

**MASTER OF BUSINESS ADMINISTRATION (MBA)
SCHEME OF COURSE / EXAMINATION
4TH SEMESTER EXAMINATION**

S. No.	Subject Name	Code	Teaching Schedule				Examination Marks			Total	Duration of Exam Hours
			L	T	P/D	Total	Theory	Sessional	P/VV		
1	Entrepreneurship Development	CP - 401					70	30		100	3
2	Research Project	CP - 402					100			100	3
3	Comprehensive Viva Voce	CP - 403					50			50	3
4	Principals of Insurance & Banking	FM - 401					70	30		100	3
5	Management of Financial Services	FM - 404					70	30		100	3
6	Project Management	FM - 405					70	30		100	3
7	Portfolio Management	FM - 406					70	30		100	3
8	Management Training & Development	HRM - 401					70	30		100	3
9	Human Resource Planning & Development	HRM - 402					70	30		100	3
10	Human Resource Development Strategies & System	HRM - 403					70	30		100	3
11	Compensation Management	HRM - 405					70	30		100	3
12	International Marketing	MM - 401					70	30		100	3
13	Service Marketing	MM - 403					70	30		100	3
14	Marketing Communication Strategies	MM - 404					70	30		100	3
15	Industrial Marketing	MM - 402					70	30		100	3
		Total					1060	390		1450	

CP - 401 : Entrepreneurship Development

Max Marks. 100

External: 70

Internal: 30

Time: 3Hours

Note: - The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives:-The objective of this course is to expose the students to the growth of entrepreneurship in developing countries with special reference to India.

Course Contents:

Entrepreneur: Meaning of Entrepreneur; Functions of an Entrepreneur, Types of entrepreneur. Concept of Entrepreneurship; Environmental Factors affecting success of a new business; Reasons for the failure and visible problems for business. Stages in entrepreneurial process.

Creativity and Innovation: Creativity, Exercises on Creativity, Source of New Idea, Ideas into Opportunities. Creative problem solving: Heuristics, Brainstorming, Synectics, Value Analysis.

Business Planning Process: Meaning of business plan, Business plan process, Advantages of business planning, Marketing plan, Final project report with feasibility study, Economic, Technical, Financial and Managerial Feasibility of Project. Preparing a model project report for starting a new venture.

Business Creation: Methods and procedures to start and expand one's own business. **Managing growth:** Using external parties to help grow a business, franchising, advantages and limitations, investing in a franchise, joint ventures- types, Acquisitions and mergers. **Entrepreneurship Development Programmes;** Role of government and various institutions in developing entrepreneurship in India (A brief description only). **Women Entrepreneurs in India.**

Suggested Reading:

Desai, A.N.: "Entrepreneur & Environment". 1990. Ashish, New Delhi.

Drucker, Peter : "Innovation and Entrepreneurship", 1985 Heinemann, London.

Pareek, Udai and Venkateswara Rao, T.: "Developing Entrepreneurship - A Handbook on Learning Systems", 1978, Learning Systems, Delhi.

Shankar, Raj: "Entrepreneurship", Tata McGraw Hill Education Private Limited, New Delhi

Desai, Vasant: "Dynamics of Entrepreneurship Development & Management", Himalaya Publishing House.

The list of cases and specific references including recent articles will be announced in the class.

Subject Name	Entrepreneurship Development
Subject Code	CP - 401
Course:-	MBA
Semester:-	4th Semester
Lecture Number	Topics to be Discussed
L1	Entrepreneur : Meaning, Functions & Types
L2	Concept of Entrepreneurship
L3	Environmental Factors affecting success of a New Business
L4	Case Study
L5	Reasons for the failure and visible problems for business
L6	Stages in Entrepreneurial Process.
L7	Introduction to Creativity
L8	Exercises on Creativity
L9	Source of New Idea
L10	Assignment & Doubt Session
L11	Ideas into Opportunities
L12	Creative Problem Solving
L13	Heuristic & Brain Storming
L14	Synectics
L15	-----DO-----
L16	Value Analysis
L17	Meaning of Business Plan
L18	Business plan Process
L19	Advantages of Business Planning
L20	Case Study
L21	Marketing the Plan
L22	Final Project Report with Feasibility Study.
L23	Economic Feasibility of Project
L24	Technical Analysis
L25	Financial Analysis
L26	Managerial Analysis of Project
L27	Preparing a Model Project Report for Starting New Venture
L28	Assignment & Doubt Session
L29	Business Creation Methods
L30	Procedure to Start & Expand one's own Business
L31	Managing growth: Using external parties to help grow a business
L32	Case study
L33	Introduction to Franchising
L34	Advantages & Limitations
L35	Role Play Activity
L36	How to invest in Franchisee

L37	Joint Ventures
L38	Acquisitions & Mergers
L39	Case Study on Recent Mergers
L40	EDP : - Entrepreneurship Development Programmes
L41	Role of Indian government and various institutions
L42	SIDBI in Detail
L43	Role of NSIC in detail
L44	DIC, SIDCO's importance
L45	Women Entrepreneurs in India
L46	Schemes started by GOI to promote women Entrepreneurship
L47	Newspaper Article discussion session on the growth of Startups
L48	Assignment & Doubt Session

Suggested Readings	
1. Desai, A.N.: "Entrepreneur & Environment". 1990. Ashish, New Delhi.	
2. Drucker, Peter : "Innovation and Entrepreneurship", 1985 Heinemann, London.	
3. Pareek, Udai and Venkateswara Rao, T.: "Developing Entrepreneurship - A Handbook on Learning Systems", 1978, Learning Systems, Delhi.	

Tutorial Sheet-1

Q1; Entrepreneurship is a process of giving birth to an enterprise". Discuss the role of Entrepreneurs in the economic development of a country?

Q2: What is meant by Entrepreneurial motivation, Is it necessary for a successful Entrepreneur? Discuss?

Q3: What do you mean by EDP's? Explain the need for and objectives of EDP, also discuss the course curriculum of EDP's?

Q4: What do you mean by Feasibility Report? What Factors should be considered while preparing a Feasibility Report?

Q5: What do you understand by the term Entrepreneurial Competency? Can they be acquired?

Tutorial -2

Q1; while adjudging the viability of your proposed project. What factors you will take into consideration?

Q2: Discuss the support provided by the National small scale industries corporation Ltd (NSIC) to small industries in India?

Q3: Discuss Financial Feasibility of the project including capital saving and project costing?

Q4: Discuss Methods and procedures to start and expand small businesses?

Q5: Define Economic Feasibility of the project. Discuss SCBA in detail?

Roll No.

Total Pages : 03

MMS/M-17

13534

ENTREPRENEURSHIP DEVELOPMENT

CP-401

Time : Three Hours]

[Maximum Marks : 70

Note : Attempt *eight* questions from Part A carrying 5 marks each and *three* questions from Part B carrying 10 marks each.

Part A

1. Define Entrepreneur. Differentiate manager from an entrepreneur.
2. List of various types of start-ups. Also elaborate various types of entrepreneurs.
3. Differentiate entrepreneurship from intrapreneurship.
4. Creativity is the essence of entrepreneurship. Discuss. Also explain heuristics and mind mapping technique of creative problem solving.
5. Define franchisee and joint venture as forms of entrepreneurship.

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P.T.O.

6. Write notes on the following :
 - (a) Financial feasibility of project.
 - (b) Idea to opportunity mapping.
7. Briefly explain the main contents of a business plan and the relevance of exit plan in business plan.
8. Discuss the remedies for entrepreneurial failures and ways to overcome them.
9. Briefly explain various initiatives taken by the Govt. to promote entrepreneurs.
10. Write a note on women entrepreneurship.

Part B

11. "Entrepreneurship and economic development go hand in hand." Elaborate this statement in the light of recent initiatives taken by Govt. to promote entrepreneurship.
12. Discuss various legal issues that restrain an individual to become an entrepreneur. Also elaborate the roles and responsibilities of board of directors.
13. Define the importance of business plan for entrepreneur. Also draft a business plan on a new product line of herbal cosmetics along with its financial summary.

FM-401: Principles of Insurance & Banking

Max Marks. 100

External: 70

Internal: 30

Time: 3Hours

Note: - The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Course Objective: The objective of this subject is to acquaint candidates with the contemporary issues in the banking and insurance sectors.

Course Contents:

Insurance-Concept, Nature, Classification-Life & Non-life, Functions, Importance and Principles of Insurance; IRDA Act 1999 - Organization, guidelines for life & Non-life insurance.

Life Insurance -Concept; Public & Pvt. Sector companies in India - their products, schemes & plans; LIC Act 1956-An overview. General Insurance - Concept, Types; Public & Pvt. Sector companies in India - their products, schemes & plans.

Distribution channel in Insurance-Introduction, Individual Agents-Appointment, functions, code of conduct and remuneration; Claims settlement in Life Insurance and General Insurance.

Bank - Concept, Classification, objectives & functions. Bank Management - Concept, Functions, Importance. Legal framework of regulation of banks: Banking Regulation Act 1949 and main amendments. Reserve requirements: CRR, SLR, Forex Reserves, bank fee based services; innovative products in banking; bancassurance. The RBI Act, 1934 and main amendments.

Banking forms - Corporate Banking, Rural Banking, Retail Banking, International Banking, e-banking. Banker-customer relationship: Payment and collection of cheques; special services rendered by banks to customer. Reforms in banking after 1991. Micro Financing in India.

Suggested Readings:

1. Nalini Prave Tripathy, Prabir Pal, 'Insurance theory and practice' TMH 2007.
2. Justin Paul and Padmalatha Suresh, 'Management of Banking and financial services'. TMH 2009.
3. M. Ravathy Sriram and P.K. Bamanan, 'Core banking solution' PHI 2008
4. Jyotsna Sethi and Nishevan Bhatia, 'Elements of Banking and Insurance' PHI 2008.
5. Vijayaragavan Iyengar, 'Introduction to Banking' Excel Books Pvt. Ltd. 2007.
6. Viganim, BML, 'Banking, law and practice' Konak Publication 2005
7. K.C. Shekhar, Lakshmy Shekhar, 'Banking, theory and practice' Pearson

Subject Name	Principles of Insurance and Banking
Subject Code	FM-401
Course:-	MBA
Semester:-	4th Semester
Lecture Number	Topics to be Discussed
L1	Insurance Concept and Nature
L2	Classification –Life and Non Life
L3	Functions, Importance and Principles of Insurance
L4	Do
L5	IRDA Act-1999 Organization
L6	Do
L7	Guidelines for Life and Non-Life Insurance
L8	Life Insurance-Concept, Public and Private Sector Companies in India
L9	Do
L10	Life Insurance-Product, Schemes and Plans
L11	Distribution channel in Insurance-Introduction
L12	Do
L13	Individual Agents-Appointments, Functions
L14	Individual Agents-Code of Conduct and Remuneration
L15	Claims Settlement in Life Insurance
L16	Claims settlement in General Insurance
L17	Class Assignment
L18	Bank-Concept
L19	Bank Classification
L20	Objectives and functions of Bank
L21	Case Study
L22	Bank Management- Concept, Functions and Importance
L23	Do
L24	Legal Framework of Regulation of Banks
L25	Banking Regulation Act 1949
L26	Main amendments in Banking Regulation Act 1949
L27	Case Study
L28	Reserve Requirements
L29	CRR
L30	SLR
L31	Class Assignment
L32	Forex Reserves
L33	Bank Fee Based Services

L34	Innovative products in Banking
L35	Main Amendments in RBI Act,1934
L36	Banking Forms
L37	Practically filling of Bank Forms
L38	Corporate Banking
L39	Case Study
L40	Rural Banking
L41	International Banking
L42	Class Test
L43	E-Banking
L44	Case Study
L45	Payment of Cheques
L46	Special services rendered by banks to customers
L47	Reforms in Banking after 1991
L48	Case Study

TUTORIAL SHEET- 1

1. What is meant by Insurance? Critically examine its classification.
2. Distinguish between Life and General Insurance.
3. Elaborate the different channels of distribution in Insurance.
4. Explain the term “Individual Agent”. Also explain his functions and the appointment.
5. Write a note on “Claims settlement in Life and General Insurance”.

TUTORIAL SHEET- 2

1. What is Bank? Explain in detail its concepts, classification, objectives and functions.
2. Highlight the key issues regarding the Legal framework of the regulation of the banks.
3. Write a detailed note on Banking Regulation Act 1949.
4. Write a detailed note on Corporate Banking and Rural Banking.
5. Explain the concept of Micro Financing in India.

Roll No.

Total Pages : 03

MMS/M-17
MANAGEMENT
FM-401

13535

Principles of Insurance and Banking

Time : Three Hours]

[Maximum Marks : 70

Note : Attempt any *eight* questions from Part A and any *three* questions from Part B. Each question in Part A carries 5 marks and in Part B 10 marks.

Part A

1. What is the mechanism of the insurance ?
2. How does insurance help in the economic development of a country ?
3. In what manners the Insurers provide indemnity to insured in non-life insurance ?
4. Define the term insurable interest. How is insurable interest created ?
5. Explain the claim settlement procedure in non-life insurance.

6. List out the innovative products in Banks. Explain features of any such *two* products.
7. Explain meaning and objective of the following tools of monetary policy :
 - (a) SLR
 - (b) CRR
 - (c) Bank Rate.
8. What do you mean by deregulation of interest rates ? Who is authorised to determine interest rates of bank deposits and advances now-a-days.
9. Write a note on Retail Banking.
10. Write short notes on the following :
 - (a) MUDRA BANK
 - (b) Prime Minister Jan Dhan Yojana.

Part B

11. Describe the main features of any *three* life insurance products and any *three* non-life insurance products.
12. Explain the role, procedure of becoming insurance agent and code of conduct for individual agents.

13. Give in brief the main provisions of "Banking Regulation Act, 1949".

14. Describe "the banker-customer relationship". Also give some services rendered by banks.

15. Write notes on the following :

(a) Micro financing.

(b) IRDA guidelines.

FM- 404: Management of Financial Services

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The main objective of this course is to help students to learn the various financial services and their role in the overall financial system.

Course Contents

Financial Services: Meaning, Nature and Types. Leasing: Concept, Classification, Accounting, Legal and Tax Aspects of Leasing; Financial Evaluation of leasing. Factoring: Meaning, Characteristics and Types of Factoring arrangements, Factoring in India. Hire Purchase Finance and Consumer

Credit: Conceptual Framework; Legal Aspects; Taxation; Accounting and Reporting; Financial Evaluation of Hire Purchase Finance, Features of Consumer Credit. Housing Finance: Introduction, NHB's Housing Finance Companies Directions, Prudential Norms, and Housing Finance Schemes. Credit Rating : Meaning and Types; Benefits of Credit rating to investors and companies. Credit Rating Agencies; Objectives and Functions. Credit Cards: Concept and Significance; Types of Credit Cards, Credit Card Business in India.

Book Building: Concept and Mechanism of Book Building; Significance and Benefits of Book Building.

Bought Out Deals: Meaning and Nature; Mechanisms of Bought out Deals; Advantages; The Present Scenario. Securitization: Concept, Mode, Mechanism and Beneficiaries of Securitization; Securitization in India. Depository system: concept, depository participants, functions of depository system; benefits of depository, Depository system in India. Venture Capital: Meaning, Eligibility, Modes of Financing. Role and Functions of Merchant Bankers

Subject Name	Management Of Financial Services
Subject Code	FM-405
Course:-	MBA
Semester:-	4th Semester
Lecture Number	Topics to be Discussed
L1	Financial Services: Introduction & Types
L2	Leasing: Concept
L3	Classification of Leasing
L4	Accounting Aspect of Leasing
L5	Do
L6	Legal and Tax Aspects of Leasing
L7	Financial Evaluation of Leasing
L8	Meaning of Factoring
L9	Characteristics & Types of Factoring Arrangements
L10	Factoring in India.
L11	Do
L12	Assignment & Doubt Session
L13	Hire Purchase Finance and Consumer Credit
L14	Conceptual Framework & Legal Aspects
L15	Taxation, Accounting and Reporting
L16	Financial Evaluation of Hire Purchase Finance
L17	Do
L18	Features of Consumer Credit
L19	Introduction to Housing Finance
L20	NHBs Housing Finance Companies Directions
L21	Do
L22	Case Study
L23	Prudential Norms
L24	Housing Finance Schemes
L25	Meaning & Types of Credit ratings
L26	Benefits of Credit Ratings Agencies
L27	Objectives & Functions of Credit Rating Agencies
L28	Do
L29	Concept & Significance of Credit Cards.
L30	Types of Credit Cards.
L31	Credit Card Business in India
L32	Concept Mechanism of Book Building
L33	Significance & Benefits of Book Building
L34	Case Study
L35	Meaning & Nature of Bought out Deals

L36	Bought out Deals Mechanism
L37	Doubt Session
L38	Advantages & Its present Scenario
L39	Concept & Mode of Securitization
L40	Do
L41	Mechanism & Beneficiaries of Securitization
L42	Depository System Concept & Fucntions
L43	Participants of Depository System
L44	Benefits & its application in India
L45	Meaning of Venture Capital
L46	Eligibility & Mode of Financing
L47	Role & Functions of Merchant Bankers
L48	Doubt Session

Suggested Readings

1. Khan, M.Y.: Management of Financial Services, McGraw Hill, 2001
2. Shashi.K.Gupta: Management of Financial Services
3. Gordan, E and K. Natrajan : Emerging Scenario of Financial Services. Himalaya Publishing House, 1997.

Tutorial Sheet 1

- Q1. Discuss the concept of Venture Capital
- Q2. Explain the benefits of Securitization.
- Q3. Write short note on Credit Card Business in India.
- Q4. Discuss Prudential Norms.
- Q5. Discuss the Meaning of Factoring

Tutorial Sheet 2

- Q1. Discuss the concept of Leasing
- Q2. Elaborate Housing Finance in India
- Q3. Bought out Deals are Very commonly used in Indian Security Market.
- Q4. Write short notes on Hire Purchase Finance and Consumer Credit
- Q5. Explain the process of Book Building

Roll No.

Total Pages : 01

MMS/M-17

13538

MANAGEMENT OF FINANCIAL SERVICES
FM-404

Time : Three Hours]

[Maximum Marks : 70

Note : Attempt any *eight* questions from Part A, where each question carries 5 marks. Further, attempt any *three* questions carrying 10 marks each from Part B. Length of each question should not exceed three pages in the Part A and five pages Part B.

Part A

1. Explain the accounting treatment of lease transactions.
2. Describe, with example, any *three* types of lease.
3. Explain need and types of factoring services.
4. Bringout taxation aspect of 'Hire Purchase' Transactions
5. What do you mean by 'Book Building' ? What are advantages and disadvantages of Book Building ?
6. What is Securitization ? Discuss briefly the main features of securitization.

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P.T.O

7. What are the main elements of the NHB guidelines extending equity support to HFCs ?
8. Discuss the main characteristics of hire-purchase. How does it differ from instalment payments ?
9. Discuss the main features of consumer credit.
10. Describe the role and functions of Merchant Bankers.

Part B

11. Explain the rating methodology used by the rating agencies for manufacturing companies.
12. Briefly outline the framework of operations of a depository system with reference to the Depositories Act and SEBI Depositories and Participants Regulation.
13. Discuss briefly the pre-issue and post-issue obligations of merchant Bankers.
14. Write a note on the important venture capital schemes in India.
15. (a) Explain the meaning and mechanism of bond issues in India.
(b) Show the progress of credit card business in India.

FM- 405: Project Management

Max. Marks: 100
External: 70
Internal: 30
Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The basic purpose of this course is to understand the framework for evaluating capital expenditure proposals, their planning and management in the review of the projects undertaken.

Course Contents:

Generation and Screening of Project Idea; Capital Expenditure; Importance and Difficulties; Market and Demand Analysis; Technical Analysis; Financial Estimates and Projections; Financing of Projects; Investment Criteria. Analysis of Project Risk : Firm Risk and Market Risk; Social Cost and Benefit Analysis; Multiple Projects and Constraints; Network Techniques for Project Management; Project Review and Administrative Aspects; Assessment of the Tax Burden; Environment Appraisal of Projects; Human aspects of Project Management. Project Financing: BOT, PPP and consortium financing.

Suggested Reading

1. W. Ahuja, G.K. & Gupta, Ravi : Systematic Approach to Income Tax, Allahabd, Bharat Law Hose, 1997.
2. Bhalla, V.K. : Financial Management and Policy, 2nd ed., New Delhi, Anmol, 1998.
3. Chandra, Prasanna : Projects : Preparation, Appraisal, Budgeting and Implementation, 3rd ed., New Delhi, Tata McGraw Hill, 1987.
4. Dhankar, Raj S.: Financial Management of Public Sector Undertakings. New Delhi, Westville, 1995.

Lesson Plan

FM- 405: Project Management

Lecture Number	Topics to be Discussed
L1	Overview of Project Management
L2	Generation of Project Idea
L3	Screening of Project Idea
L4	Meaning of Capital Expenditure
L5	Importance of Capital Expenditure
L6	-DO-
L7	Difficulties of Capital Expenditure
L8	Market Analysis
L9	Demand Analysis
L10	Demand Forecasting Techniques
L11	Case Study Session
L12	Technical Analysis
L13	Determinants of choice of technology
L14	Financial Estimates- introduction
L15	Projections of Financial Estimates
L16	-DO-
L17	Financing of Projects
L18	Working Capital: Requirements & financing
L19	Profitability Projections
L20	Projected Balance sheet & Cash Flow Statements
L21	Investment Criteria

L22	Project evaluation process
L23	-DO-
L24	Project evaluation techniques
L25	Assignment & Doubt session
L26	Analysis of Project Risk : Introduction
L27	Firm Risk
L28	Types
L29	Market Risk
L30	Class test
L31	Social Cost & Benefit Analysis-Meaning
L32	Evaluation of SCBA
L33	Rationale of SCBA
L34	Multiple Projects Constraints
L35	Network Techniques for Project Management
L36	PERT
L37	-DO-
L38	CPM
L39	-DO-
L40	Assignment & Doubt session
L41	Project Review & Administrative Aspects
L42	Assessment of the Tax Burden
L43	Environment Appraisal of Projects
L44	Human aspects of Project Management
L45	Project Financing: BOT

L46	PPP
L47	Consortium financing
L48	Class test

Suggested Readings

1.W.Ahuja, G.k.& Gupta, Ravi: Systematic Approach to Income Tax, Allahabad, Bharat Law House,1997

2.Bhalla, V.K. : Financial Management and Policy, 2nd ed., New Delhi, Anmol,1998

3.Chandra, Prasanna : Projects : Preparation, Appraisal, Budgeting and Implementation, 3rd ed., New Delhi, Tata McGraw Hill, 1987

Tutorial Sheet – 1

1. Define project? What is the significance of project management in context of the present business scenario in India?
2. Explain the various aspects that need to be considered by a project manager while conducting the market feasibility for a project?
3. Which approach between cost benefit analysis and social cost benefit analysis you like and why?
4. What is project risk? Explain the various techniques of analysis of project risk?
5. Explain significance and utility of network techniques with special reference to CPM?

Tutorial Sheet – 2

1. Explain mechanism for conducting environment appraisal of a project with a case study?
2. Explain the following
 - i. Environment appraisals of project
 - ii. Abandonment analysis
 - iii. Project risks
 - iv. Demand forecasting
3. As a project manager of a corporate enterprise, how would you carry out the technical appraisal for setting up a new plant at different locations?
4. At the time of implementation of a selected project, the Net-Work technique is used to determine the critical path? Also give the formula of calculating the standard deviation in PERT analysis?
5. Write short note on
 - i. UNIDO approach of SCBA
 - ii. Choice of technology for a project

Previous year question paper

Roll No.

Total Pages : 02

MMS/M-17

13539

PROJECT MANAGEMENT

FM-405

Time : Three Hours]

[Maximum Marks : 70

Note : Attempt any *eight* questions of 5 marks each from Unit
I. Attempt *three* questions of 10 marks each from Unit
II.

Unit I

1. What are the major source of business ideas ?
2. Explain the difficulties in taking capital expenditure decisions.
3. What is market analysis ?
4. Illustrate how IRR of investment is calculated ?
5. How are choice regarding technology is made by a project manager ?
6. How is break-even analysis of a project is done ?
7. Explain the concept of social cost of a project.

8. What is consortium financing ? Explain the trends/status of consortium financing in India.
9. Explain the concept of Project life-cycle.
10. Explain the concept Network techniques in Project Management.

Unit II

11. Define Project and Project Management. How is Project Management different from general business management ?
12. Explain What aspects are considered under market analysis for a new project.
13. Explain in detail the current trends of project financing in India.
14. "Environment Appraisal has become critical in Project Management these day." Comment.
15. How is the SCBA of new projects is done by the financial institution while financing the new industrial projects in India ?

MMS / M-18
PROJECT MANAGEMENT
Paper-FM-405

Time allowed : 3 hours]

[Maximum marks : 70

Note : (i) Attempt any eight questions of 5 marks each from Part-A and (ii) Attempt any three questions of 10 marks each from Part-B.

Part-A

1. Define Project ? What are the characteristics of a Project ?
2. What is Project rating Index ? How is it constructed ? What does it indicate ?
3. What is technical feasibility of a Project ? What is its scope ?
4. How IRR of a Project is calculated ?
5. Explain the significance of determining the critical path of a Project.
6. To what extent PPP Model has been successful in India with reference to the infrastructure projects in India.
7. What do you mean by dummy activities ? Why are they used in a network diagram ?
8. Which type of organization structure is suitable for projects and why ?

9. What is the significance of project manuals in Project management?
10. What is Project monitoring? Explain its significance in Project Management.

Unit-B

11. What are various types of business opportunities available at present in India? How are these opportunities Identified?
12. Discuss the pre-requisites for successful Project Implementation. Why does the control of Projects in practice tend to be ineffective?
13. What are the major sources of Institutional finance available for new projects in India? Also explain the various incentives available to them.
14. How is the risk of a Project Identified? Also explain the different risk controlling techniques for a Project.
15. "Social Cost Benefit Analysis and Environment Appraisal has become critical in Project Management these days" Comment.

FM- 407 : Portfolio Management

Max Marks. 100

External : 70

Internal : 30

Time:

3Hours

Note: - The examiner will set eight questions in all. Question No.1, Comprising of seven short answer type questions, shall be compulsory. In all, the students would be required to attempt five questions. All Questions will carry equal marks.

Course Contents

Introduction – Meaning, Need, risk & return determination of a portfolio, Markowitz portfolio theory, Sharp simple index model and APT; Optimal portfolio : selection & problems; Efficient Frontier; Meaning & Construction ad investors utility; Efficient frontier (i) risk – free and (ii) risky lending and borrowing, leveraged portfolio; market portfolio; capital market line; CAPM; security market line; characteristic line; Portfolio revision – Meaning, need and constraints; formula plan; constant – dollar – value plan, constant ratio plan, variable ratio plan. Bond portfolio management strategies – passive portfolio strategies, active portfolio strategies; portfolio performance evaluation, risk adjusted performance measures.

Suggested Reading :

1. Alexander, Gordon J. and Sharpe, William F. : Fundamentals of Investment, Englewood Cliffs, New Jersey, Prentice Hall Inc.
2. Kevin : Portfolio Management, Prentice Hall of India, New Delhi.
3. Sharpe : Investments, Prentice Hall of India, New Delhi.
4. Strong : Portfolio Management, Thomson Learning, Bombay.
5. Elton, Edwin J. and Gruber, Martin J.: Modern Portfolio Theory and Investment Analysis, New York, John-Wiley.
6. Reily, Frank K. : Investment Analysis and Portfolio Management, Dryden Press.
7. Fischer Donald E. and Jordan, Renold J. : Security Analysis and Portfolio Management.

The list of case and specific references including recent articles will be announced in the class at the time of launching of the course.

Subject Name	Portfolio Management
Subject Code	FM-406
Course:-	MBA
Semester:-	4TH Semester
Lecture Number	Topics to be Discussed
L1	Introduction to Portfolio Management
L2	Portfolio Construction Process: Traditional Approach
L3	Portfolio Construction Process: Modern Approach
L4	Markowitz Portfolio Theory: Assumptions
L5	Markowitz Portfolio Theory: Explanations
L6	Markowitz Portfolio Theory: Limitations
L7	Case Study Sessions
L8	Efficient Frontier: Meaning
L9	Construction and Investors Utility
L10	Sharpe Single Index Model: Assumptions
L11	Sharpe Single Index Model: Explanations
L12	Sharpe Single Index Model: Limitations
L13	Capital Asset Pricing Model (CAPM): Assumptions
L14	Capital Asset Pricing Model (CAPM): Explanations
L15	Capital Asset Pricing Model (CAPM): Limitations
L16	Assignment & Doubt Sessions
L17	Efficient Frontier - Risk- free
L18	Risky Lending and Borrowing
L19	Leveraged Portfolio
L20	Market Portfolio
L21	Security Market Line
L22	Capital Market Line
L23	Characteristic Line
L24	Assignment & Doubt Sessions
L25	Arbitrage Pricing Theory: Assumptions
L26	Arbitrage Pricing Theory: Explanation
L27	Arbitrage Pricing Theory: Limitations
L28	Portfolio Revision: Meaning & Need
L29	Portfolio Revision: Constraints
L30	Formula Plans: Meaning
L31	Formula Plans: Types
L32	Portfolio Performance Evaluation: Meaning and Measures

L33	Assignment & Doubt Sessions
L34	Portfolio Management Strategies
L35	Market timing
L36	Stock Selectivity
L37	Portfolio Management Services in India
L38	Management of mutual funds
L39	Performance evaluation of mutual funds
L40	Doubt Session

Suggested Readings
1. Sharpe, William F. etc: Investment, PHI of India 1997, New Delhi. 2. Francis, JC. Investment Analysis and Management Kevin: Portfolio Management, Prentice Hall of India, New Delhi 3. Pandian: Security Analysis and Portfolio Management, Vikas Publishing House,

Tutorial sheet -1

Q1: What is portfolio? How is portfolio return and risk calculated for a two security portfolio?

Q2: What do you mean by efficient frontier? How would you construct it for risk free and risky securities?

Q3: What is arbitrage pricing theory? Point out the major differences between CAPM and arbitrage pricing theory?

Q4: What is the need for revising portfolios? Bring out the techniques for revising portfolios?

Q5: Discuss critically various measures for evaluating portfolios performance?

Tutorial sheet -2

Q1: Describe Sharpe Single Index model/

Q2: Illustrate graphically how CAPM can be used for assessing whether a security is underpriced, overpriced or correctly priced?

Q3: What is the relationship among security market line , capital market line and characteristic line?

Q4: Explain the concept and process of portfolio analysis?

Q5; write short notes: Risk Premium Capital market Line

Roll No.

Total Pages : 02

MMS/M-17

13540

PORTFOLIO MANAGEMENT

FM-406

Time : Three Hours]

[Maximum Marks : 70

Note : Attempt any *eight* questions of 5 marks each from Part A and *three* questions of 10 marks each from Part B.

Part A

1. Explain Portfolio Return and Risk.
2. How diversification reduces portfolio risk ?
3. Explain efficient frontier.
4. What is meant by optimal portfolio ?
5. What is Beta ? How is it measured and interpreted ?
6. Discuss the assumption of Markowitz theory.
7. What is risk-free rate ? How is it measured ?
8. What do you understand by Investor's Utility ? How is it useful in Portfolio Management ?

(3-50/2) L-13540

P.T.O.

9. Explain Capital Market Line (CML).
10. Discuss constant Dollar Plan.

Part B

11. What do you understand by Portfolio Management ? Explain the process of portfolio management in detail.
12. What is Capital Asset Pricing Model (CAPM) ? Explain the assumptions and limitations of CAPM.
13. What do you mean by Portfolio Revision ? Explain the objectives and importance of portfolio revision with suitable example.
14. Define mutual fund. Explain the different methods of evaluation of mutual fund schemes.
15. Write short notes on the following :
 - (a) Portfolio Management Services
 - (b) Formula Plans.

HRM 401: Management Training and Development

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The purpose of this paper is to provide an in-depth understanding of the role of Training in the HRD, and to enable the students to manage the Training systems and processes effectively.

Course contents

Training & Development: Concepts, Definition, Meaning, Need, Importance, Objectives, Special Issues. Concepts of Education, Training & Development: An Overview. Types Of Training. The Training Context: Nature and Scope of Training, Training Challenges, Forces influencing Working and Learning, Learning: Theories and Process. Training Needs Analysis: The Process and Approaches of TNA, Organizational Analysis: TNA and Training Process Design, Output of TNA, Training Design, Delivery & Evaluation. Understanding & Developing the objectives of Training, Considerations in Designing Effective Training Programs: Selecting and Preparing the Training Site, Selecting Trainers, Program Design: Learning Environment, Pre-training Communication, Facilitation of Training with Focus on Trainee (Motivation of Trainee, Reinforcement, Goal setting). Transfer of Training: Conditions of Transfer, Facilitation of Transfer with Focus on Organization Intervention (Supervisor Support, Peer Support, Trainer Support, Reward Systems, Climate etc.) Training Methods, Implementation and Evaluation of Training Programme, Training Aids. Career & Career Management. Future of T & D.

Suggested Readings

- 1 Lynton, R. Pareek, U. Training for Development. Sage Publications, New Delhi, 2012.
- 2 Sahu RK Management Training for Development, Excel Publication.2009.
- 3 Janakiram, B Training and Development, Biztantra. 2009
- 4 Noe, Raymond Employee Training and Development, TMH, New

- Delhi.2011.
- 5 Blanchard and Thacker Effective Training Systems, Strategies and Practices, Pearson 2005.
 - 6 Buckley R & Caple, Jim The Theory & Practice of Training, London, Kogan Page. 1995.
 - 7 Pepper, Allan D. Managing the Training and Development Function, Aldershot, Gower, 1984
 - 8 Rae, L. How to Measure Training Effectiveness, Aldershot Gower, 1986.
 - 9 Reid, M. A. Training Interventions: Managing Employee Development, 3rd ed. IPM, London, 1992.
 - 10 Senge, P. The Fifth Discipline; The Art and Practice of the Learning organization, Century, London. 1992.

TUTORIAL SHEET-1

1. Clearly bring out the meaning of training, Distinguish it from education and briefly outline the role and significance of training in present day corporate
2. Highlight the major challenges that the training manager faces in a high technology organization?
3. Distinguish between training and development. How should an HRD department work for realizing the business goals.
4. “A training manger has enormous responsibilities to discharge”. In the light of the above statement, Identify and explain the main responsibilities of training manger in large scale manufacturing organization
5. Describe the process of identifying training needs. Explain the various sources of data that can be used for training needs analysis

TUTORIAL SHEET-2

1. How would you evaluate the effectiveness of training imparted to middle managers
2. What do you understand by “learning”? Highlight the essential principles of learning.
3. Explain the meaning of Action Research and highlight the procedure involved therein
4. Describe the major challenges that the training manger faces in high technology organization.
5. “Over the years there has been drastic change in management development”. Illustrate.

Roll No.

Printed Pages : 2

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MMS / M-18
MANAGEMENT TRAINING AND
DEVELOPMENT
Paper-HRM-401

Time allowed : 3 hours]

[Maximum marks : 70

Note :- Attempt any eight questions, each from unit-I carrying 5 marks and any three question from unit-II carrying 10 marks each.

Unit-I

1. Future of training and development in India.
2. Write a note on Training Challenges in India.
3. Explain the characteristics of Trainee required for Training programme.
4. Explain the role of various audio visual aids in training programme.
5. Difference between training and development programmes.
6. Kirk Patricks Model for evaluating training programmes effectiveness.
7. Role of Trainers in the evaluation of training programmes.
8. Various classroom training delivery methods.
9. What is TNA? Why it is to be conducted?
10. What are merits and demerits of training and development programmes?

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[Turnover

HRM-402: Human Resource Planning & Development

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Course Objective: To familiarize the students with the basic concepts, tools and techniques of qualitative measurement of human resources requirement and to enable the students to acquire the knowledge necessary for preparing the manpower plan of a business enterprise and subsequent plans of actions, further to train them in application of human resource planning techniques.

Course Contents:

Human Resource Planning : Meaning, Significance Relationship of HRP with Business Strategy/Strategic Planning, Perspectives of HRP: Macro and Micro HRP, Horizons of HRP, Process, Challenges of HRP. Scenario Planning: Assessing the Demand and Supply of People in Organisations, Models and techniques of manpower demand and supply forecasting. Action Plans/Human Resource Plans: Components of HR plan, Quantitative HR plan, Resourcing Plan, Learning, Training and Development Plan, Reward Plan, Retention Plan, Separation and Redeployment Plans. Management/Executive Development: Meaning, Scope and Significance and Modern Methods of Management Development, Process of Structuring MDP in organisations. Competency Development: Concept of Competence and Competency, Competency Development Process, Methods/approaches of Competency Development. Talent Management: Concepts and Practices.

Suggested Readings:

- 1 Turner, Paul HR Forecasting and Planning, , Jaico Publication House
- 2 Rothwell, William J. and Planning and Managing Human Resources, ,Jaico Publication House.
Kansas, H. C
- 3 Armstrong, Michael Handbook of Human Resource Management Practice, 12th Ed. Jaico

- 4 Armstrong, Michael Publication House.2012
Strategic Human Resource Management, Jaico Publication House. 6th
Ed. 2012
- 5 Aggarwala, Tanuja Strategic Human Resource Management, Oxford University
Press.2009
- 6 Mankin, David Human Resource Development, Oxford University Press.2012
- 7 Haldar, Udai Human Resource Development , Oxford University Press.2010
- 8 Rao, T V Future of HRD . Macmillan India Pvt. Ltd. 2009

Lesson Plan

HRM-402: Human Resource Planning & Development

Lecture Number	Topics to be Discussed
L1	Human Resource Planning: Introduction
L2	Meaning, Significance of HRP
L3	Relationship of HRP with Business Strategy
L4	Strategic Planning
L5	Perspectives of HRP: Macro and Micro HRP
L6	-DO-
L7	Horizons of HRP Scenario Planning
L8	Assessing the Demand and Supply
L9	Class Assignment
L10	Process of HRP
L11	Case Study
L12	Challenges of HRP

L13	Scenario Planning
L14	Nature, Scope of Scenario Planning
L15	-DO-
L16	Assessing the Demand and Supply of people in Organisation
L17	-DO-
L18	Class Assignment
L19	Models of manpower demand and supply forecasting
L20	Techniques of manpower demand and supply forecasting
L21	Action Plans/
L22	Class Test
L23	Case Study
L24	Components of HR Plan
L25	-DO-
L26	Quantitative HR plan
L27	Resourcing Plan
L28	Reward Plan
L29	Retention Plan
L30	-DO-
L31	Learning Plan
L32	Development Plan
L33	Training Plan
L34	Separation Plan
L35	Redeployment Plan
L36	Case Study

L37	Management Development
L38	Class Test
L39	Executive Development
L40	Meaning, Scope of Management Development
L41	Significance of Management Development
L42	-DO-
L43	Class Assignment
L44	Process of Structuring MDP in organization
L45	Modern Methods of Management Development
L46	Competency Development
L47	Competency Development Process
L48	Class Test

Suggested Readings

1. Turner Paul HR Forecasting and Planning, Jaico Publication House
2. Armstrong Michael Handbook of Human Resource Management Practice
3. Aggarwal, Tanuja Strategic Human Resource Management, Oxford University

Tutorial Sheet – 1

1. What is human resource accounting? Bring out merits and demerits of human accounting?
2. Explain the concept and features of human resources information system in an organization? Explain its objectives and functions in modern organizations?
3. What do you understand by the term micro level man power planning? Explain how to align a company's strategic direction with its human resource planning?
4. Explain the concept of work force flow mapping and age and grade distribution mapping? Bring out there relative significance for man power planning?
5. Write short note on
 - i. Human Resource valuation

- ii. Quality of work life
- iii. Career Development
- iv. Employees turnover
- v. Performance Planning
- vi. Potential Appraisal

Tutorial Sheet – 2

1. Write short note on
 - i. Labour market analysis
 - ii. Behavioral factors in HRP
 - iii. Career Planning
 - iv. Performance Planning
2. What do you understand by performance planning? Bring out various factors and attributes of performance planning and discuss its significance for organizational productivity?
3. What do you mean by labour market analysis? Discuss its significance for organizational human resource planning in today's competitive business environment?
4. What do you mean by potential appraisal? Discuss approaches to potential appraisal. Bring our various potential attributes of an employee and discuss their significance?

Previous year question paper

MMS / M-18
HUMAN RESOURCE PLANNING AND
DEVELOPMENT
Paper–HRM-402

Time allowed : 3 hours]

[Maximum marks : 70

Note :- Attempt any Eight Questions from Part-A and any three questions from Part-B.

Part–A

1. Identify the important factors which influence manpower supply in contemporary times.
 2. How to manage the situation of increasing separations of employees for any firm? Discuss.
 3. Examine the key challenges for Macro HRP in India
 4. Throw light on various Flow and Mathematical models used for forecasting HR Demand forecasting.
 5. Briefly explain the widely used methods/approaches of competency development.
 6. How to evaluate the effectiveness of HRP. What criteria should be followed for judging the efficacy of HR Planners.
 7. Why redeployment plans are used? Discuss the situations under which such plans are prepared and executed.
 8. Figure out the key skills which necessarily needs to be imparted to young managers in modern times while conducting any Management Development Program.
-

9. Which aspects of training are crucial for present day technology savvy employees? Also mention some modern types of training.
10. Why non-financial rewards are getting important these days? Identify the reasons for such a change among employees.

Part-B

11. Is the concept of Talent Management different from HRM? Justify your answer. Throw light on the related concepts and practices which forms integral part of Talent Management in modern organisations.
 12. Define Resourcing. What kind of challenges companies facing these days to resource quality talent? Which sources are preferred for sourcing best human assets?
 13. Imagine yourself as HR Manager of a large IT sector organisation which is facing a very high attrition rate of 30%. What kind of strategies/corrective actions will you suggest and implement for retaining the employees.
 14. Banking these days has become very stressful and competitive. While working as HR Manager for an India Private Sector Bank, what aspects/factors will you take care of while developing training and development plan for employees of that bank keeping in view the scenario.
 15. What is Scenario Planning? How it is instrumental in successful conceptualization and execution of HRP? Explain using relevant examples.
-

Roll No.

Total Pages : 03

MMS/M-17

13548

HUMAN RESOURCE PLANNING AND
DEVELOPMENT
HRM-402

Time : Three Hours]

[Maximum Marks : 70

Note : Attempt *eleven* questions in all. Part A comprises of 10 short answer type questions of 5 marks each. Part B comprises of *five* questions of 10 marks each. Attempt any *eight* questions from Part A and any *three* questions from Part B.

Part A

1. Discuss the various horizons of HRP and mention their suitability in different business situations.
 2. Highlight the issues to be considered while preparing Retention Plans in today's competitive business environment.
 3. Mention the key steps of Management Development Program to be conducted for Senior Bank Managers.
-

4. Discuss the alternatives for HR Managers when HRP results in surplus manpower. Which one is more preferred ?
5. What is Scenario Planning ? Examine its utility for effective HRP in contemporary time.
6. Critically evaluate the relationship of HRP with Strategic Business Planning.
7. Figure out the key factors influencing Manpower Demand in modern times.
8. What are the key target areas for Separation and Redeployment Plans ?
9. Review some of the emerging trends in talent management practices widely followed by Indian corporate sector.
10. Define Quantitative HR Plans. What are their utility areas ? Discuss.

Part B

11. What is Competency Development ? How is it different from Training and Development, and Management Development ? Discuss the stages of process of competency development program prepared for bank managers.
-

12. It is very well recognised that there is always a dearth of quality talent. To tap the talented people what kind of resourcing plans and strategies the modern organisations need to follow/prepare in times to come. Comment.
 13. Learning Organisations and Organisational Learning is the buzzword. To create and accept such frameworks what learning principles and practices traditional organisations need to adopt for much needed organisational transformations. Elucidate.
 14. Keeping in view the Macro-HRP, what challenges you foresee in terms of manpower demand and supply for a progressive developing country like India. Justify your viewpoint.
 15. As scope of Rewards and Recognition programmes is getting wider these days. To remain competitive in terms of rewards and recognitions, what kind of strategies and plans does the contemporary organisations need to prepare in modern time ? Explain.
-

HRM-403: Human Resource Development: Strategies and Systems

Max. Marks: 100 External: 70 Internal: 30 Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The purpose of this paper is to facilitate and understanding of the concepts methods and strategies for HRD

Course contents:

HRD Introduction- Concept, goals, challenges, HRD methods, Changing paradigm of HRD- Concepts-scope-objectives, principles, framework, HRD climate, Global perspectives on HRD, HRD Sub-systems- Performance Management, Training & Development, Career Planning, Succession Planning; Contribution of sub-systems to HRD goals, Planning and organizing HRD system-principles in designing HRD system, Challenges of future HRD professionals- roles and competency requirements of HRD professionals, Developing HRD strategies, Framework of HR-The strategic HR Framework Approach, The integrativeframework, Human Capital Appraisal Approach, HRD Score card approach , P-CMMApproach. HRD for Workers, HRD for other special groups; HRD Interventions Strategies; HRD Approaches for coping withOrganizational Changes, Future of HRD in India

Suggested readings

1. Dayal, Ishwar: Successful Application of HRD, New concepts, New Delhi. 1996.
2. DayalIshwar: Designing HRD Systems, Concept, New Delhi, 1993.
3. Gupta Santosh& Deep Sachin Gupta: Human Resource Development,2nd Ed. 2008,Deep and Deep Publications.
4. Kohli, Uddesh&Sinha, Dharni P.: HRD - Global Challanges& Strategies in 2000, AD ISTD, New Delhi. 1995.
5. Krishnaveni, R.: Human Resource Development: A Researcher's Perspective, Excel books, 2008
6. Kaushal H.: Human Resource Development, McMillan.

7. KundalaSarinivas R.:Strategic Human Resource Development,5th Ed. 2006, Prentice Hall of India Pvt. Ltd.
8. Mankin, David: Human Resource Development, Oxford University Press, 2012
9. Maheshwari, B L. &SinhaDharni P. Management of Change through HRD, TATA McGraw Hill, New Delhi, 1991.
10. Pareek, U. etc: Managing Transactions: The HRD Response. Tata McGraw hill, New Delhi, 1992.
11. Rao, TV etc:Alternative Approaches & Strategies of Human Resource Development. Rawat, Jaipur, 1988.
12. Rao, TV: Future of HRD, Macmillan India Ltd.
13. Silver, DN: HRD: The Indian Experience. India, New Delhi, 1991.

Lesson Plan

HRM-403: Human Resource Development: Strategies and Systems

Lecture Number	Topics to be Discussed
L1	Concept, Goals of HRD
L2	Challenge of HRD
L3	HRD Methods
L4	-DO-
L5	Assignment & Doubt Session
L6	Changing Paradigm of HRD
L7	Concepts- Scope, Objectives of HRD
L8	Principles of HRD
L9	Case Study
L10	Frame of HRD
L11	HRD Climate
L12	Global perspectives on HRD
L13	HRD Sub-systems-

L14	-DO-
L15	Performance Management
L16	Class Test
L17	Introduction- Training and Development
L18	Training and Development Process
L19	-DO-
L20	Career Planning
L21	Succession Planning
L22	Contribution of sub-systems to HRD Goals
L23	Class Test
L24	Planning HRD system
L25	Organizing HRD system
L26	Principles in Designing HRD system
L27	Assignment & Doubt Session
L28	Challenges of future HRD Professionals
L29	Developing HRD strategies
L30	Case Study
L31	Framework of HR
L32	The strategic HR Framework Approach
L33	The integrative framework
L34	The integrative framework
L35	Assignment & Doubt Session
L36	Human Capital Appraisal Approach
L37	HRD Score Card Approach

L38	P-CMM Approach
L39	Class Test
L40	HRD for Workers
L41	HRD for other special groups
L42	HRD Interventions Strategies
L43	-DO-
L44	HRD Approaches for coping with Organizational Change
L45	-DO-
L46	Changes of HRD in India
L47	Future of HRD in India
L48	Class Test

Tutorial Sheet – 1

1. Explain the concept of quality circle ?
2. What are the factors that effect HRD climate ?
3. Differentiate between timing and development?
4. How an organization induces changes and how such changes can produce desire effect?
5. Write short note on Future of HRD in India?

Tutorial Sheet – 2

1. What do you mean by HRD? Discuss its importance in the present scenario?
2. Bring out the difference between education, training and learning.
3. Why action learning is a very important part of individual development?
4. How can performance review be used as a tool to motivate employees? What steps could be taken to deal with unsatisfactory performance?
5. Explain Human capital Appraisal approach and people capability maturity model approach in detail.

Previous year question paper

MMS / M-18
HRD : SYSTEMS AND STRATEGIES
Paper-HRM-403

Time allowed : 3 hours]

[Maximum marks : 70

Note :- Attempt any eight questions from Part-A and any three questions from Part-B.

Part-A

1. What do you mean by HRD? Discuss its importance in the present scenerio?
2. What are the primary functions of HRD department in an organisation?
3. What is meant by HRD culture? How does it differ from HRD Climate?
4. Bring out the difference between education, training and learning.
5. Why action learning is a very important part of individual development?
6. Bring out the meaning and purpose of assessment centres.
7. Why is it important for trainers and trainees to establish a rapport with each other before a training session?
8. What are the main challenges faced by future HRD Professionals?
9. Define the HRD Score Card approach.
10. What is the future of HRD in India?

5×8=40

Part-B

11. What are the characteristics of an effective HRD professional?
Discuss the experiential learning approaches in HRD.
 12. "The selection of role and type of HRD intervention is largely affected by the nature and objectives of the organisation."
Comment on the statement and discuss the underlying concepts with suitable examples.
 13. How can performance review be used as a tool to motivate employees? What steps could be taken to deal with unsatisfactory performance?
 14. Explain Human Capital Appraisal approach and people capability maturity model approach in detail.
 15. How an organisation introduces changes? Explain HRD approaches for coping with organisational changes. $10 \times 3 = 30$
-

HUMAN RESOURCE DEVELOPMENT :
STRATEGIES AND SYSTEMS
HRM-403

Time : Three Hours]

[Maximum Marks : 70

Note : Attempt any *eight* questions from Part A and any *three* questions from Part B.

Part A

1. Do supervisors have HRD responsibilities ? If so, how do they co-ordinate these with HRD professionals ?
 2. Why class-room training methods are so popular in HRD ?
 3. What qualities do you think an HRD manager must possess to be effective in the presently booming service sector
 4. What are the various factors that affect HRD climate ?
 5. What roles does HRD play in Government organisations ?
 6. Explain the concept of quality circle.
-

7. Differentiate training and development.
8. Explain human capital appraisal approach.
9. Explain Kurt Lewin's model of organisation change.
10. Write a short note future of HRD in India.

Part B

Note : Answer the following questions. Each question carries 10 marks.

11. "HRD is the development of people, organisation and society." Discuss.
 12. What is career development systems ? Discuss the role and responsibilities of individuals managers and organisations in career development.
 13. State the concept of HRD matrix and briefly explain its components.
 14. How an organisation introduces changes and how such changes can produce desire effects ?
 15. What is the relationship between organisational need analysis and strategies plannings ? How can tying HRD programs to an organisation strategies plans make easier to develop and deliver HRD programs ?
-

HRM-405: Compensation Management

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organizations and to impart skills in designing, analyzing and restructuring reward management systems, policies and strategies.

Course Contents:

Compensation Management: Concept, Goals, Foundations of Compensation Management. Compensation Strategy: Monetary & Non-Monetary Rewards. Internal and External Equity in Compensation System. Inter and Intra industry Wage Differentials. Fringe Benefits and Supplementary Compensation. Understanding Compensation Packages: Compensation of Chief Executives, Senior Managers, R & D Staff, Board of Director, Sales Executives. Incentive Schemes/ Payment –By-Results (PBR), Performance Linked Compensation, Tax Planning: Tax Implication of Employee Compensation Package to the Employer; Approaches to deal with the Workforce Redundancy, Statutory provisions governing different components of reward systems: The Minimum Wages Act, 1948, The Payment of Wages Act ,1936, The Workmen’s Compensation Act ,1923, Payment of Bonus Act ,1965. Institutions related to Reward System :Wage Boards, Pay commissions, Recommendations of 6th Pay Commission, Recommendations of 2nd National Commission on Labour relating to Compensation. International Compensation Practices: Problems, Objectives and Elements of Expatriate’s Compensation Package.

Suggested Readings

- 1 Armstrong, Michel and Murlis, Helen. Reward Management. Kogan Page, 2010
- 2 Henderson, Richard I. Compensation Management: Rewarding Performance Prentice Hall of India Pvt. Ltd, 2004
- 3 Milkovich & Newman Compensation: Tata McGraw Hill, New Delhi, Eighth Edition. 2005
- 4 Henderson I. Richard Compensation management in a knowledge based world, Pearson Education, New Delhi, 9th edition
- 5 Singh, B.D. Compensation and Reward Management. Excel Books, 2007
- 6 Gerhart, B. & Rynes, S.L. Compensation, Evidence, and Strategic Implications. Sage Publication,2008
- 7 Berger & Berger. The Compensation Handbook: A State-of –the –Art Guide to Compensation Strategy and Design. McGraw Hill, 2008
- 8 Martocchio, J. Strategic Compensation: A Human Resource Perspective Approach. Pearson Education. 2004

The list of cases and specific references including recent articles will be announced in the class.

Subject Name	Compensation Management
Subject Code	HRM-405
Course:-	MBA
Semester:-	4th Semester
Lecture Number	Topics to be Discussed
L1	Compensation Management: Concept & Goals
L2	Foundations of Compensation Management
L3	Compensation Strategy: Monetary Rewards
L4	Non-Monetary Rewards
L5	Internal Equity in Compensation System
L6	External Equity in Compensation System
L7	Inter and Intra industry Wage Differentials
L8	Assignment & Doubt Session
L9	Fringe Benefits
L10	Supplementary Compensation
L11	Understanding Compensation Packages
L12	Compensation of Chief Executives
L13	Senior Managers and R & D Staff
L14	Board of Director & Sales Executives
L15	Incentive Schemes/ Payment –By-Results (PBR)
L16	Performance Linked Compensation
L17	Class Test
L18	Tax Planning : Introduction
L19	Tax Implication of Employee Compensation Package to the Employer
L20	Approaches to deal with the Workforce Redundancy
L21	Statutory provisions governing different components of reward systems
L22	Assignment & Doubt Session
L23	The Minimum Wages Act, 1948
L24	Fixation of Minimum Wages
L25	The Payment of Wages Act ,1936
L26	Deductions
L27	Case study session
L28	The Workmen’s Compensation Act ,1923
L29	Employer's Liability to Pay Compensation
L30	Doctrine of Notional Extension of Employment
L31	Class test
L32	Payment of Bonus Act ,1965
L33	Disqualification for bonus

L34	Institutions related to Reward System
L35	Wage Boards
L36	Pay commissions
L37	Recommendations of 6th Pay Commission
L38	Recommendations of 2nd National Commission on Labour relating to Compensation
L39	Case study session
L40	International Compensation Practices: Problems
L41	Objectives Of International Compensation
L42	Elements of Expatriate's Compensation Package
L43	Class Test

TUTORIAL SHEET-1

1. Write Short note on:-

- a) Internal Equity
- b) Job Evaluation
- c) Wage Board
- d) Subsistence Theory
- e) Strategic Compensation
- f) Wage Survey
- g) Wage Differential

2. “Compensation is effective motivational tool”. Explain.

3. What are the statutory provision governing different components of reward systems?

4. “Special Groups tend to be strategically important to the company”. Who are special groups? What are the compensation strategies for Special groups?

5. a) Internal and External equity in compensation system

b) Competency based pay

c) Wage Differential

6. What are the objectives and principles of compensation management? Also identify main components of compensation package of employees.

7. What is Equity? What do you understand by internal and external equity? How do equity considerations affect compensation management?

8. Discuss compensation management practices adopted by multinational corporations.

9. Discuss the ‘Payment of Wages act, 1936’ governing compensation in India.

Tutorial Sheet-2

Q1. Describe the process of designing Pay Structure. Also discuss the components of compensation packages for an organization.

Q2. Write Short note on the following:

- (a) Pay Commission & their objectives
- (b) Components Of Compensation Packages

Q3. Write Short note on the following:

- (a) Wage Differential
- (b) Internal & External Equity

Q4. What is executive compensation? What are the principle governing executive compensation?

Q5.

- (a) External Equity
- (b) Pay Differential
- (c) Wage Boards
- (d) Residual Claimant Theory
- (e) Pay Commission
- (f) Salary Survey
- (g) Job Evaluation

Q6. “Special Groups tend to be strategically important to the company”. Who are special groups? What are the compensation strategies for Special groups?

Q7. What is meant by compensation Management? Discuss the importance of compensation in growing global organization.

Q8. What are the statutory provision governing different components of reward systems?

Tutorial Sheet-3

Q1. Discuss the economic theories related to compensation.

Q2. Describe the process of designing Pay Structure. Also discuss the components of compensation packages for an organization.

Q3. Write Short note on the following:

- (a) Pay Commission & their objectives
- (b) Components Of Compensation Packages

Q4. Write Short note on the following

Q5. a) Motivational issues in compensation

- b) Knowledge based pay
- c) Essential characteristics of effective incentive plans

Q6. What is meant by Compensation Management? Discuss various economic theories related to compensation.

Q7. Discuss the nature, constitutions and functions of Wage Boards.

Q8. What do you mean by 'Fringe Benefits'? What are different types of fringe benefits available to employees?

Roll No.

Total Pages : 02

MMS/M-17

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COMPENSATION MANAGEMENT

HRM-405

Time : Three Hours]

[Maximum Marks : 70

Note : Attempt any *eight* questions from the Part A and each question carries 5 marks. Attempt any *three* questions from Part B and each question carries 10 marks.

Part A

(Short Answer Type Questions)

1. Principle of equity in compensation plan.
2. Linkage between incentives and productivity.
3. Define living wage and fair wage.
4. Payment by results.
5. Marginal theory of compensation.
6. Approaches to deal with the workforce redundancy.
7. Objectives and main features of the Workman's Compensation Act, 1923.

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8. Main elements of executive compensation.
9. Wage differentials in compensation management.
10. Expatriation and Repatriation concept.

Part B

(Long Answer Type Questions)

11. Identify the main components of compensation package of employees in Indian Organisations. Discuss in detail.
12. What is equity in compensation management ? How do equity considerations affect compensation management ?
13. What are the tax implications of various components of compensation package ?
14. What is the scope and application of the Payment of Bonus Act, 1965 ? Discuss the provisions regarding payment of minimum and maximum bonus and calculation of bonus under the Act.
15. Discuss the international compensation management practices and also discuss the influence of culture on compensation in the context of compensation strategies of international firms.

MM-403: Service Marketing

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: This course primarily aims at sensitising towards marketing orientation required in case of services. The same is of utmost importance for the budding managers to understand as service sector has become the cornerstone of any economy and that marketing of services require an altogether different approach as against marketing goods.

CONTENTS

SERVICES AND THE ECONOMY

- The growing influence of services in the economies of the countries around the globe.
- Services and the Indian Economy: Contribution and Reasons for Growth of Services in India.

SERVICES AND IT'S MARKETING

- Unique Characteristics of Services and Problems Associated with Services Marketing on Account of these.
- Overcoming Challenges Associated with Services Marketing.
- Goods-Service Categorisation.
- Types of Services- Core and Supplementary.

SERVICE MARKETING ENVIRONMENT AND MIX

- Prominent Environmental Factors Influencing Service Marketing.

- A Bird's Eye-View of Service Marketing Mix- Product, Price, Place, Promotion, Process, People, Physical Evidence and Productivity.

SERVICE MANAGEMENT TRIANGLE

- An Introduction to the Concept and its Variants viz. Internal Marketing, External Marketing and Interactive Marketing.

SERVICE QUALITY, PRODUCTIVITY AND RECOVERY

- Service Quality- Prominent Models.
- Service Productivity- Measurement and Productivity Enhancement Strategies. Relationship between Service Quality and Productivity.
- Service Recovery- Significance. Recovery Techniques.

SERVICE VALUE ENHANCEMENT

- Service Differentiation- Significance and Techniques.
- Service Positioning- Ways.
- Relationship Marketing- Significance and Tools.

Suggested Readings

1. Zeithaml, V.A, D.D Gremler, M.J Bitner and A Pandit, Services Marketing, Tata McGraw Hill, 4th Special Indian Edition.
2. Hoffman, K.D and JEG Bateson, Marketing of Services, Cengage Learning, Indian Edition.
3. Lovelock, Christopher, Services Marketing, Pearson Education, 7th Edition.
4. Woodruff, H.E, Services marketing, Longman Group.
5. Payne, D, The Essence of Services Marketing, Prentice Hall of India.
6. Verma, Harsh V, Services Marketing- Text and Cases, Pearson Education.
7. Kotler, Philip and Gary Armstrong, Principles of Marketing, Prentice Hall of India.
8. Journal of Services Marketing, Emerald Publications

Subject Name	Service Marketing
Subject Code	MM-403
Course:-	MBA
Semester:-	4TH Semester
Lecture Number	Topics to be Discussed
L1	Services and the economy:Introduction
L2	The growing influence of services in the economies of the countries around the globe
L3	Services and the Indian Economy: Contribution
L4	Reasons for Growth of Services in India
L5	Services and its Marketing: Introduction
L6	Unique Characteristics of Services
L7	Problems Associated with Services Marketing on Account of these
L8	Overcoming Challenges Associated with Services Marketing
L9	Goods-Service Categorisation
L10	Types of Services- Core
L11	Types of Services- Supplementary
L12	Service Marketing Environment
L13	Assignment & Doubt Session
L14	Service Marketing mix
L15	Prominent Environmental Factors Influencing Service Marketing
L16	A Bird's Eye-View of Service Marketing Mix- Product
L17	A Bird's Eye-View of Service Marketing Mix- Price
L18	A Bird's Eye-View of Service Marketing Mix- Place
L19	A Bird's Eye-View of Service Marketing Mix- Promotion
L20	A Bird's Eye-View of Service Marketing Mix- Process
L21	Assignment & Doubt Session
L22	A Bird's Eye-View of Service Marketing Mix- People
L23	A Bird's Eye-View of Service Marketing Mix- Physical Evidence
L24	A Bird's Eye-View of Service Marketing Mix- Productivity
L25	Service Marketing Triangle
L26	Do
L27	An Introduction to the Concept and its Variants
L28	Assignment & Doubt Session
L29	External Marketing & Interactive Marketing
L30	Service Quality- Prominent Models
L31	Do
L32	Case study
L33	Service Productivity- Measurement

L34	Productivity Enhancement Strategies
L35	Relationship between Service Quality and Productivity
L36	Assignment & Doubt Session
L37	Service Recovery- Significance
L38	Recovery Techniques
L39	Case Study
L40	Service Value enhancement:Introduction
L41	Do
L42	Service Differentiation- Significance and Techniques
L43	Service Positioning- Ways
L44	Case Study
L45	Relationship Marketing- Significance
L46	Tools of Relationship Marketing
L47	Case Study
L48	Assignment & Doubt Session

TUTORIAL SHEET- 1

1. What is share of Service sector in India's GDP?
2. Outline basic difference in manufacturing sector and service sector. Explain the concept of market structure, conduct and performance of a service industry.
3. Discuss the relevance of relationship marketing in case of telecommunication and courier industry
4. Explain the various components of consumer behavior in service Industry. Explain with the help of consumer travelling by air transport
5. Discuss the marketing environment in case of service industry. Explain with reference to shopping malls.

TUTORIAL SHEET-2

1. What are the unique characteristics of services. What challenges they pose before Service Marketers
2. Do you think we need to design a different marketing mix for services? If yes, what would be its configuration
3. What is internal marketing and hat are its benefits? How an internal marketing programme can be planned and implemented
- 4.What are major issues in developing a new service product
- 5.Distinguish between Goods and services.

Roll No.

Printed Pages : 2

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MMS/ M-18
SERVICE MARKETING
Paper-MM-403

Time allowed : 3 hours]

[Maximum marks : 70

*Note :- Attempt Eight questions from Part-A (5 marks each) and
3 questions from Part-B (10 marks each)*

Part-A

1. How can service productivity be enhanced?
2. Discuss the role of physical evidence in tangibilising intangible services.
3. Discuss prominent supplementary services with examples.
4. Should we practice relationship marketing with all kind of customers? Discuss using various categories of customers.
5. Throw light on prominent positioning planks as applicable in a service industry.
6. Discuss the impact of GST on prominent service industries.
7. Discuss the 'Empathy' dimension of Servqual Model. How is it measured?
8. 'Goods without service component and services without tangible component are difficult to trace these days'. Comment using suitable live examples.
9. What are the various types of service complainers? Which of these are most cherished by the companies?

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10. Discuss a practical approach to service recovery.

Part-B

11. Using latest data, discuss the role of service sector in the Indian economy. Why is its role becoming more prominent with every passing year?
12. "Marketing of services becomes a daunting task on account of peculiar characteristics of services". What challenges are associated with such characteristics of services? How can marketers handle these?
13. Work out a relationship among Internal, External and interactive marketing using a suitable model. Also throw light on some internal and external marketing best practices.
14. How is consumer Gap different to Producer's Gap? What are the various reasons on account of which such Gaps emerge? What are their marketing implications?
15. Discuss the benefits that may accrue to the service company and its customers on account of practicing relationship marketing. How can the company evolve the concept of Relationship Marketing?

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MM- 406: Marketing Communication Strategy

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: This paper aims to provide a sound understanding of and an integrated approach towards marketing communications mix

Course Contents:

INTEGRATED MARKETING COMMUNICATION

- Role of IMC in Marketing Process.
- IMC Planning Model
- Developing IMC Plan.

MARKETING COMMUNICATION MIX

- Elements of Marketing Communication Mix
- Characteristics of Marketing Communication Mix
- Factors in Setting the Marketing Communication Mix
- Measuring Effectiveness of Various Elements of Marketing Communication Mix.

ADVERTISING

- Purpose, Role, Functions and Types.
- Advertising Objectives and Goal Setting
- Advertising Budgeting.
- Detailed Media Planning, Scheduling and Strategy.
- Devising Advertising Campaign.
- Measuring Advertising Effectiveness.

SALES PROMOTION

- Meaning and Importance.
- Integration with Advertising and Publicity.

- Prominent Sales Promotion Tools
- Push-Pull Strategies.
- Decisions Confronting Sales Promotion.

PUBLIC RELATIONS

- Meaning and Importance
- Objectives and Goals
- Prominent PR Tools
- Public Relation Decisions and Strategies
- PR V/S Publicity

DIRECT MARKETING

- Meaning and Importance
- Prominent Direct Marketing Tools
- Direct Marketing Decisions and Strategies.

PERSONAL SELLING

- Meaning, Importance and Principles
- Designing Sales Force.
- Managing the Sales Force.

SUGGESTED READINGS

1. Belch and Belch, Advertising and Promotions- IMC Perspectives, Tata McGraw Hill.
2. Clow and Baack, Integrated Advertising, Promotion, and Marketing Communications, Pearson Education.
3. O Guinn and Allen Semenik, Advertising and Integrated Brand Promotion, Cengage Learning.
4. Murthy, S N and U Bhojanna, Advertising- An IMC Perspective, Excel Books.
5. Batra, Meyers and Aaker, Advertising Management, PHI Publications.
6. Kotler, P and Kevin L Keller, Marketing Management, Prentice Hall India, 12th Edition..
7. Journal of Marketing Communication, American Marketing Communication

Subject Name	Marketing Communication Strategy
Subject Code	MM-406
Course:-	MBA
Semester:-	4th Semester
Lecture Number	Topics to be Discussed
L1	Integrated Marketing Communication:Introduction
L2	Role of IMC in Marketing Process
L3	IMC Planning Model
L4	Developing IMC Plan
L5	Marketing Communication Mix:Introduction
L6	Elements of Marketing Communication Mix
L7	Characteristics of Marketing Communication Mix
L8	Factors in Setting the Marketing Communication Mix
L9	Measuring Effectiveness of Various Elements of Marketing Communication Mix
L10	Case Study Session
L11	Advertising:Introduction
L12	Purpose & Role of Advertising
L13	Functions & Types of Advertising
L14	Advertising Objectives
L15	Goal Setting
L16	Advertising Budgeting
L17	Detailed Media Planning
L18	Media Scheduling
L19	Media Strategy
L20	Devising Advertising Campaign
L21	Measuring Advertising Effectiveness
L22	Assignment & Doubt Session
L23	Sales Promotion:Meaning & Importance
L24	Integration with Advertising and Publicity.
L25	Prominent Sales Promotion Tools
L26	Push-Pull Strategies.
L27	Decisions Confronting Sales Promotion
L28	Public Relations: Meaning & Importance
L29	Objectives and Goals of Public Relations
L30	Prominent PR Tools
L31	Public Relation Decisions and Strategies
L32	Public Relations vs Publicity
L33	Case Study Session
L34	Direct Marketing: Meaning & Importance
L35	Prominent Direct Marketing Tools

L36	Direct Marketing Decisions and Strategies
L37	Assignment & Doubt Session
L38	Personal Selling: Meaning, Importance and Principles
L39	Designing Sales Force
L40	Managing the Sales Force

TUTORIAL -1

1. “Money spent on advertising is an investment not a waste”. Comment
2. Discuss the role of IMC in marketing process
3. What do you mean by personal selling? Also discuss its importance
4. What are various direct marketing decisions and strategies.
5. What do you mean by optimum promotion mix. Explain the components and factors affecting promotion mix.

TUTORIAL-2

1. Difference between public relation and publicity
2. What is the role of promotion in marketing? Describe the main characteristics of various components of Promotion mix.
3. Discuss Push and Pull strategies
4. What are the objectives and goals of public relation?
5. State different types of advertising.

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Printed Pages : 2

MMS/M-18
MARKETING COMMUNICATION
STRATEGY

Paper-MM-406

Time allowed : 3 hours

[Maximum marks : 70

Note : Attempt any eight questions from Part-A and any three questions from Part-B. Each question of Part-A carries 5 marks and that of Part-B carries 10 marks

Part-A

1. Discuss the IMC planning model.
2. What major PR tools are adopted by companies in changing business scenario.
3. Discuss the limitations of pre testing methods for measuring advertising effectiveness.
4. Discuss the recent pull strategies adopted by marketers.
5. Differentiate between puffery and bait advertising.
6. How effectiveness of sales promotion is measured ?
7. Discuss the Elaboration likelihood model of communication.
8. Explain the various sales promotion design issues.

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9. Discuss the issues involved in managing the sales force.
10. How GRP is different from TRP ?

Part-B

11. How integration of advertising and publicity helps the companies to achieve competitive advantage ? Give suitable example.
12. Which direct marketing strategies are taken by companies now? Explain the increasing role of internet in direct marketing.
13. Explain the different factors affecting budget allocation. Also explain the most appropriate method of budget allocation.
14. Discuss the importance of advertising objectives. How these are framed ?
15. Discuss the various decisions confronting sales promotions. What issues can emerge and how these can be resolved ?

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MM-402: Industrial Marketing

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives: The objective of this course is to lay a foundation for an understanding of the complex dimension of the Industrial Marketing.

Course contents:

Nature of International Marketing: Industrial versus Consumer Marketing Management; understanding Industrial Markets; Organizational Customers; Classifying Industrial products, Unique characteristics of organizational Procurement. Organizational buying Activities, objectives in organizational buying, Purchasing's influence on Buyer Behaviour, Psychological factors influencing individual Decision Making, strategic Planning in the Industrial Market. The Strategic Planning Process, Marketing Role in the Strategic Planning Process. Basis for segmenting Industrial Markets, Target Marketing and Product Positioning. Industrial Product Management, product development strategy, Relationship of Logistics and Physical Distribution, factors influencing pricing strategy.

Suggested Readings

1. Reader Robert R. Industrial Marketing Analysis, Planning and control Englewood Cliffs, New Jersey, Prentice Hal Inc. 1991.
2. Vitale; Business to Business Marketing; Thomson Learning, Mumbai.
3. Havalder Krishna K, Industrial Marketing, TMH, New Delhi.
4. Corey E Raymond, Industrial Marketing: Cases and concepts, 3rd ed. Englewood cliffs, New Jersey Prentice Hall Inc. 1983.

5. Gross AC Business Marketing Boston, Houghton Mifflin, 1993.
6. Hill, Richard etc. Industrial Marketing. Homewood Illinois, Richard D. Irwin, 1975.
7. Webster, FE. Industrial Marketing Strategy, 2nd ed. New York John Wiley, 1979.
8. Alexander S. Ralph cross – Industrial Marketing.
9. Reeder Robert R., “Industrial Marketing” PHI.
10. M.Govindarajan “ Industrial Marketing Management” Vikas Publishing House.

LECTURE PLAN

Lecture Number	Topics to be Discussed
L1	Industrial Marketing- Introduction & meaning
L2	Nature of industrial marketing
L3	Scope of industrial marketing
L4	Industrial versus Consumer Marketing Management
L5	Understanding Industrial Markets
L6	Assignment & Doubt Session
L7	Organizational Customers
L8	Classifying Industrial Process
L9	Unique Characteristics of Organizational Procurement
L10	Class test
L11	Organizational Buying Activities
L12	Objectives in Organizational Buying
L13	Purchasing’s Influence on Buying Behaviour
L14	Case Study
L15	Individual Decision Making
L16	Psychological factors influencing individual Decision Making
L17	Strategic Planning Process
L18	The Strategic Planning Process
L19	Marketing Role in the Strategic Planning Process
L20	Assignment & Doubt Session
L21	Segmentation-introduction
L22	Basis for segmenting Industrial Markets
L23	Target Marketing
L24	Product Positioning
L25	Class test
L26	Industrial Product Management- Introduction
L27	Product development Strategy
L28	Relationship of logistics
L29	Physical Distribution
L30	Assignment & Doubt Session
L31	Industrial Pricing- introduction

L32	Pricing Policies
L33	Penetration Pricing Policy
L34	Skimming Pricing Policy
L35	Product Life Cycle
L36	Case study
L37	Pricing strategies
L38	Factors influencing pricing strategy
L39	New Product development process
L40	Product Classification
L41	Reasons for New Product Development
L42	Recent trends in B2B Marketing
L43	Class test

TUTORIAL SHEET-1

1. Write a comprehensive note on “Industrial Buying Behaviour”. In this note you must clearly bring out the differences between customer behaviour and industrial buying behaviour, as well as the implications of these differences for marketers.
2. What is the basis of industrial market segmentation? Describe various target marketing strategies in industrial marketing?
3. Do industrial buyers exhibit different purchase behaviour in comparison to individual customers? What are major determinants of behaviour of industrial customers?
4. Describe the importance characteristics of the different stages of industrial life cycle and explain their marketing implications.
5. What are the important factors which affect industrial product pricing? Give a brief account of the important pricing methods and approaches.

TUTORIAL SHEET- 2

1. What are the major functions of distribution channel members in industrial marketing?
2. Discuss logistics management.
3. Discuss the nature and scope of industrial market. Who are the main participants in it? How is the relationship among them determined?
4. Define Industrial Marketing. What are the major challenges before Industrial Marketers?
5. What are the important components of Industrial market? Describe the different categories of Industrial Buyers.

QUESTION PAPERS

Roll No.

Printed Pages : 2

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MMS / M-18

INDUSTRIAL MARKETING

Paper-MM-402

Time allowed : 3 hours

[Maximum marks : 70

Note :- Attempt any eight questions from this Section.

Section-A

8×5=40

1. Define and distinguish between industrial marketing and consumer marketing.
2. What kind of challenges industrial marketers face?
3. Discuss the classification of industrial products.
4. What procurement process is normally followed by industrial buyers?
5. What is marketing logistics?
6. What do you mean by target marketing?
7. What is relevance of positioning in industrial marketing?
8. What role intermediaries play in industrial marketing?
9. What considerations are kept in mind while designing distribution strategy for industrial products?
10. In the wake of 'Make in India' and other similar campaigns, do you think there will be golden period for industrial marketers?

Note : Attempt any three questions from this Section

Section-B

3×10=30

11. What are unique features of industrial buying? What factors influence behaviour of industrial buyers?

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12. What is market segmentation? What segmentation criteria can be used for industrial customers?
13. Define strategic planning. How strategic marketing planning can boost up organisational performance of industrial marketers?
14. What product strategies can be adopted by industrial marketers?
15. What factors influence the pricing decision of industrial products? Also discuss different pricing strategies that can be used by industrial marketers?

Roll No.

Total Pages : 02

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INDUSRIAL MARKETING

MM-402

Time : Three Hours]

[Maximum Marks : 70

Section A

Note : Attempt any eight questions from this Section. Each question carries 5 marks.

1. Discuss the concept and nature of industrial marketing.
2. What do you mean by logistics ?
3. What functions intermediaries perform ?
4. Describe strategic marketing planning.
5. Is BCG matrix relevant in Industrial Marketing ?
6. What are characteristics of Industrial buyers ?
7. Do psychological factors influence industrial buyers ?
8. Define product mix and product line.

9. Do industrial marketers go for test marketing before launching a product?
10. What positioning strategies are most relevant in industrial marketing?

Section B

Note : Attempt any *three* questions from this Section. Each question carries 10 marks.

11. Discuss in detail the process of industrial buying. Also discuss the classification of industrial products.
12. What criteria can be used to segment industrial markets? How market targeting is done?
13. What are buying motives of industrial customers? Why marketers need to understand behaviour of industrial customers?
14. Write a detailed note on industrial product management. Does the concept of LPC apply in Industrial marketing?
15. What factors influence pricing of industrial products? Are industrial customers price-sensitive? Discuss any *two* pricing strategies.

MM-401: International Marketing

Max. Marks: 100

External: 70

Internal: 30

Time: 3 Hours

Note: The Examiner will set the question paper in two parts encompassing the entire syllabus. Part A will comprise 10 short answer type questions of 5 marks each. Part B will comprise of 5 questions of 10 marks each. A student is required to attempt any eight questions from the part A and any 3 questions from part B.

Objectives : The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

Course Contents:

International Marketing: Definitions, nature, scope and benefits; reasons and motivations underlying International Trade and International Business; Process of International Marketing; Domestic Marketing versus International Marketing, basic modes for entry; International Marketing Environment; Factors influencing International market selection and segmentation, Selection strategies. International Marketing Planning and Control. International Marketing Mix: International product policy and planning: International product mix, Product life cycle, product standardization and adaptation, and organization of product warranties and services. Branding, labeling, packaging, International pricing policies, the process of price setting, pricing decisions, information for pricing decisions. Terms of payment in international transactions, dumping, counter trade, transfer pricing and grey marketing. International Advertising: International advertising strategy, elements of advertising strategy, media strategy. International Distribution Management: International Distribution Channels, International distribution policy, selecting distribution channels.

Emerging issues in international marketing: Global e-marketing-The Death of Distance, communications, Targeting the individual customers, relationship marketing, interactivity, The information and communication technology

Suggested Reading

1. Vern Terpestra and Ravi Sarthy : International Marketing, Thosmson.
2. Simon Majaro : International Marketing.
3. John, Fayerweather : International Marketing.
4. R. L. Varshney and B. Bhattacharya : International Marketing; Sultan Chand Publication, N. Delhi.
5. Sak Onkvisit and John Shaw : International Marketing (Analysis and Strategy), PHI, N. Delhi.
6. Rakesh Mohan Joshi: International Marketing, Oxford University Press.

Subject Name	International Marketing
Subject Code	MM - 401
Course:-	MBA
Semester:-	4TH Semester
Lecture Number	Topics to be Discussed
L1	International Marketing: Introduction
L2	Nature, Scope of International Marketing
L3	Benefits of International Marketing
L4	Reasons underlying International Trade and International Business
L5	Do
L6	Motivations underlying International Trade and International Business
L7	Basic Modes for Entry
L8	Process of International Marketing
L9	Domestic Marketing versus International Marketing
L10	Case Study Sessions
L11	International Marketing Environment
L12	WTO Framework and International Marketing
L13	Factors Influencing International Market Selection
L14	Factors Influencing International Market Segmentation
L15	Assignment & Doubt Sessions
L16	Selection Strategies
L17	Do
L18	International Marketing Planning
L19	International Marketing Control

L20	International Marketing Mix: Introduction
L21	International product policy
L22	Do
L23	Planning International Product Mix
L24	Assignment & Doubt Sessions
L25	Branding
L26	Labelling
L27	Packaging
L28	Do
L29	Assignment & Doubt Sessions
L30	Organization of product warranties
L31	Do
L32	Organization of product Services
L33	International pricing policies: Introduction & Meaning
L34	Strategies for pricing policies
L35	Process of price setting
L36	Pricing Decisions
L37	Do
L38	Information for Pricing Decisions
L39	International Advertising :Meaning & Strategy
L40	Elements of Advertising Strategy
L41	Do
L42	Media Strategy
L43	Case Study Sessions
L44	International Distribution Management : Introduction & Meaning
L45	Do
L46	International Distribution Channels
L47	International Distribution Policy
L48	Selecting Distribution Channels

Roll No.

Total Pages : 03

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INTERNATIONAL MARKETING

MM-401

Time : Three Hours]

[Maximum Marks : 70

Note : Attempt eight questions from Unit-I carrying 5 marks each. Attempt any *three* questions from Unit-II carrying 10 marks each.

Unit I

1. Differentiate between domestic marketing and international marketing.
2. What factors should be considered by the firm while selecting the suitable mode of entry ?
3. Discuss the importance of cultural empathy to foreign marketers.
4. What target market strategies can be used in international market ?
5. Explain the different types of positioning strategies in international context.

6. What is transfer pricing ? Discuss the types of transfer pricing.
7. Discuss the factors affecting the selection of international distribution channels.
8. What are marketing barriers ? Discuss the tariff barriers on the basis of length and distribution point.
9. Discuss the different types of dumping. Is dumping legal or illegal ?
10. Write a short note on relationship marketing.

Unit II

11. Explain the concept of IPLC. Does it apply at industry or product level ? Evaluate its relevance for bicycles and generic pharmaceutical products.
12. Explain in detail the steps involved in the process of international marketing.
13. What branding decisions are taken by Indian manufacturers to mark their presence in international context ? Are they successful ? Discuss the scope of Indian brands in foreign markets.