

1. Holt, David H., International Management-Text & Cases, Dryden Press, Thomson Learning, Bombay.
2. Dowling, P.J; Welch D.E, & Schuler, R.S., International Human Resource Management, New Delhi, Excel Books-Thomson Learning.
3. Larry E.Senn & John R.Childress, The Secret of a Winning Culture (Building High performance Teams) Prentice Hall of India(Pvt.) Ltd., New Delhi.
4. Vijay, G., Anil, K.Gupta, Anil, R., Mastering Global Business, Addison Wesley Longman (Singapore) Pte. Ltd.
5. Pulkink. Garg & Indira J.Parikh, Gross roads of Culture, Sage Publications, New Delhi.
6. Kai, S.K.Henery & Sinha, D., Management and Cultural Values, Sage Pub., New Delhi.
7. Sinha, B.P.Jai, Patterns of Work Culture, Sage Pub., New Delhi.
8. Cullen, Multinational Management, Thomson Learning, Bombay.

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The question paper will be set by the external examiners. The external examiner will set 8 questions in all, selecting not more than two questions from each unit. If a case study is included in the question paper then it will carry marks equivalent to two questions. The candidates will be required to attempt five questions in all, selecting atleast one question from each unit. However, in question paper(s) where any deviation is required, special instructions will be issued by the Chairman, PG Board of Studies in Management.

External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**MANAGEMENT OF INDUSTRIAL RELATIONS**  
**Paper code: DER-III-HRD6**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings**

1. Ramaswamy, E; Managing Human Resources, New Delhi, Oxford University Press.
2. Venkata Ratnam, C.S. and Sinha, Pravin, Trade Unions Challenges at the Deginning of 21<sup>st</sup> Century, IIRA-Excel Books, New Delhi.
3. Monappa, A., Industrial Relations, Tata McGraw Hill New Delhi.
4. Dutta, S.K., Guide to Disciplinary Action, Tata McGraw Hill, New Delhi
5. Venkataratnam, C.S., Globalization & Labour Management Relations, Response Books, New Delhi.

**NOTE :**

The question paper will be set by the external examiners. The external examiner will set 8 questions in all, selecting not more than two questions from each unit. If a case study is included in the question paper then it will carry marks equivalent to two questions. The candidates will be required to attempt five questions in all, selecting atleast one question from each unit. However, in question paper(s) where any deviation is required, special instructions will be issued by the Chairman, PG Board of Studies in Management.

External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**ORGANISATIONAL CHANGE & INTERVENTION STRATEGIES**  
**Paper code: DER-III-HRD7**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings**

1. Harigopal K., Management of Organisational Change, Response Books, N.Delhi.
2. Weiss, Organizational Behaviour and Change, Vikas Publishing House, New Delhi.
3. Ramnarayan S; Rao T.V; and Singh, Kuldeep, Organization Development-Intervention & Strategies, New Delhi, Response Books.
4. French, W & Bell c; Organization Development, New Delhi, Pearson Education, N.Delhi.
5. Prasad, Kesho, Organisational Development for Excellence, New Delhi, Macmillan Indian Ltd.
6. Carnall, Colin, Managing Change in Organisations, Prentice Hall Inc/Financial Times.
7. Burke, W.W; Organizational Development, Englewood Cliffs, Prentice Hall Inc.
8. Singh, A.K, Gupta, R.K; and Ahmod, Abad, Designing and Developing Organisations for Tomorrow, New Delhi, Response Books.
9. Cummings, Oganisational Development and Change, Thomson Learning, Bombay.
10. Greenberg, Behaviour in Organizations, Prentice Hall of India, New Delhi.

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**HUMAN RESOURCE DEVELOPMENT**  
**Paper code: DER-IV-HRD8**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings**

1. Kohli, Uddesh & Sinha, Dharui, HRD-Global Challenges and Strategies in 2000 A.D. New Delhi, ISTD
2. Maheshwari, B.L. & Sinha, Dharni P., Management of Change through HRD, New Delhi, Tata McGraw Hill
3. Silvera, D.N., HRD: The Indian Experience, Delhi New India
4. Dayal, Ishwar, Designing HRD Systems, New Delhi, Concepts
5. Nair & Rao, Excellence Through HRD, New Delhi, Tata McGraw Hill
6. Virmani, B.R. & Rao, Kala, Economic Restructuring, Technology Transfer and HRD, Response Books, New Delhi.
7. Dessimone, Human Resource Management, Thomson Learning, Bombay.

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External Marks : 50  
Practical Marks : 50  
Time : 3 hrs.

**OBJECT-ORIENTED ANALYSIS & DESIGN USING IN C++**  
**Paper code: DER-IV-IT1**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

Lab: Programming in C++ on above defined syllabus

**Suggested Readings:**

1. Samanta, Object Oriented Programming with C++, Prentice Hall of India, N.Delhi.
2. Deitel and Deitel , C ++How to Program, Pearson Education, N.Delhi.
3. Wang, Standard C++ with Object Oriented Programming, Vikas Publishing House, New Delhi
4. Sanghvi, H. Programming with Visual C++, Vikas Publishing House, New Delhi
5. Garry Bronson, A first Book of Visual C++, Vikas Publishing House, New Delhi
6. Littvin, Programming in C++, Vikas Publishing House, New Delhi
7. Lawlor, The Act of Programming Computer Science with c++, Vikas Publishing House, New Delhi
8. Robert Lafore, Turbo C++, Galgotia Publications, N.Delhi.
9. Booch , OOAD, Add Wesley
10. Stroustrup , C++ , Addison Wesley
11. Rumbagh, OOPS, PHI, N.Delhi.
12. Balaguruswamy , OOPS with C++, TMH, N.Delhi.
13. Al Kelly & Ira Pohl , A Book on C, , Pearson Education, N.Delhi.
14. Herbert Schildt, C++ The complete Reference, TMH, N.Delhi.
15. Satzinger, Object Oriented Analysis and Design, Thomson Learning, Bombay.
16. Farrell, OOP and C++, Thomson Learning, Bombay.

**NOTE :**

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External Marks : 50  
Practical Marks : 50  
Time : 3 hrs.

## **PROGRAMMING IN JAVA**

### **Paper code: DER-IV-IT3**

#### **Unit-I**

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

#### **Unit-II**

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

#### **Unit-III**

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

#### **Unit-IV**

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

Lab: Java Programming and Internet Surfing.

#### **Suggested Readings:**

1. Russell, Java Programming for the Absolute Beginner, Prentice Hall of India, N.Delhi.
2. Wigglesworth, Advanced Programming in Java, Thomson Learning, Bombay.
3. Slack, Problem Solving in Java, Thomson Learning, Bombay.
4. Deitel and Deitel, JAVA How to Program, Pearson Education,
5. Weber, Special Edition Using Java 2 Platform, Prentice Hall of India, N.Delhi.
6. Laing, An Introduction to Java Programming, Prentice Hall of India, N.Delhi.
7. Decker, Programming Java, Vikas Publishing House, New Delhi
8. E.Balagurswamy, Programming in JAVA, TMH, N.Delhi.
9. Patrick Naughton, JAVA Complete Reference, TMH, N.Delhi.
10. Herbert Schildt, JAVA Complete Reference, TMH, N.Delhi

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## **DATA BASE MANAGEMENT SYSTEM**

### **Paper code: DER-IV-IT4**

#### **Unit-I**

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

#### **Unit-II**

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

#### **Unit-III**

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

#### **Unit-IV**

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

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

#### **Suggested Readings:**

1. Rob, Database System, Thomson Learning, Bombay.
2. Martin, Principle of Data Base Management, Prentice Hall of India, N.Delhi.
3. Paneerselvam, Data Base Management Systems, Prentice Hall of India, N.Delhi.
4. Hansen & Hansen, Data Base Management and Design, Prentice Hall of India, N.Delhi.
5. Abraham, Korth, Data Base System concepts, McGraw Hill.
6. Leon & Leon, Data Base Management System, Vikas Publishing House, New Delhi
7. Pratt, Concept of Data Base Management, Thomson Learning, Vikas Publishing House, New Delhi
8. Navathe, Fundamental of Database system, Addison Wesley
9. Date, C.J., Introduction to Database System, Addison Wesley.
10. Fred R. McFadden, Jeffrey A. Hoffer & Marry B. Prescott, Modern Data Base Management, Pearson Education, N.Delhi.

#### **NOTE :**

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External Marks : 50  
Practical Marks : 50  
Time : 3 hrs.

## **MULTIMEDIA AND WEB DEVELOPMENT**

### **Paper code: DER-III-IT5**

#### **Unit-I**

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

#### **Unit-II**

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

#### **Unit-III**

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

#### **Unit-IV**

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

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

#### **Suggested Readings:**

1. Villamil and Molina, Multimedia: An Introduction, Prentice-Hall of India
2. Shuman, Multimedia in Action, Vikas Publishing House, New Delhi
3. Senclair, Multimedia on the PC, BPB Publications.
4. Bufford, Multimedia Systems, Addison Wesley
5. Rosch, Multimedia Bible, Sams Publishing
6. Powell, Web Design The Complete Reference, Tata McGraw Hill, N.Delhi.
7. Vaughan, Multimedia Making IT Work, Tata McGraw Hill, 2001.

#### **NOTE :**

The question paper will be set by the external examiners. The external examiner will set 8 questions in all, selecting not more than two questions from each unit. If a case study is included in the question paper then it will carry marks equivalent to two questions. The candidates will be required to attempt five questions in all, selecting atleast one question from each unit. However, in question paper(s) where any deviation is required, special instructions will be issued by the Chairman, PG Board of Studies in Management.

External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

## **SOFTWARE ENGINEERING**

### **Paper code: DER-III-IT7**

#### **Unit-I**

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

#### **Unit-II**

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

#### **Unit-III**

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

#### **Unit-IV**

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

#### **Suggested Readings :**

1. Rajib Mali, Fundamentals of Software Engineering, Prentice Hall of India, N.Delhi.
2. Ghezzi, Fundamentals of Software Engineering, Prentice Hall of India, N.Delhi.
3. Pressman , Software Engineering: A Practitioner's Approach, Mc Graw Hill
4. Jalote, An Integrated Approach to Software Engineering, IMH.
5. Leon & Leon, Software Engineering, Vikas Publishing House, New Delhi
6. Menachem, Software Quality, Vikas Publishing House, New Delhi
7. Sommerville, Software Engineering, Addison Wesley.
8. Fenton & Pfleger, Software Metrics, Thomson Learning, Bombay

#### **NOTE :**

The question paper will be set by the external examiners. The external examiner will set 8 questions in all, selecting not more than two questions from each unit. If a case study is included in the question paper then it will carry marks equivalent to two questions. The candidates will be required to attempt five questions in all, selecting atleast one question from each unit. However, in question paper(s) where any deviation is required, special instructions will be issued by the Chairman, PG Board of Studies in Management.

External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**SYSTEM ANALYSIS AND DESIGN**  
**Paper code: DER-III-IT10**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

1. Awad, Elias M. Systems Analysis and Design, Prentice Hall of India, New Delhi.
2. Sharma A.K. Analysis, Design & Implementation of Information System, Vikas Publishing House, New Delhi
3. Satzinger, System Analysis and Design, Thomson Learning, Bombay.
4. Coad, Peter and Edward, Yourdon. Object-Oriented Analysis. 2<sup>nd</sup> ed., Englewood Cliff, New Jersey, Yourdon Press.
5. Hawryszkiewycz, I T. Introduction to Systems Analysis and Design. 2<sup>nd</sup> ed., New Delhi, Prentice Hall of India.
6. Marco, T.d. Structured Analysis & System Specification, New Delhi. Yourdon Press.
7. Rajaraman, V. Analysis and Design of Information Systems. New Delhi, Prentice Hall of India.
8. Van Over, David. Foundations of Business Systems. Fort Worth, Dryden Press.
9. Whitten, J L. System Analysis and Design Methods. New Delhi, Galgotia.

**NOTE :**

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**PURCHASING & MATERIALS MANAGEMENT**  
**Paper code: DER-III-POM1**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

1. Dobler & Burt, Purchasing & Supply Management : Text & Cases, Tata McGraw Hill Publishing Company Ltd., New Delhi.
2. Nair, Purchasing and Material Management, Vikas Publishing House, New Delhi.
3. Gopal Krishnan, P., Handbook of Materials Management, Prentice Hall of India Pvt. Ltd., New Delhi.
4. Gopalakrishnan, P. & Sundarshan, M, Materials Management : An Integrated Approach, Prentice Hall of India Pvt. Ltd., New Delhi.

**NOTE :**

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

## **TOTAL QUALITY MANAGEMENT**

### **Paper code: DER-III-POM2**

#### **Unit-I**

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

#### **Unit-II**

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

#### **Unit-III**

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

#### **Unit-IV**

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

#### **Suggested Readings:**

1. Smith, Quality Problem Solving, Prentice Hall of India, N.Delhi.
2. Hansen, Ghare, Quality Control & Application, Prentice Hall of India, N.Delhi.
3. Logothtia, Managing for Total Quality from Demming to Taguchi, Prentice Hall of India, N.Delhi.
4. Besterfield, Dale H. Et Al, Total Quality Management, Addison Wesley Longman Singapore Pte. Ltd., New Delhi.
5. Evans, James R & Dean, James C., Total Quality: Management Organization and Strategy, Excel Books.

#### **NOTE :**

The question paper will be set by the external examiners. The external examiner will set 8 questions in all, selecting not more than two questions from each unit. If a case study is included in the question paper then it will carry marks equivalent to two questions. The candidates will be required to attempt five questions in all, selecting atleast one question from each unit. However, in question paper(s) where any deviation is required, special instructions will be issued by the Chairman, PG Board of Studies in Management.

External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**PRODUCTION PLANNING & CONTROL**  
**Paper code: DER-III-POM3**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

1. Narsimhan, S.L., Mcleavy, D.W. & Billington, P.J., Production Planning and Inventory control, PHI, New Delhi.

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**LOGISTICS MANAGEMENT**  
**Paper code: DER-IV-POM4**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings :**

1. Bowersox, Donald J. & Closs David J, Logistical Management : The Integrated Supply Chain Process, Tata McGraw Hill Publishing Company Ltd., New Delhi.
2. David Taylor, Manufacturing Operations & Supply Chain Management, Vikas Publishing House, New Delhi.
3. Weele, Purchasing and Supply Chain Management, Vikas Publishing House, New Delhi.
4. Khanna K.K., Physical Distribution Management : Logistical Approach, Himalaya Publishing House, N.Delhi,
5. Christopher, Martin, Logistics & Supply Chain Management ; Strategies for Reducing Cost and Improving Service, Addison Wesley Longman, New Delhi.
6. Chopra, Sunil & Meindl Peter, Supply Chain Management: Strategy, Planning & Operation, Pearson Education, New Delhi.

**NOTE :**

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**INDUSTRIAL ENGINEERING**  
**Paper code: DER-IV-POM5**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings :**

1. I.L.O. Ganeva - Introduction to Work Study.
2. Gernes, R.H., Motion and Time Study, John Wiley and Sons, New York.

**NOTE :**

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**SERVICE OPERATIONS MANAGEMENT**  
**Paper code: DER-IV-POM7**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

1. Fitzsimmons, James A. & Fitzsimmons, Mona J., Service Management: Operations, Strategy and Information Technology, McGraw Hill Publishing Company Limited, New Delhi.

**NOTE :**

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**INTERNATIONAL TRADE THEORY AND POLICY**  
**Paper Code: DER-III-IB1**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

1. Carbraugh, International Economics, Thomson Learning, Bombay.
2. Bo Sodersten, International Economics, Macmillan, London.
3. D. Salvatore, Theory And Problems of International Economics, McgGraw-Hill, NY.
4. H. Robert Heller, International Trade, Prentice Hall of India, New Delhi.
5. A.M. Rugman And R.D. Hodgetts, International Business:A Strategic Management Approach, Mcgraw-Hill, NY.

**NOTE :**

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**INTERNATIONAL MARKETING**  
**Paper Code: DER-III-IB2**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

1. Oak Onkvisit And J.J. Shaw, International Marketing, Prentice Hall of India, New Delhi.
2. Jain, International Marketing, Thomson Learning, Asian Books, Bombay.
3. P.R. Eateora, International Marketing, Irwin, Chicago.
4. S.J. Paliwoda And M.J. Thomas, International Marketing, Butter Worth-Heinemann, Oxford.
5. S. Majaro, International Marketing, A Strategic Approach To World Markets, George Allen And Unwin, London.
6. Tarpestra, International Marketing, Thomson Learning, Bombay.

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**FOREIGN EXCHANGE MANAGEMENT**  
**Paper Code: DER-III-IB3**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

1. Paul Einzip, A Textbook On Foreign Exchange.
2. Maurice D. Levi, International Finance, Mcgraw Hill, NY.
3. Buckley, Multinational Finance, Prentice Hall of India, New Delhi.
4. Paul Roth, Mastering Foreign Exchange and Money Markets, Pitman, London.

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**EXPORT IMPORT PROCEDURES AND DOCUMENTATION**  
**Paper Code: DER-IV-IB4**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

1. M.D. Jitendra, Export Procedures and Documentation, Rajat Publications, Delhi.
2. Pervin Wadia, Export Markets And Foreign Trade Management, Kanishka Publications, New Delhi.
3. Nabhi's Exporters Manual and Documentation.
4. Nabhi's New Import-Export Policy Procedures.

**NOTE :**

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External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**INTERNATIONAL STRATEGIC MANAGEMENT**  
**Paper Code: DER-IV-IB5**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

1. Dunning, JH (1988) Explaining International Production, Harper Collins, London.
2. Garpand, J. And Farmer, R.N., International Permissions of Business Policy and Strategy, Kent Publishing Co., Boston, Massachusetts.
3. Ansoff, H.I., Corporate Strategy, Mcgraw Hill, London.
4. Porter, M.E., Competitive Strategy, Free Press, NY.

**NOTE :**

The question paper will be set by the external examiners. The external examiner will set 8 questions in all, selecting not more than two questions from each unit. If a case study is included in the question paper then it will carry marks equivalent to two questions. The candidates will be required to attempt five questions in all, selecting atleast one question from each unit. However, in question paper(s) where any deviation is required, special instructions will be issued by the Chairman, PG Board of Studies in Management.

External Marks : 70  
Internal Marks : 30  
Time : 3 hrs.

**INTERNATIONAL FINANCIAL MANAGEMENT**  
**Paper Code: DER-IV-IB6**

**Unit-I**

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

**Unit-II**

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

**Unit-III**

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

**Unit-IV**

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

**Suggested Readings:**

1. Maurice D. Levi, International Finance, McGraw-Hill, NY.
2. A. Buckley, Multinational Finance, Prentice-Hall of India, New Delhi.
3. A.C. Shapro, Multinational Financial Management, Prentice-Hall, N Delhi.
4. P.G. Apte, International Financial Management, TATA McGraw-Hills, N.Delhi.
5. Madura, International Financial Management, Thomson Learning, Bombay.
6. Butler, Multinational Finance, Thomson Learning, Bombay.

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