

Syllabus for Master of Business Administration (MBA)

Semester: I - IV

Session 2023-24



Directorate of Online Studies Guru Nanak Dev University

(ESTABLISHED UNDER STATE LEGISLATURE ACT NO. 21 OF 1969)

Accredited by National Assessment and Accreditation Council (NAAC) At 'A++' Grade (Highest Level) As Per Modified Criteria Notified On 27/07/2017 And Conferred 'University with Potential for Excellence' Status and 'Category-I University' As Per University Grants Commission (F. No. 1-8-2017/(CPP-II) Dated 12/02/2018)



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Note:

- (i) Copy rights are reserved. Nobody is allowed to print it in any form. Defaulters will be prosecuted.
- (ii) The syllabi are subject to change therefore, visit the website from time to time to keep yourself updated.
- (iii) This is a new syllabus applicable from the session 2023-24 for students admitted in 1st Semester in July 2023 and the syllabus for previous batches may please refer to the old syllabus for the session 2021-22 and 2022-23 depending upon the date of admission

**MASTER OF BUSINESS ADMINISTRATION (SEMESTER SYSTEM) under Directorate of
Online Studies, Guru Nanak Dev University, Amritsar**

Eligibility:

Bachelor/Master Degree in any discipline or equivalent examination with 50% marks in aggregate.

SEMESTER I:

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
OLMBA141T	Principles of Management and Organizational Behaviour	30	70	100	4
OLMBA142T	Business Environment	30	70	100	4
OLMBA143T	Business Economics and Statistics	30	70	100	4
OLMBA144T	Production and Operations Management	30	70	100	4
OLMBA145 S	Seminar-I	-	100	100	4
OLMBA146T	Business Communication and Personality Development	30	70	100	4
Total Marks and Credits		150	450	600	24

SEMESTER II:

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End Term	Total	
OLMBA241T	Accounting and Business Finance	30	70	100	4
OLMBA242T	Marketing Management	30	70	100	4
OLMBA243T	Human Resource Management	30	70	100	4
OLMBA244T	Business Research Methods	30	70	100	4
OLMBA245S	Seminar-II	-	100	100	4
OLMBA246T	Accounting for Management	30	70	100	4
Total Marks and Credits		150	450	600	24

SEMESTER III:

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
OLMBA341T	Entrepreneurship Development and Project Planning	30	70	100	4
OLMBA342T	Corporate Law and Administration	30	70	100	4
OLMBA349S	Seminar -III	-	100	100	4
Student can opt for any one of the following groups, each having two papers:					
Group A:	Finance				
OLMBA343T	Management Control Systems	30	70	100	4
OLMBA344T	Capital Markets and Investment Management	30	70	100	4
Group B:	Marketing				
OLMBA345T	Consumer Behaviour	30	70	100	4
OLMBA346T	Marketing Research	30	70	100	4
Group C:	Human Resource				
OLMBA347T	Organisational Change and Development	30	70	100	4
OLMBA348T	Labour Legislations and Social Security	30	70	100	4
Total Marks and Credits		180	520	700	20

SEMESTER IV:

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
OLMBA441T	Strategic Management	30	70	100	4
OLMBA442T	International Business	30	70	100	4
OLMBA449S	Seminar -IV	-	100	100	4
Student can opt for any one of the following groups, each having three papers:					
Group A:	Finance				
OLMBA443T	International Financial Management	30	70	100	4
OLMBA444T	Financial Markets and Financial Services	30	70	100	4
OLMBA450T	Corporate Tax Law and Planning	30	70	100	4
Group B:	Marketing				
OLMBA445T	Advertising and Sales Management	30	70	100	4
OLMBA446T	Brand and Retail Management	30	70	100	4
OLMBA451T	Services Marketing	30	70	100	4
Group C:	Human Resource				
OLMBA447T	International Human Resource Management	30	70	100	4
OLMBA448T	Industrial Relations	30	70	100	4
OLMBA452T	Managerial Competencies and Career Development	30	70	100	4
Total Marks and Credits		150	450	600	24

OLMBA - 141T: Principles of Management and Organizational Behaviour

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section A

Concept and nature of management; Management as profession; Universality of management; applying management theory in practice; effective management. Taylor and scientific management; Fayol's administrative management and principles. Management process and skills: nature of management process; Functions at various levels of Management; Functional areas of management; Management skills

Section – B

Fundamentals of Planning: Concept of planning; Types of plans; Management by Objectives

Decision Making: Concept of decision and decision making; problem solving

Fundamentals of organising: Concept of organisation and organising; factors affecting organisation structure; Forms of organisation structure: line organisation structure; line and staff organisation structure; functional organisation structure, divisional organisation structure, project organisation structure, matrix organisation structure, team based organisation.

Authority and Responsibility: Concept; delegation of authority; centralisation and decentralisation.

Section – C

Fundamentals of Staffing and Directing: Concept; Manpower planning; Direction and supervision

Communication: Concept; Communication process; communication symbols; communication network; barriers in communication.

Coordination: Types and techniques

Fundamentals of controlling: Concept; controlling and management by exception; design of effective control system.

Section – D

Managing Organisational Behaviour: Introduction; Emerging Issues in Organisational Behaviour; Framework of Organisational behaviour; Managing Organisational Misbehaviour

Learning: Importance of Learning; Barriers to Learning.

Managing Group Dynamics: Introduction; Types of groups; Functions of groups

Managing Conflicts: Introduction; attitude towards conflict

Recommended Books:

1. L.M Prasad “Principles and Practice of Management”, Latest Edition, Sultan Chand & Sons
2. Kavita Singh “Organisational Behaviour”, Latest Edition, Pearson Publication, New Delhi

Suggested Readings:

1. Harold Koontz, and Heinz Weihrich, Essentials of Management: An International Perspective, New Delhi, McGraw-Hill, 2010.
2. Richard L Daft, The New Era of Management, New Delhi, Thomson, 2007.
3. Jon L Pierce and Donald G Gardner, Management and Organizational Behaviour, New Delhi, Thomson, 2007.
4. Stephen P Robbins, Mary Coulter and Neharika Vohra, Management, New Delhi, Pearsons, 2011
5. Sekaran,Uma, Organizational Behaviour: Text and Cases, New Delhi, Tata McGraw Hill, 2007.
6. <http://swayam.gov.in/>
7. <http://edx.org> formerly <http://mooc.org/>
8. <http://epgp.inflibnet.ac.in/>

OLMBA - 142T: Business Environment

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section A

Introduction of Business environment: Types of environment; internal environment; external environment; micro environment; macro environment; Competitive structure of industries competitor's analysis; environmental analysis.

Economic Environment: Nature of the economy; structure of the economy; economic policies; economic conditions.

Political and Government environment: Functions of State; economic roles of government; government and legal environment; economic roles of government in India; the constitutional environment.

Section – B

Natural environment; Technological environment; innovation; technological leadership and followership; technology and competitive advantage.

Social Responsibility of Business: Classical and contemporary views; social orientation of business; factors affecting social orientation; responsibilities to different sections; the Indian Situation.

Consumer Rights; exploitation of consumers; consumerism; consumer protection; consumer protection and consumerism in India; introduction to Consumer Protection Act

Section – C

Privatisation and Disinvestment: Expansion of public sector and its defects; privatisation reaction; ways of privatisation; obstacles; conditions for success of privatisation; benefits of privatisation; arguments against privatisation; pitfalls of privatisation.

Company Law in India- A brief note; objectives of Companies Act, 2013; classification of Companies; Incorporation of company; MOA; AOA.

Section – D

Monetary policy; measures of money stock; monetary policy and money supply; instruments of monetary policy; fiscal policy.

Planning in India: NITI AAYOG- Introduction and its functions

Globalisation of world economy; globalisation of business; features of current globalisation; globalisation stages; essential conditions for globalisation; foreign market entry strategies; pros and cons of globalisation; policy options; globalisation of Indian business.

Recommended Books

1. Francis Cherunilam, Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.

Suggested Readings:

1. V. K. Puri & S. K. Misra, Economic Environment of Business, Latest Edition, Himalaya Publishing House, New Delhi.

2. A.C. Fernando, Business Environment, Latest Edition, Pearson Publication, New Delhi.

3. V. Neelamegam, Business Environment, Latest Edition, Vrinda Publications, Delhi.

4. K Ashwathappa, Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.

5. <http://swayam.gov.in/>

6. <http://edx.org/> formerly <http://mooc.org/>

7. <http://epgp.inflibnet.ac.in/>

OLMBA - 143T: Business Economics and Statistics

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section A

Theory of Demand: Meaning; Law of demand; determinants of demand; Extension and contraction of demand; Increase and decrease of demand

Elasticity of demand: Meaning of Price Elasticity of demand; Degree and Measurement of Price elasticity of demand; Factors determining the price elasticity of demand; Income elasticity of demand; Cross elasticity of demand.

Utility Analysis: Meaning; Concept; relation between Total utility and Marginal utility; Law of diminishing marginal utility; Law of Equi-Marginal utility.

Section – B

Indifference curve Analysis: Meaning; Law of Diminishing marginal rate of substitution; properties of Indifference curve(IC).

Concept of revenue: Meaning; concepts; Relation between Total, Average and Marginal Revenue.

Theory of production: production function, Law of variable proportion; law of diminishing returns; law of increasing returns; law of constant returns; law of returns to scale; internal and external economies, internal and external diseconomies.

Types of Markets: Perfect, Monopoly and Monopolistic Competition (Introduction and difference).

Section – C

Measures of Central Tendency: Mean, Median, Mode

Measures of Dispersion: Standard deviation and Coefficient of Variation.

Index Numbers: Meaning and importance, Methods of construction of Index

Numbers: Weighted and unweighted; Simple Aggregative Method, Simple Average of Price Relative Method, Weighted index method: Laspeyre's method, Pasche's method and Fisher's method.

Section – D

Correlation analysis: Simple correlation between two variables (Grouped and Ungrouped data), Rank correlation.

Regression; Simple Regression analysis

Theory of Probability: Meaning of probability; Addition and Multiplication theorems of probability

Recommended Books:

1. T.R. Jain and O.P. Khanna “Managerial Economics”, Latest Edition, V K Publications
2. T.R. Jain & S.C. Aggarwal “Statistics”, Latest Edition, V K Publications

Suggested Readings:

1. Levin, Richard and David S Rubin :Statistics for Management, Prentice Hall, Delhi.
2. Levin and Brevson, Business Statistics, Pearson Education, New Delhi.
3. Anderson, Sweeney and Williams: Statistics for Business and Economics, Thompson, New Delhi.
4. Peterson and Lewis, Managerial Economics, 4th Edition, Prentice Hall of India Pvt. Ltd., New Delhi.
5. Shapiro, Macro Economics, Galgotia Publications.
6. H. L Ahuja Advanced Economic Analysis, S. Chand & Co. Ltd, New Delhi.
7. <http://swayam.gov.in/>
8. <http://edx.org> formerly <http://mooc.org/>
9. <http://epgp.inflibnet.ac.in/>

OLMBA - 144T: Production and Operations Management

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section A

Production and Operations management: Introduction; Operations Strategy; Scope of Operations Management; Materials Management in production system; Operations management: historical background. Facilities Planning: Process Selection.

Facilities Planning: Location- Factors affecting location; Government control on location of industries.

Section – B

Facilities layout and Material handling: material handling systems. Capacity Planning.

Work design: Introduction, Job Design: Introduction

Production Planning and control: Introduction; Meaning; Procedure.

Section – C

Planning and control of projects: Project Management: Stages in project management; PERT and CPM

Managing Quality: Quality; Relationship between quality and cost

Section – D

Supply Chain Management: Outsourcing; fundamentals of purchasing; Sources of supply: vendor selection and rating; buyer seller negotiations; pricing decisions; purchase timing decisions.

Inventory Management: Independent demand inventory- Concept; Types of Inventory Costs; Classifying Models; EOQ; Safety or Buffer stock; ABC Analysis; Just In Time; KANBAN

Recommended Books:

1. S.A. Chunawalla & D.R. Patel “Production and operations management”, Latest Edition, Himalaya Publishing House

Suggested Readings

1. Operations Management Theory & Practice, B. Mahadevan, Pearson Education.
2. Production & Operations Management, Kanishka Bedi, Oxford Higher Education.
3. Operations Management Processes & Value Chains, L.J. Krajewski & L.P. Ritzman, Pearson Education.
4. Production Operation Management, B.S. Goel.
5. <http://swayam.gov.in/>
6. <http://edx.org/> formerly <http://mooc.org/>
7. <http://epgp.inflibnet.ac.in/>

OLMBA – 145S: Seminar-I

Max. Marks: 100 Marks

Internal Assessment: 0 Mark

End Term: 100 Marks

OLMBA - 146T: Business Communication & Personality Development

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

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2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section A

Introduction to Business Communication:-

Effective Communication, Goals of Communication, One-way and Two-way Communication, Directions of Communication, Channels of Communication, Methods of Communication, Lines of Communication, Communication Networks, New Communication Media, Verbal and Non-Verbal Communication, The Grapevine, Miscommunication and Communication Failures, Barriers to Communication, Communication Breakdown: Seven Cardinal Mistakes Managers Make Communication Barriers and Technology, Facilitating Effective Communications, Communication Strategy.

Communicating in a Diverse Work Environment:- Introduction, Culture- Hierarchy and Status, Team Versus Individualism, Punctuality, Technology, Cultural Contexts, Concepts of Culture

Section B

International Communication- Direct versus Indirect Communication, Accents and Fluency, Chain of Command, Physical Aspects, Non-Verbal Communication, Intercultural Communication and the Workplace- Cultural Conflicts, Resolving Cultural Conflicts, Working Your Way Out of Challenges.

Interpersonal Communication: - Defining Interpersonal Communication, An Evolving Model for Interpersonal Communication, Principles of Interpersonal Communication and Barriers to Interpersonal Communication.

Relational Development:- The Role of Interpersonal Semantics- The Open Area or the Arena, The Blind Area, The Facade, The Unknown Area; Managerial Implications of the Johari Window, Johari Window, Tuckman Model, and Team Development- Forming, Storming, Norming, Performing; Emotional Intelligence, Getting Along with Others, Interpersonal Communication Styles, Interpersonal Communication Under Stress- Fight or Flight, Bases for Selecting a Conflict Communication Mode, Conflict Resolution and Communication, Being Assertive.

Section C

Analysing Transactions: The Units of Communication:- Introduction, The Role of Intonation, Strokes, The Three Ego States, Analysing Transactions- Complementary Transactions, Crossed Transaction, Duplex or Ulterior Transactions; Transactional Analysis and Business, How to

Manage Conversations, Structural Analysis, Understanding Ego States- Child State, Parent State, Adult State, Certain Habits of Ineffective Conversationalists.

Business Meetings: Meetings: Definition and Types- Skip Level Meetings, Stand-up Meetings or the Daily Scrum, Performance Appraisal Meetings, Annual General Meetings, Key Attributes of a Productive Meeting, A Tentative Model of Process of Meeting, Meeting Etiquette, Do's and Don'ts, Handling Disruptions in Meetings- Side Talkers, Ramblers, Aggressors, Opponents, Wallflowers; The Agenda and Minutes of a Meeting, Challenges Before Managers.

Section D

Preparing and Delivering Presentations:- Introduction and Importance of Presentations, Types of Presentations, Common Problems with Presentations, The Central Tenets of Presentations, Qualities of an Effective Presenter, Presentation Strategies- Purpose, Audience, Context, Technique; Preparation and Delivery- Collecting Information, Organizing Information, Structure of a Presentation; Opening, Closing, and Sustaining the Presentation, Getting Ready to Deliver a Presentation- Delivering Outline, Stage Fright and Speech Anxiety, How to Deal with Stage Fright Successfully, An Ideal Presenter, Body Language and Presentations, Visual Cues, Vocal and Verbal Enhancements in a Presentation, Handling Questions, Preparing Visual Aids.

Employment Communication:- Introduction, Networking, Correspondence Related to Recruitment-The Cover Letter and Resume, Other Types of Job Correspondence, Preparing & Writing a Resume, Resume Formats, List of Do's & Don'ts, Scannable Resumes and Resumes Sent by E-mail, E-mailing Resumes. **Group Discussions-** Knowledge, Communication Skills, Team Dynamics, Leadership Skills, Classification of Group Discussions, Evaluating Group Discussions, Real-Life Scenarios: Lessons to be Learnt.

The Job Interview Process- Types of Interviews, Preparing for an Interview, Special Techniques for Facing Different Kinds of Interviews.

Suggested Readings:-

1. Mehra, Payal, "Business Communication for Managers", Pearson Education, New Delhi.
2. Penrose, Rasberry and Myers, "Business Communication for Managers- An Advanced Approach", Cengage Learning, New Delhi.
3. Murphy, Hildebrandt and Thomas, "Effective Business Communication", Tata McGraw-Hill, New Delhi.
4. Chaturvedi and Chaturvedi, "Business Communication: Concepts, Cases and Applications", Pearson Education, New Delhi.
5. Raman, Meenakshi and Singh Parkash "Business Communication", Oxford University Press, New Delhi.

OLMBA - 241T: Accounting and Business Finance

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section A

Introduction to Accounting: Relationship and difference between Accountancy, Accounting and Book Keeping; Accounting Cycle; Users of Accounting Information and their Needs; Advantages and Limitation of Accounting; Basic Accounting terminology; Double entry system of Book keeping; Accrual basis and Cash basis of Accounting; Basic Assumptions and Principles of Accounting; Accounting Equation: Meaning; Procedure for developing an Accounting Equation

Section – B

Journalising, Posting and Balancing: Meaning of an Account; Meaning and Rules of Debit and Credit; Journalizing; Ledger; Trial Balance.

Financial statement: Meaning; Usefulness; Elements of Financial Statements; Recognition of Assets, Liabilities, Income and Expenses; Preparation of Financial Statements (without adjustments): Trading Account; Profit and Loss Account; Balance Sheet.

Section – C

Analysis of Financial Statements: Financial ratios-liquidity, turnover, profitability, leverage ratios; Du Pont Analysis.

Capital Budgeting process; Project classification; Investment criteria; Techniques of Capital Budgeting: Net present value; Benefit-cost ratio; Internal Rate of Return; Payback period; Accounting Rate of return; investment appraisal in practice.

Section – D

Sources of Long term Finance: equity capital; internal accruals, preference capital; terms loans; debentures.

Working Capital policy: factors influencing working capital requirement; level of current assets; current assets financing policy; operating cycle and cash cycle.

Recommended Books:

1. P.C.Tulsian, "Financial Accounting", Latest Edition, Pearson Education
2. Prasanna Chandra, "Financial Management", Latest Edition, McGraw Hill Education

Suggested Books:

1. Bhattacharya, S.K. and John Dearden, "Accounting for Management-Text and Cases", Vikas Publishing House.
2. Lele RK. And Jawahar Lal, "Accounting Theory", Himalaya Publishers.
3. Porwal, L.S. "Accounting Theory", Tata McGraw Hill.
4. Horngren, Charles T., Gary L. Sundem and William O. Stratton, "Introduction to Management Accounting", Pearson Education Asia.
5. Sharma, Subhash and M.P. Vithal, "Financial Accounting for Management Text and Cases", McMillan.
6. I M Pandey, "Financial Management" Vikas Publications
7. <http://swayam.gov.in/>
8. <http://edx.org/> formerly <http://mooc.org/>
9. <http://epgp.inflibnet.ac.in/>

OLMBA - 242T: Marketing Management

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section A

Meaning of Marketing; Importance and Scope of Marketing; Concepts of Marketing Activities.

Component of a Modern Marketing Information System; Internal Records and Marketing Intelligence; Analysing the Macroenvironment; The Demographic Environment

The Marketing Research System; The Marketing Research Process; Forecasting and Demand Measurement

Section – B

Customer Relationship Management; Attracting, retaining and growing customers. Factors Influencing Consumer Behaviour; The Buying decision process- The Five Stages Model

Levels of Market Segmentation; Segmenting Consumer Markets; Market Targeting. Developing and Communicating a Positioning Strategy; Differentiation Strategies; Product Life-Cycle Marketing Strategies.

Section – C

Understanding Pricing; Setting the Price; Adapting the Price

Marketing Channels and Value Networks; Channel- Design Decisions; Channel- Management Decisions; E-Commerce Marketing Practices

Section – D

Role of Marketing Communications; Developing Effective Communications; Developing and Managing an Advertising Program; Deciding on Media and Measuring Effectiveness; Sales Promotion
Direct Marketing; Managing the sales force

Recommended Books:

1. Philip Kotler and Kevin Lane Keller, “Marketing Management”, Latest Edition, Pearson

Suggested Books:

1. Rama swamy, V.S. and Nama kumari, S., Marketing Management: Global Perspective, Indian Context, 4th edition, Mac Millan.
2. Kurtz, David L. and Boone, Louis E. , Principles of Marketing, Thomson South-Western, 12th edition.
3. Enis, B. M., Marketing Classics: A Selection of Influential Articles, New York, McGraw-Hill, 1991.
4. Saxena, Rajan, Marketing Management, Tata McGraw-Hill, New Delhi, 2006.
5. <http://swayam.gov.in/>
6. <http://edx.org> formerly <http://mooc.org/>
7. <http://epgp.inflibnet.ac.in/>

OLMBA - 243T: Human Resource Management

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section A

Understanding the Nature and Scope of Human Resource Management: Nature of HRM; HRM Functions and Objectives; Organisation for HR Department; Personnel Policies and Principles; Skills for HR Professionals; Jobs and Careers in HRM

Analysis of Work, Designing Jobs and Job Evaluation: Nature of Job Analysis; The process of Job Analysis; Job Design; factors affecting Job Design; Job Design Approaches; Job evaluation; Job evaluation process; Methods of Job evaluation.

Section – B

Recruitment: Purpose and Importance; Recruitment Process.

Selecting Right Talent: Selection as a source of Competitive Advantage; Selection Process; Barriers of Effective Selection; Making Selection Effective.

Training and Development, Career Management and Talent Management: Nature of Training and Development; The Training Process; Career Development.

Section – C

Appraising and Managing Performance: Nature of performance appraisal; appraisal process; Challenges of performance appraisal.

Compensation Management: Importance of an Ideal Compensation System; factors Influencing Employee Compensation; devising a Compensation Plan; Challenges of Compensation.

Section – D

A Safety and Healthy Environment: Safety; Types of accidents; Safety Programme; ISO Safety Standards; Managing Ethical Issues in Human Resource Management

Contemporary Challenges in Human Resource Management: Outsourcing HR Activities; BPO and Call Centres; Managing Diversity; Globalisation

Recommended Books:

1. K Aswathappa, “Human Resource Management: Text and Cases”, Latest edition, McGraw Hill Education

Suggested Readings:

1. Dessler, Gary, “Human Resource Management”, New Delhi, Pearson Education Asia.

2. Durai, Pravin, “Human Resource Management”, New Delhi, Pearson.

3. Noe, Raymond A., Hollenbeck, John R, Gerhart, Barry, Wright, Patrick M., “Human Resource Management: Gaining a Competitive Advantage,” New Delhi, McGraw-Hill.

4. Mathis, Robert L. and Jackson, John H., “Human Resource Management,” New Delhi, Thomson.

5. <http://swayam.gov.in/>

6. <http://edx.org/> formerly <http://mooc.org/>

7. <http://epgp.inflibnet.ac.in/>

OLMBA - 244T: Business Research Methods

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Business Research Methods: Introduction; Difference between basic and applied research; Defining business research; Business research methods-A Decision Making.

Business Research Process design: Introduction and process

Measurement and Scaling: need of measurement; scales of measurement; the criteria for good measurement.

Section – B

Questionnaire design: Meaning of questionnaire and questionnaire design process.

Sampling and sampling distributions: sampling; Need of sampling; the sampling design process; random sampling methods; non-random sampling; sampling and non-sampling errors; sampling distribution-normal distribution

Secondary data sources: Meaning of primary and secondary data; benefits and limitations of using secondary data; classification of secondary data sources.

Section – C

Data collection: survey and observation; survey method of data collection; a classification of survey methods; observation techniques

Experimentation: Internal and external validity in experimentation; threats to the internal validity of experimentation; experimental designs and their classification.

Field work and data preparation; data preparation process.

Section – D

Statistical inference: hypothesis testing for single population; introduction to hypothesis testing; hypothesis testing procedure; two tailed and one tailed test of hypothesis. Type I and Type II errors; Hypothesis testing for a single population mean using the Z statistics and t statistics.

Statistical inference: Hypothesis testing for two population- Hypothesis testing for the difference between two populations means using Z statistics and t statistics;

Statistical inference about the difference between the means of two related populations.

Recommended Book:

1. Naval Bajpai, “Business Research Methods”, Latest Edition, Pearsons.

Suggested Readings

1. Malhotra, Naresh and Dash, Satyabhushan Marketing Research: An Applied Orientation, 6th Edition, Pearson, 2010
2. Churchill Gilbert A and Iacobucci Dawn: Marketing Research: Methodological Foundations, 9th Edition, Thomson, 2007.
3. Nargundkar R, Marketing Research, Tata McGraw Hill, New Delhi, 2002.
4. <http://swayam.gov.in/>
5. <http://edx.org/> formerly <http://mooc.org/>
6. <http://epgp.inflibnet.ac.in/>

OLMBA – 245S: Seminar-II

Max. Marks: 100 Marks

Internal Assessment: 0 Mark

End Term: 100 Marks

Master of Business Administration (OL) (Semester – II)
OLMBA - 246T: Accounting for Management

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION A

- **Introduction to Accounting:** Accounting as an information system; Users of accounting information; Basic accounting concepts and conventions; Accounting Cycle; Scope of Accounting; Role of Accountant in Industry.
- **Understanding Corporate Financial Statements:** Types, Nature, Uses and Limitations; Preparation of Financial Statements.

SECTION B

- Corporate Reporting and Disclosure Requirements.
- **Tools of Financial Statement Analysis:** Ratio Analysis, Common Size Financial Statements, Comparative Statements and Trend Analysis.

SECTION C

- **Cost Accounting:** Definition and Objectives; Cost Management Concepts and Preparation of Cost Sheet. Cost Accounting v/s Financial Accounting.
- **Budgets and Budgetary Control:** Understanding Concepts of Master Budget, Fixed Budget and Flexible Budgets, Zero Base Budget, Participative Budget and Performance Budget.
- **Standard Costing as a Control Technique:** Setting of Standards; Advantages and Limitations.

SECTION D

- **Variance Analysis:** Meaning and Importance, Kinds of Variances and their Practical Usage – Material & Labour Variances.
- **Marginal Costing and Break-Even Analysis:** Concept of Marginal Cost; Marginal Costing and Absorption Costing; Marginal Costing and Direct Costing; Cost- Volume-

Profit Analysis; Break-Even Analysis - Assumptions and Applications of Break-Even-Analysis; Decisions Regarding Sales-Mix, Make or Buy Decisions and Discontinuation of a Product Line etc.

Suggested Readings:

1. Bhattacharya, S.K. and John Dearden, "Accounting for Management - Text and Cases", Vikas Publishing House.
2. Lele RK. and Jawahar Lal, "Accounting Theory", Himalaya Publishers.
3. Porwal, L.S. "Accounting Theory", Tata McGraw Hill.
4. Horngren, Charles T., Gary L. Sundem and William O. Stratton, "Introduction to Management Accounting", Pearson Education Asia.
5. Sharma, Subhash and M.P. Vithal, "Financial Accounting for Management Text and Cases", McMillan.
6. Arora, M.N., "Cost Accounting - Principles and Practice", Vikas Publishing House.
7. Pandey, I.M, "Essentials of Management Accounting", Vikas Publishing House.

OLMBA – 341T: Entrepreneurship Development and Project Planning

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Entrepreneurship: Concept, Theories, Characteristics, Classification and Functions. Entrepreneurial leaders vs. Managers.

Understanding Entrepreneurship Perspective: Entrepreneurship Motivation. Developing Creativity and Understanding Innovation. Ethics and Social Responsibility of an Entrepreneur.

Role of Entrepreneurship in Economic Development.

Section – B

Entrepreneurial Decision Process.

Institutional support system: SSI Board, KVIC, IIE, SIDCs/ SIICs, SDIs, DICs, Industry Associations, Non-Governmental Organizations, SIDBI, SFCs.

Entrepreneurship Development Program: Meaning and Objectives of EDPs, factors of successful EDP, Role of EDPs in entrepreneurial development.

Section – C

Generation & Screening of Project Ideas: Ideas generation, monitoring environment, preliminary screening.

Market and Demand Analysis: Collection of secondary information, Market survey, forecasting future demand and sales, marketing plan.

Section – D

Technical Analysis: Factors for consideration in technical appraisal.

Financial Estimates & Projections: Cost of project, Estimation of financial requirements, project financing, Sources of finance, Venture capital.

Recommended Books:

1. Alpana Trehan, “Entrepreneurship”, Dreamtech Press, Latest edition.
2. Prasanna Chandra, “Projects: Planning, Analysis, Selection, Financing, Implementation and Review”, Tata McGraw Hill, New Delhi, 8th Edition.

Suggested Readings:

1. Mohanty.Keshari :Fundamentals of entrepreneurship, PHI Learning Pvt. Limited.
2. Hisrich, Robert D and Peters, Michael P, Entrepreneurship, Delhi, Tata McGraw Hill, 2002.
3. Holt, David H, Entrepreneurship: New Venture Creation, Delhi, Prentice Hall of India, 2001.
4. S. Choudhary, “Project Management”, Tata McGraw Hill, New Delhi.
5. Clifton, Davis S. and Syflie, David E, “Project Feasibility Analysis” , 1977 John Wiley, New York.
6. <http://swayam.gov.in>
7. <http://edx.org/> formerly <http://mooc.org/>
8. <http://epgp.inflibnet.ac.in/>

OLMBA – 342T: Corporate Law and Administration

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Introduction: Corporate Personality, Features of Company, concept of lifting of corporate veil, Company vs. Partnership, Limited Liability Partnership(LLP)
Types of companies, Privileges of a Private Company, association not for profit, illegal association.

Formation of company: Promoters, their legal position, pre-incorporation contract and provisional contracts.

Emerging Issues in Company Law: One Person Company (OPC), Small Company, Small Shareholders on Board.

Section – B

Memorandum of Association: Contents, Alteration and Doctrine of Ultra Vires.

Articles of Association: Contents, Alteration and Doctrine of Constructive Notice and Indoor Management. Differences between MOA and AOA

Prospectus: Definition, Kinds of Prospectus, Liability for Misstatement in prospectus

Section – C

Issue, allotment and forfeiture of shares: Calls on shares; issue of sweat capital; employee stock option; issue of bonus shares; transfer and transmission of shares, buyback.

Company Management: Directors, Classification of directors, director identity number (DIN); appointment and removal of directors; key managerial personnel, managing director, manager.

Section-D

Company Meetings: Meetings of shareholders and board; types of meeting, requisites of a valid meeting- notice, agenda, chairman, quorum, proxy, resolutions, minutes; postal ballot, meeting through video conferencing, e-voting.

Winding Up: Concept and modes of winding up, Liquidator, National Company Law Tribunal (NCLT).

Recommended Books :

1. A K Majumdar and G K Kapoor, Company Law and Practice, Taxmann Publications,

New Delhi

2. G K Kapoor and Sanjay Dhamija, Company Law, Taxmann Publications, New Delhi.

Suggested Readings:

1. Ratan Nolakha, Company Law and Practice, Vikas Publishing House, Noida.
2. Singh, Avtar, Company Law, Eastern Book Co. Lucknow.
3. V.S Datey, Guide to Tax and Corporate Laws; Taxmann, New Delhi.
4. Company Law, Institute Of Company Secretaries of India, New Delhi.
5. <http://swayam.gov.in/>
6. <http://edx.org> formerly <http://mooc.org/>
7. <http://epgp.inflibnet.ac.in/>

OLMBA – 343T: Management Control System

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Management Control System: Elements of a control system, Boundaries of management control, Strategy formulation, Management control and Task control.

Behavioral Aspects of Management Control: Goal congruence – factors affecting goal congruence – formal and informal.

Management Control Structure: Types of Organization Structures & its implications for system design: Controller's organization- Functions of Controller

Section – B

Responsibility Accounting: Meaning, Responsibility Centre Types: Revenue centre, Expense centre, Profit centre, Investment centre, Advantages and Implementation.

Transfer Pricing: Objectives, Methods of Transfer Pricing, Arm's Length Principle, Issues in Fixing Transfer Pricing.

Section – C

Budgeting and Budgetary control: Nature, Preparation of Budgets, Relevance of Budgetary Control in MCS, Behavioral Aspects in budgeting.

Performance Measurement: Financial & Non-Financial Measures, Return on Sales, ROI, Residual Income, Economic Value Added.

Section – D

Balanced Score Card: Four Perspectives, Aligning BSC to Strategy, Features of a good BSC, Implementation and pitfalls of BSC.

Management Compensation & Rewards: Characteristics of incentive compensation plans, Incentives for corporate officers and business unit managers.

Recommended Book:

1. Robert Anthony and Vijay Govindrajana, Management Control Systems, Tata McGrawHill Pub. 12th edition.
2. Charles Horngren, Srikant Datar, George Foster, Cost Accounting – A

Management Emphasis, Pearson Publications.

Suggested Readings:

1. Management Control Systems – P. Saravnaval, Himalaya Publications.
2. Management Control Systems – Using Adaptive Systems to Attain Control – Joseph A. Maciariello & Calvin J Kirby, Second Edition, Prentice Hall of India.
3. <http://swayam.gov.in/>
4. <http://edx.org/> formerly <http://mooc.org/>
5. <http://epgp.inflibnet.ac.in/>

OLMBA – 344T: Capital Markets and Investment Management

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Meaning of Capital Market, Evolution, Structure, Capital Market Instruments, Regulation of Indian Capital Market

Meaning and Functions of New Issue Market, New Issue market Vs Secondary Market, Methods of New Issue-methods of marketing securities, Stock option, ESOP, Bought out deals and Private placements

Section – B

Stock Exchange: Regulation of Stock exchanges in India, Membership rules of stock exchange, Listing of Securities; Trading on a Stock Exchange-Online Trading, Internet Trading ; Margin Trading

Clearing and Settlement : Policy Developments, Clearing Process, Settlement-Process, Account period settlement, Rolling settlement, Continuous Net Settlement

Section – C

Depository: Role and need, Procedure for Dematerialisation and Rematerialisation

Security Analysis: Concept and Types of Risk and Return, Risk- Return Trade-off

Nature and Scope of Investment analysis, Elements of Investment, Avenues of Investment, Approaches to Investment Analysis, Concept of Risk and Return

Section – D

Investment Analysis: Fundamental Analysis, Technical Analysis, Efficient Market Hypotheses, Capital Asset Pricing Model(CAPM), Arbitrage Pricing Theory

Portfolio Management: Construction, Revision and Evaluation

Suggested Readings:

1. Sharpe, William F., Gordon J. Alexander and Jeffrey V. Bailey, Investments (Prentice Hall of India).

2. Fabozzi, Frank Investment Management (Prentice Hall).
3. Taggart, Robert A., Quantitative Analysis for Investment Management (Prentice Hall).
4. Richard Brealey and Steward Myers. Principles of Corporate Finance, McGraw- Hill.
5. Khan, M Y, Financial Services, Tata McGraw Hill Publishing Company, New Delhi.
6. Singh, Preeti Investment Management, Himalaya Publishing House, New Delhi.
7. <http://swayam.gov.in/>
8. <http://edx.org> formerly <http://mooc.org/>
9. <http://epgp.inflibnet.ac.in/>

OLMBA – 345T: Consumer Behaviour

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Introduction to Consumer Behaviour: Nature, Scope, Development of concept of Consumer Behaviour, Customer Value.

Consumer Motivation: Motivation as a Psychological Force; Dynamics of motivation; Type and System of needs; Need Hierarchy Theory of Motivation and its applications; Measurement of Motives.

Personality and Consumer Behaviour: Definition of personality; Personality and understanding consumer diversity.

Section – B

Consumer Perception: Elements of perception; Dynamics of perception, Perceptual process; Perception and marketing strategy; Perceived risk.

Consumer Learning: Elements of consumer learning; Behavioural theories and Cognitive theories of learning, Measures of Consumer learning

Section – C

Social Class: Definition; Measurement of social class; Geodemographic Clustering

Cultural and Sub culture influences on Consumer Behaviour: Definition of culture and sub culture; Culture is learned; Measurement of culture; American core values; Variants of subculture.

Opinion Leadership: Definition; Dynamics of the Opinion Leadership Process; Motivation behind Opinion Leadership.

Section – D

Consumer Decision Making: Levels of Consumer decision making; Views of consumer decision making; Models of consumer decision making; Decision rules.

Models of Consumer Behaviour: E.K.B; Howard and Sheth; Nicosia's Model.

Recommended Readings:

- Schiffman, I. G. and Kanuk, L. L. Consumer Behaviour, New Delhi, Pearson Education, 2007.

Suggested Readings:

- Blackwell, Roger D., Miniard, Paul W., and Engel James F. Consumer Behaviour, Cengage, 2006.
- Solomon, Michael R. Consumer Behaviour, New Delhi, Pearson Education, 2003.
- Assael, Henry Consumer Behaviour and Marketing Action, Cengage, 2006
- Loudon, David L. and Della Bitta, Albert J., Consumer Behavior, Tata McGraw-Hill, Fourteenth Edition, 2002.
- <http://swayam.gov.in/>
- <http://edx.org> formerly <http://mooc.org/>
- <http://epgp.inflibnet.ac.in/>

OLMBA – 346T: Marketing Research

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Marketing Research: Definition, Role of marketing research in marketing decision making; Marketing Information System, Role of Marketing Research in Management Information System and Decision Support System.

Marketing Research Process: Steps in conducting marketing research.

Defining the Marketing Research Problem: Importance of defining the problem and developing an approach, tasks involved, Ethics in Marketing Research.

Section – B

Research Designs: Exploratory, Descriptive & Causal designs, relationships among various designs; Potential sources of error.

Exploratory Design: Secondary data & its types, internal secondary data; Focus group interviews, Depth interviews, Projective techniques,

Descriptive Design: Survey and Observation methods.

Section – C

Causal Design: Causality, Extraneous variables and their controlling.

Measurement and Scaling: Comparative scaling techniques, Non-comparative scaling techniques.

Section - D

Applications of Marketing Research in Marketing: Traditional Applications: Product Research, Price Research, Distribution Research and Promotion Research, Brand Equity and Customer Satisfaction.

Emerging Applications: E – Commerce, Database Marketing, Mobile Marketing, Social Marketing and Relationship Marketing.

Recommended book:

1. Malhotra, Naresh and Dash, Satyabhushan, “Marketing Research: An Applied Orientation”, 6th Edition, Pearson Education, 2014

Suggested Readings:

1. Nargundkar R, Marketing Research, Tata McGraw Hill, New Delhi, 2002.
2. Churchill Gilbert A and Iacobucci Dawn: Marketing Research: Methodological Foundations, 9th Edition, Thomson, 2007.
3. <http://swayam.gov.in/>
4. <http://edx.org> formerly <http://mooc.org/>
5. <http://epgp.inflibnet.ac.in/>

OLMBA – 347T: Organizational Change and Development

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Organisational Change: Concept, Forces of Change and Types of Change

Perspective on Organisational Change: Contingency Perspective, Resource Dependence Perspective, Population – Ecology Perspective, Institutional Perspective and Process Oriented Perspective

Section – B

Theoretical Framework of Organisational Change: Lifecycle Theory, Teleological Theory, Dialectical Theory, Evolutionary Theory

Models of Change: Lewin's Model of Change, Galpin's Model of Change, Schein's Model of Change, Nadler – Tushman Congruence Model, Weisbord's Six Box Model, Tichy's TPC Model

Section – C

Resistance to Organisational Change: Concept, Nature, Factors, Mechanism Underlying Resistance, Behavioral Elements, Cognitive and Effective Processes, Recognising Resistance, Managing Resistance to Change

Implementing Organisational Change: Introduction, Skills for Managing Change and Organising for Change - Strategy

Section – D

Introduction to Organisational Development: Concept, Nature and Process of Organisational Development

Organisational Transformation: Emergence, Triggers, Analytical Tools and Techniques, Types of Interventions and Future Trends for Organisational Transformation

Role of Change Agents and Leadership in Organisational Development: Change Agents, Skills required for Role of Change Agent and Level 5 Leadership

Recommended Reading:

1. Radha R Sharma “Change Management and Organisational Transformation”, McGraw-Hill Education India Pvt. Ltd.

Suggested Readings:

1. French and Bell “Organisation Development”, Prentice Hall of India, New Delhi.
2. Cumming and Werley “Organisation Development and Change” Cengage Learning, New Delhi.
3. <http://swayam.gov.in/>
4. <http://edx.org> formerly <http://mooc.org/>
5. <http://epgp.inflibnet.ac.in/>

OLMBA – 348T: Labour Legislations and Social Security

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Introduction, Principles and Factors influencing Labour Legislation in India

Occupational Safety and Health and Working Conditions Laws: The Factories Act 1948, The Contract Labour (Regulation and Abolition) Act 1970

Section – B

Industrial Relations Laws: The Trade Unions Act 1926, The Industrial Disputes Act 1947, The Industrial Employment (Standing Orders) Act 1946

Section – C

Wage Laws: The Payment of Wages Act 1936, The Minimum Wages Act 1948, The Payment of Bonus Act 1965

Section – D

Social Security Laws: Introduction and Need for Social Security, The Employee's State Insurance Act 1948, The Employees Provident Fund and Miscellaneous Provisions Act 1952, The Maternity Benefit Act 1961

Recommended Reading:

1. Ghosh and Nandan "Industrial Relations and Labour Law", McGraw-Hill Education India Pvt. Ltd.

Suggested Readings:

1. Sinha, P.R.N. Sinha "Industrial Relations Trade Unions and Labour Legislation" Latest Edition, Pearson Education, New Delhi.
2. S.N. Mishra "Labour and Industrial Laws" Latest Edition, Central Law Publications, Allahabad.
3. <http://swayam.gov.in/>
4. <http://edx.org> formerly <http://mooc.org/>
5. <http://epgp.inflibnet.ac.in/>

Master of Business Administration (OL) (Semester – III)

OLMBA – 349S: Seminar-III

Max. Marks: 100 Marks

Internal Assessment: 0 Mark

End Term: 100 Marks

OLMBA – 441T: Strategic Management

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

- Understanding Strategy and Strategic Management: Strategic Management Process. Strategic Decision Making, Issues in decision making, Levels of Strategy.
- Defining Strategic Intent: Vision, Mission, Characteristics of a Good Mission Statement. Designing and Evaluating a Mission Statement.
- External Environment Analysis: Strategically Relevant Components of External Environment. Industry Analysis – Porter's Five Forces Model; External Factor Evaluation Matrix.

Section – B

- Internal Environment Analysis - Resource Based View of an Organization: Value Chain Analysis; Competitive Advantage and Core Competency. Internal Factor Evaluation Matrix.
- Strategies: Types of strategies, Integration strategies, Intensive strategies, Diversification strategies, defensive strategies, Michael Porter's generic strategies, Means of achieving strategies.

Section – C

- Strategy analysis and choice: Nature, comprehensive strategy formulation framework, Input stage, matching stage, decision stage.
- Strategy Implementation- Management and operation issues, marketing and financial issues.

Section – D

- Strategy Evaluation and Control – Nature of Strategy Evaluation; Strategy Evaluation Framework; Balanced Score Card.
- Business ethics and Social Responsibilities of Business.

Recommended book :

1. David, R Fred, “Strategic Management- Concepts and Cases”, Pearson Education, India.

Suggested books :

1. Hill, Charles W L and Jones Gareth R, “ An Integarated Approach to Strategic Management” Cengage Learning
2. Wheelen, Thomas L., Hungerdavid J. and Rangarajan Krish, “ Concepts in Strategic Management and Business Policy”, Pearson Education, India
3. Thompson, Arthur A Jr.; Strickland A J III; Gamble, John E and Jain, Arun K. “ Crafting and Executing Strategy. The Quest for Competitive Advantage.- Concepts and Cases”, TMH, New Delhi.
4. Pitts, Robert A and Lei, David. “Strategic Management Building and Sustaining Competitive Advantage”, Thomson, India
5. Kazmi, Azhar. “Business Policy and Strategic Management”, TMH, New Delhi
6. Srinivasan, R, “Strategic Management”, Prentice Hall of India, New Delhi
7. <http://swayam.gov.in/>
8. <http://edx.org> formerly <http://mooc.org/>
9. <http://epgp.inflibnet.ac.in/>

OLMBA – 442T: International Business**Time: 03 Hours****Max. Marks: 100 Marks****Internal Assessment: 30 Marks****End Term: 70 Marks****Instructions for the Paper-Setter/examiner:**

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

- International Trade and Investment: Concept, Importance and Rationale;
- International Business Environment: Economic; Socio-Cultural; Political and Legal environment facing business; Modes of entering
- The Theories of International Trade: Mercantilism; Absolute Advantage; Comparative Advantage; Factor Proportions Theory; Country Similarity Theory, the Product-Life Cycle, New Trade Theory and national Competitive Advantage; Porter's Diamond.

Section – B

- Government Intervention in International Business: Economic Rationale for Government Intervention; Non-economic Rationale for Government Intervention: Tariffs; Non-Tariffs Trade Barriers, Investment Barriers; Subsidies and Other Government Support Programs.
- The International Monetary System: the Exchange Rate System; Balance of Payments Adjustments; the trade-off between Exchange Rate Stability and domestic autonomy.

Section-C

- Globalization and its Phases, Global Strategy & Organization Framework.
- Regional Economic Integration: Types of Regional Integration; Factors Influencing Regional Integration. Leading Economic Blocs.

Section-D

- Foreign Investments: Foreign Institutional Investments (FIIs); Foreign Direct Investments (FDIs): Motives; Types; Costs and Benefits; Trends and Implications.
- General Agreement on Tariffs and Trade (GATT) and Evolution of World Trade Organization (WTO); Agreements at the Uruguay Round: Plurilateral Agreements and Multilateral Agreements: Agreements on Agriculture (AOA); Trade Related Investment Measures (TRIMS); Agreement on Trade Related Aspects of Intellectual

Properties Rights (TRIPS) and General Agreement in Trade and Services (GATS).

Recommended Book: International Business, P.Subba Rao, Himalaya Publishing House

Suggested Readings:

1. Aswathappa.” International Business” Tata McGraw-Hill, New Delhi.
2. Daniels. “International Business” Pearson Education, New Delhi.
3. K.C. Rana and K.N Verma. “International Economics” Vishal Publishing Co., Jalandhar-Delhi.
4. S.C Gupta. “International Business Management” Ane Books Private Limited.
5. <http://swayam.gov.in/>
6. <http://edx.org> formerly <http://mooc.org/>
7. <http://epgp.inflibnet.ac.in/>

OLMBA – 443T: International Financial Management**Time: 03 Hours****Max. Marks: 100 Marks****Internal Assessment: 30 Marks****End Term: 70 Marks****Instructions for the Paper-Setter/examiner:**

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Introduction: Scope, Need and Features of International Financial Management; International Trade; Recent developments in International Financial Management; Challenges in International Financial Management; International Monetary System, European Monetary System

International Financial Market: Concept and Types

Section – B

Theories and Policies of International Trade: FOREX Market; Structure of FOREX Market; Exchange rate Quotations; Arbitrage in spot market; Forward Quotations; Forecasting Foreign Exchange Rate; Exchange Rate Determination; Indian FOREX Market.

Section – C

Multinational Capital Budgeting and Project Appraisals: Ascertainment of Cash Outlay and Future Cash Inflows for Parent and Subsidiary; Different Approaches of multinational Capital Budgeting.

Country risk analysis: Concept of Country Risk Analysis; Country risk factors; Measuring And Managing Political Risk; Techniques of Country Risk Analysis, Managing the Country Risk; Country Risk analysis in India

Section – D

Risk Hedging- An Introduction; Measuring and Managing Transaction Exposure; Measuring and Managing Operating Exposure

Foreign Exchange Risk Management; Foreign Exchange Instruments, Currency Futures and Options Market; Interest Rates and Currency Swaps; Interest Rate Forwards and Futures.

Recommended Books

Anuj Verma (2012), “International Financial Management”, Dreamtech Press, India.

Suggested Readings

1. Apte P.G. (2009), “International Financial Management”, 5th edition, Tata McGraw Hill, India.
2. Shapiro Allan C (2003), “Multinational Financial Management”, 7th edition, John Wiley and Sons, Singapore.
3. Bhalla, V.K. (2008), “International Financial Management”, 7th edition, Anmol Publications, India.
4. Eitman, Stonehill, Moffett (2004), “Multinational Business Finance”, 10th edition, Pearson Education, India.
5. <http://swayam.gov.in/>
6. <http://edx.org> formerly <http://mooc.org/>
7. <http://epgp.inflibnet.ac.in/>

OLMBA – 444T: Financial Markets and Financial Services

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Introduction: Indian Financial System, Financial Markets: An Introduction, Role of Financial Markets, Functions of Financial Market, Classification of Financial Markets.

Primary Market: Introduction, Concept and Function of Primary Market, Public Issue, Right Issue, Private Placement.

Section-B

Secondary market: Introduction, Function of Secondary Market; Difference between Primary and Secondary Market, Role of SEBI

Fee Based Services: Issue management, Credit Rating; Introduction of credit rating, processes, scope of credit rating agencies in India

Section-C

Mutual Funds: Mutual funds, various types of mutual funds schemes, advantages and disadvantages of investing in mutual funds, legal structure and the regulation of mutual funds in India.

Debt Securitization: Introduction of securitization, features, advantages and the steps involved in the securitization process

Section-D

Fund Based Services: Leasing and Hire Purchase; leasing, benefits and limitations, types of leasing. Difference between Leasing and Hire Purchase.

Venture Capital: Introduction of venture capital fund, features, emergence of venture capitalism in India

Insurance Services: Introduction, Types of insurance, Role of Insurance intermediaries.

Recommended Books:

1. Financial Markets and Services by E. Gordon and Dr. K. Natrajan- Himalaya

Publishing House, New Delhi.

2. Financial Markets, Institutions & Services by N.K Gupta and Monika Chopra-ANE Books Pvt Ltd, New Delhi.

Suggested Readings:

1. Management of Indian Financial Institutions by R.M. Srivastava – Himalaya Publishing House.
2. M.Y. Khan, Financial Services, Tata McGraw Hills, New Delhi.
3. Indian Financial System by H.R. Machiraju, Vikas Publishing House Pvt. Ltd
4. <http://swayam.gov.in/>
5. <http://edx.org> formerly <http://mooc.org/>
6. <http://epgp.inflibnet.ac.in/>

OLMBA – 450T: Corporate Tax Law and Planning

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

SECTION A

Introduction to Income Tax Act, 1961: definitions of Person, Assesses, Assessment Year, Previous Year, capital and revenue incomes.

Residential Status: determination of residential

status of a Company, scope of total income on the basis of residential status. Tax Planning, Tax Avoidance and Tax Evasion: concept and distinction, use of colourable devices by companies, measures to check tax avoidance and tax evasion. Minimum Alternate Tax.

SECTION B

Income under the Head Business and Profession: deductions expressly allowed and expenses disallowed, tax audit, maintenance of books of accounts, exemptions available to company assesses, depreciation - concept and computation, assets eligible for depreciation, block of assets, indexation, tax on slump sale, corporatisation of an existing non-corporate business. Special Economic Zones – concept, tax incentives to newly established units.

SECTION C

Tax planning with reference to setting up of a new business: location of business, nature of business, form of organisation. Tax planning and financial management decisions - capital structure, dividend distribution and bonus shares. Deduction of Tax at Source: Concept of TCS & TDS, rates applicable, penalties, concept of advance payment & self assessment of tax.

SECTION D

Income Under the Head Capital Gains: definition, types of capital assets, transactions not regarded as transfer, computation & tax planning of capital gains, exemptions in respect of capital gains.

Double Taxation – Concept, avoidance of double taxation, Double taxation relief provisions in India

Suggested Readings:

1. Ahuja Girish, “Systematic Approach to Income Tax”, Bharat Law House, New Delhi.
2. Mehrotra H.C., “Income Tax Law & Practice”, Sahitya Bhawan Publications, Agra.
3. Singhanian K. Vinod, “Direct Tax Theory & Practice”, Taxman Publications (P) Ltd.
4. Website: www.incometaxindia.gov.in

OLMBA – 445T: Advertising and Sales Management

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above.
 - a. In no case a question should be asked outside the syllabus.

Section – A

Introduction to Advertisement- Nature, Scope and Functions of Advertising, Classification of Advertising, Advertising as an Element of Marketing Mix, Advertising as a Tool of Communication, Setting Advertising Objectives

Behavioral Dynamics – The DAGMAR Approach, Hierarchy of Effects Model, New Adopter Model, AIDA Model.

Section – B

Message structure- appeals, copy, layout; Advertising Media – Media Planning, Media Selection and Scheduling; Measuring Advertising Effectiveness – Pre-testing and Post-testing copy;

Advertising Budget – Factors influencing budget setting, Methods for determination advertising budget; Advertising Agencies – Types, Role and Functions

Developing Segmentation and Positioning Strategies for Advertising; Segmenting on the Basis of usage patterns and commitment level, Segmenting Business Markets; Formulating Positioning Strategy, Benefit Positioning, User Positioning and Competitive Positioning.

Section – C

Ethical Concepts and Issues in Advertising- Social and Cultural Consequences of Advertising, Economic Effects Advertising, Misleading, Deceptive and Shock Advertising.

Sales Promotion: Definition, Scope and role of Sales Promotion, Objectives of Sales Promotion, Sales Promotion Tools, Designing the Sales Promotion Programme.

Online and Mobile Media- Internet as a Communication Medium; Traditional tools of Online Communication, social media and mobile marketing.

Section – D

Nature and scope of Sales Management, personal selling objectives, selling process; Sales force organization- Nature and types; Managing Sales Training Programs – Need, Objectives and Methods; Motivating Sales Personnel – Significance, Financial and Non-Financial

Reward System; Sales Meetings and Sales Contests

Designing Sales Territories and Sales Quotas – Objectives and Types; Sales Force Recruitment – Process and Sources; Developing and Managing Sales Evaluation Program.

Recommended book:

1. Batra, Rajeev, Mayers, John G., and Aaker, David A. “Advertising Management”, Pearson Education, 5th Edition
2. Spiro, Stanton and Rich “Management of a Salesforce”, Tata McGraw Hill; 11th Edition

Suggested readings:

1. Belch, George E. and Belch, Michael A. “Advertising and Promotion”, Tata McGraw Hill, 6th Edition.
2. Guinn, Allen, Chris T., Semenik, Richard J. “Advertising & Integrated Brand Promotion”, Thomson – South Western, 4th Edition.
3. Richard R Still, Cundiff W Edward Govoni A P Norman, “Sales Management: Decision, Strategy and Cases”, Pearson Education; 5th Edition
4. <http://swayam.gov.in/>
5. <http://edx.org> formerly <http://mooc.org/>
6. <http://epgp.inflibnet.ac.in/>

OLMBA – 446T: Brand and Retail Management

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Brands and Brand Management: Meaning, Importance of Brands; Concept of Brand Equity.

Brand Loyalty: Meaning and Measuring, Brand Loyalty; Strategic Value of Brand Loyalty; Maintaining and Enhancing Brand Loyalty.

Customer Based Brand Equity: Defining Customer based Brand Equity; Brand Knowledge; Sources of Brand Equity – Brand Awareness, Brand Image; Building a Strong Brand – Brand Building Blocks, Brand Salience, Brand Performance, Brand Imagery, Brand Judgments, Brand Feelings, Brand Resonance.

Section – B

Brand Positioning: Identifying and Establishing Brand Positioning; Brand Personality concept.

Designing and Implementing Branding Strategies: Brand-Product Matrix; Brand Hierarchy; Brand Extensions.

Measuring and Interpreting Brand Performance: Measuring Sources of Brand Equity; Qualitative Research Techniques: Free Association, Projective Techniques; Quantitative Research Techniques: Awareness, Image.

Section – C

Introduction to Retailing: Nature and Scope of Retailing, Types of Retail Formats, Retail Franchising: Concept, Types, Advantages and Disadvantages.

Retail Locations: Types of Retail Locations; Steps involved in choosing a Retail Location; Methods of Evaluating a Trading Area.

Retail Merchandising: Concept of Merchandising; Planning Merchandising Assortments.

Section – D

Servicing the Retail Customer: Concept of Customer Service; Importance of Service in Retail; Customer Service as a part of Retail Strategy;

Retail Store Design and Visual Merchandising: Importance of Store Design; Exterior Store Design; Interior Store Design; Visual Merchandising.

Supply Chain Management: Concept of Supply Chain Management with reference to Retailing; Supply Chain Integration.

Recommended books:

1. Keller, Kevin Lane: Strategic Brand Management: Building, Measuring and Managing Brand Equity (Prentice Hall India: New Delhi), Third Edition (2008).
2. Swapna Pradhan: Retailing Management (Tata McGraw Hill: New Delhi) Third Edition, 2009

Suggested readings:

1. Levy, Michael and Weitz, Barton A.: Retailing Management (Tata McGraw Hill: New Delhi)
2. Sinha, P.K and Uniyal, D.P. : Managing Retailing(Oxford University Press), Second Edition, New Delhi.
3. <http://swayam.gov.in/>
4. <http://edx.org> formerly <http://mooc.org/>
5. <http://epgp.inflibnet.ac.in/>

OLMBA – 451T: Services Marketing

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section A

Marketing in Services Economy: Importance of services, principal industries of the service sector, powerful forces transforming service markets, four broad categories of services:- a process perspective. Different features of services and their implications. The 7 Ps, the marketing & its integration with other management functions, The service profit chain.

Consumer Behavior in a Service Context: Three stage model of service consumption, repurchase stage, service encounter stage, post encounter stage.

Section B

Positioning Services in Competitive Markets: Segmenting service markets, principles of positioning services: positioning maps for competitive strategy, developing an effective positioning strategy.

Service products: Components of service product; the flower of services, facilitating supplementary services, enhancing supplementary services.

Service Process: Flowcharting customer services processes, blueprinting services to create valued experiences and productive operations, service process redesign, customer participation in service processes, The customer as co-producer; self-service technologies.

Service Environment: Purpose of service environments, The theory of consumer response to service environments, The service scape model, dimensions of the service environment.

Section C

Managing People for Service Advantage: Importance of service employees, frontline work: Difficult and stressful, cycles of failure, mediocrity, and success; human resource management; Service leadership and culture.

Managing Relationships and Building Loyalty: Importance of customer loyalty, understanding the customer-firm relationship, wheel of loyalty, building a foundation for loyalty, strategies for developing loyalty bonds with customers, strategies for reducing customer defections, customer relationship management (CRM)

Section D

Complaint Handling and Service Recovery: Customer complaining behavior, customer response to effective service recovery, principles of effective service recovery systems, service guarantees, discouraging abuse and opportunistic customer behavior.

Improving Service Quality and Productivity: Integrating service quality and productivity strategies, defining service quality, identifying and correcting service quality problems, GAPS model, measuring service quality, learning from customer feedback, hard measures of service quality, tools to analyze and address service quality problems, defining and measuring productivity, improving service productivity.

World class service organizations: Losers to leaders: four levels of service performance

Suggested Readings:

1. Lovelock, Christopher., Wirtz, Jochen. and Chatterjee, Jayanta. “*Services Marketing: People, Technology, Strategy*”, 8th edition, Pearson Education, New Delhi. (2018)
2. Zeithaml, V.A., Bitner, Mary Jo, Pandit, “*Services Marketing*”, Tata McGraw Hill, New Delhi.
3. Payne, Adrian, “*The Essence of Services Marketing*”, Prentice Hall of India, New Delhi.
4. Nargundhar, Rajendra, “*Services Marketing*”, Tata McGraw Hill, New Delhi.
5. Goncalves, Karen P., “*Services Marketing–A Strategic Approach*”, Prentice Hall International, New Jersey.
6. Jauhari, Vinnie, Dutta, “*Services–Marketing, Operations Management*”, Oxford University Press, New Delhi.
7. Srinivasan, R., “*Services Marketing–The Indian Context*”, Prentice Hall of India, New Delhi.

OLMBA – 447T: International Human Resource Management

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
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3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Enduring Context of IHRM: Scope, Defining IHRM, concept of Expatriate, Difference between Domestic and International HRM, Variables that moderate difference between Domestic and International HRM

Staffing International Operations: Approaches to Staffing, Transferring Staff for International Business Activities, Role of Expatriates and Non Expatriates, Role of Corporate HR Function

Section – B

Recruitment and Selecting Staff for International Assignments: Issues in Staff Selection, Factors Moderating Performance, Selection Criteria, Dual Career Couples

Re – Entry and Career Issues: Concept and Repatriation Process, Individual Reactions to re – entry, Multinational Responses, Designing a Repatriation Program

Performance Management: Concept, Multinational Performance Management, Performance Management of International Employees, Performance Appraisal of International Employees

Section – C

International Training and Development: Concept, Role of Expatriate Training, Components of Effective Pre - departure Training Program, Developing Staff through International Assignments

International Compensation: Objectives, Key Components, Approaches to International Compensation

Section – D

International Industrial Relations: Key Issues in International Industrial Relations, Trade Union and International Industrial Relations, Responses of Trade Unions to Multinationals, Issue of Social Dumping

IHRM Trends and Future Challenges: International Business Ethics and HRM, Mode of Operation and IHRM, Ownership Issues

Recommended Reading:

1. Peter. J. Dowling and Denice E. Welch “International Human Resource Management”, Cengage Learning, New Delhi.

Suggested Readings:

1. P. Suba Rao “International Human Resource Management”, Himalaya Publishing House, Mumbai.
2. S.C. Gupta “A Textbook of International HRM” Mac Millan, New Delhi.
3. <http://swayam.gov.in/>
4. <http://edx.org> formerly <http://mooc.org/>
5. <http://epgp.inflibnet.ac.in/>

OLMBA – 448T: Industrial Relations

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Growth of Indian Labour Force in India

Industrial Relations: Concept, Importance, Evolution, Perspective and Approaches to Industrial Relations

Main Recommendations of 2nd National Commission on Labour

Section – B

Trade Unions: Concept, Structure and Characteristics, Problems associated with Trade Unions

Major National Trade Union Centers in India

Section – C

Grievance Redressal Mechanism: Concept, Nature, Concept, Grievance Redressal Procedure

Dispute Settlement Machinery: Mediation and Conciliation, Arbitration and Adjudication

Collective Bargaining: Concept, Features and Importance, Principles, Prerequisites, Process of Collective Bargaining

Section – D

Workers Participation in Management: Concept, Evolution, Objectives and Forms of Worker's Participation

Labour Welfare: Concept, Features, Need, Approaches of Labour Welfare and Labour Welfare Officers

Recommended Reading:

1. C.B. Matoria, P Subba Rao "Dynamics of Industrial Relations", Himalaya Publication House.

Suggested Readings:

1. Venkata R Ratnam “Industrial Relations”, Oxford University Press, New Delhi.
2. Sinha, P.R.N. Sinha “Industrial Relations, Trade Unions and Labour Legislation” Pearson Education, New Delhi.
3. <http://swayam.gov.in/>
4. <http://edx.org> formerly <http://mooc.org/>
5. <http://epgp.inflibnet.ac.in/>

OLMBA – 452T: Managerial Competencies and Career Development

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 30 Marks

End Term: 70 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above.
 - a. In no case a question should be asked outside the syllabus.

Section A

- Competency: Concept; Personal Competency Framework; The Lancaster Model of Managerial Competencies; Transcultural Managerial Competencies; Issues Related to Developing Competency Models.
- Formation of a Competency Framework: Sources of Competency Information, Position Documentation, Process Documentation, Existing Documentation, Personnel Development Resources, Interviews, Behavioural Event Interview, Behavioural Description Interview.

Section B

- Competency Mapping and Assessment Centres: History of Assessment Centres, Use of Assessment Centres in the Industry, Types of Exercises being used in Assessment Centres; Resistance and Recommendations.
- Career Planning, Development, and Management Career: Concept, Characteristics of present day careers; Types of Careers; Career Stages

Section C

- Making Career Choices; Career Anchors; Organizational Socialization; Career Paths and Career ladders; Challenges in established careers: Career Plateau; Making Career Changes; The Glass Ceiling; Dual Careers.
- Mentoring: Concept, Perspectives of Mentoring, Phases of the Mentoring Relationship, Outcomes of Mentoring Programmes, Design and Implementation of formal mentoring programmes, Barriers to Mentoring

Section D

- Special issues in Mentoring: Women and Mentoring, Cross-gender Mentoring Relationships, Workplace Diversity and Mentoring; Mentoring Relationship – A strategic Approach.
- Work–Life Integration: Changing notions of work–family relationship; Work – Life Issues; Environmental Trends Impacting Work – Life Issues; Work – Family Conflict: Concept and Types; Work – Life Balance; Work – Life Integration; Work – Life Initiatives: meaning, type and benefits; Work – Family Culture; Approaches to Work – Life Integration.

Suggested Readings:

1. Seema Sanghi (2007) *“The Handbook of Competency Mapping – Understanding, Designing and Implementing Competencies Models in Organizations”*, 2nd Edition, Response Book, New Delhi.
2. Gary W. Carter, Kevin W. Cook, and David W. Dorsey, (2009) *“Career Paths- Charting Courses to Success for Organizations and Their Employees”*, John Wiley & Sons, Ltd., UK.
3. Jonathan Winterton and Ruth Winterton (2002) *“Developing Managerial Competence”*, Routledge, London
4. Jane Yarnall (2008), *“Strategic Career Management - Developing Your Talent”*, Butterworth-Heinemann, London.
5. Greenberg, Jerald and Baron, Robert A. (2010) *“Behaviour in Organizations”*, 9th edition, PHI, New Delhi.
6. Agarwala, Tanuja, (2007), *“Strategic Human Resource Management”*, Oxford University Press, New Delhi.

Master of Business Administration (OL) (Semester – IV)

OLMBA – 449S: Seminar-IV

Max. Marks: 100 Marks

Internal Assessment: 0 Mark

End Term: 100 Marks