

**UNIVERSITY CENTRE FOR DISTANCE LEARNING (UCDL)  
CHAUDHARY DEVI LAL UNIVERSITY, SIRSA  
(From the Academic Session 2016-17)**

**MBA/PGDBM 3<sup>rd</sup> Semester**

**STRATEGIC MANAGEMENT (C311) (Compulsory Subject)**

**Max. Marks: 15**

**Assignment – 1**

**Note: Attempt five questions in all. First question is compulsory. All questions carry equal marks.**

1. Write short note on the following:
  - a) Synergy
  - b) Contingency Strategy
  - c) Value Chain Analysis
  - d) Balanced Scorecard
  - e) Divestment
  - f) Corporate Governance
2. Discuss various types of corporate level strategies along with its advantages and disadvantages.
3. Discuss the factors affecting the process of environment appraisal?
4. Describe the manner in which the process of strategic choice works. Explain SWOT analysis in detail.
5. Discuss the major themes in strategy implementation.
6. Explain the application of the techniques for strategic control.
7. Explain objectives and process of strategic management.
8. Discuss the important factors that influence the choice of an appropriate strategy from various alternatives.

**Assignment – 2**

**Max. Marks: 15**

**Note: Attempt five questions in all. First question is compulsory. All questions carry equal marks.**

1. Write short note on the following:
  - a) Mission
  - b) Strategic Business Unit
  - c) Diversification
  - d) Vertical Integration
  - e) VRIO Framework
  - f) Operational Control
2. What is meant by strategic intent? Explain the process of strategic management.
3. Write a detailed note on the methods and techniques used for organizational appraisal.
4. Explain the different types of strategies under stability, expansion, retrenchment and combination corporate-level strategies.
5. Describe GE nine cell matrix and BCG matrix techniques used for analyzing corporate portfolio.
6. What are the barriers in strategy evaluation and control? Suggest suitable ways to overcome these barriers.
7. Discuss the different types of techniques used for operational control.
8. Explain the structural mechanism needed to implement a strategy.

## ENTREPRENEURSHIP DEVELOPMENT (C312) (Compulsory Subject)

Max. Marks: 15

### Assignment – 1

**Note: Attempt five questions in all. First question is compulsory. All questions carry equal marks.**

1. Write short note on the following:
  - a) Entrepreneurship
  - b) Tax planning
  - c) Environment Scanning
  - d) SSIs
  - e) SIDBI
  - f) IDBI
2. What do you understand by the term entrepreneur? Discuss the significance of entrepreneurship in the economic development of a country.
3. What is achievement motivation? Is it an essential ingredient for entrepreneurship?
4. What is the need and significance of preparation of a project feasibility report for a small enterprise?
5. Critically evaluate the programs for the entrepreneurship development.
6. Define the concept of working capital. What are the major determinants of working capital requirements of an enterprise?
7. Discuss the environmental factors which affect the success of a new business.
8. What are the reasons for the failure of a new business?

### Assignment – 2

Max. Marks: 15

**Note: Attempt five questions in all. First question is compulsory. All questions carry equal marks.**

1. Write short note on the following:
  - a) Enterprise Location
  - b) Project Feasibility Report
  - c) EDPs
  - d) SSIB
  - e) DIC
  - f) NABARD
2. Discuss the characteristics, qualities, pre-requisites and types of entrepreneur.
3. Elaborate the role of government and promotional agencies in entrepreneurship development.
4. Discuss the role of various institutions in developing entrepreneurship in India.
5. Briefly explain methods and procedures to start one's own business.
6. What do you understand by feasibility analysis and why is it important?
7. Discuss the importance of plant location and layout. Explain the factors affecting the plant location and layout.
8. Write in detail the phases, relevance and problems of entrepreneurship development program.

## Specialization: Finance

### MANAGEMENT OF FINANCIAL INSTITUTIONS (F311)

Max. Marks: 15

#### Assignment – 1

**Note: Attempt five questions in all. First question is compulsory. All questions carry equal marks.**

1. Write short note on the following:
  - a) Financial System
  - b) Financial Goals
  - c) Insurance
  - d) Monetary Planning
  - e) Development Banks
  - f) Yield Curve
2. Discuss the role and importance of financial institutions in development of Indian financial system.
3. What is the need of setting up of IDBI? How has it been successful in achieving its objectives?
4. Define term-structure of interest rates. What are the determinants of general structure of interest rates?
5. Discuss in detail the capital adequacy norms as per base II guidelines issued by RBI.
6. How is mutual fund scheme designed, marketed and launched? Discuss.
7. What factors are taken into consideration while evaluating risks and returns of assets and liabilities of financial institutions?
8. Write point by point financial institutions strategy of growth.

#### Assignment – 2

Max. Marks: 15

**Note: Attempt five questions in all. First question is compulsory. All questions carry equal marks.**

1. Write short note on the following:
  - a) Thrift Institutions
  - b) Functions of RBI
  - c) Capital Adequacy
  - d) Inflation
  - e) UTI
  - f) Mutual Fund
2. What are development banks? Explain their role and functions.
3. Briefly discuss the working and organization of ICICI.
4. What is the importance of Reserve Bank of India in the Indian economy?
5. What is yield curve? Write a note on different types of yield curve.
6. What are the objectives and functions of development banks? How development bank contribute to the economy?
7. What does LIC stands for? Write a note on different schemes of LIC.
8. Write a note on international aspects of financial institutions.

**Assignment – 1**

**Note: Attempt five questions in all. First question is compulsory. All questions carry equal marks.**

1. Write short note on the following:
  - a) Factoring
  - b) Securitization
  - c) Book-building
  - d) Credit Rating Service
  - e) Depository Service
  - f) Net Asset Value
2. What do you mean by hire purchase finance? Explain its legal and taxation aspect from consumer point of view.
3. Explain the nature of housing finance in India. What are the major prudential norms in this respect? Also explain major schemes in brief with suitable examples.
4. Explain the significance and mechanism of bought out deals in India. What are its major benefits to the investors? Also explain in brief recent development in this regard.
5. What do you mean by depository services? What are the major functions of a depository? Also explain depository system in India with suitable examples.
6. What are the major guidelines relating to operations of mutual funds in India? Also explain major mutual funds schemes which are popular in India.
7. What is forfeiting services? What are its features? How is it different from factoring and forfaiting?
8. What is securitization? Distinguish between asset backed and mortgage backed securities.

**Assignment – 2**

**Max. Marks: 15**

**Note: Attempt five questions in all. First question is compulsory. All questions carry equal marks.**

1. Write short note on the following:
  - a) Mutual Funds
  - b) Consumer Credit Services
  - c) Hire purchase system
  - d) Bought-out Deals
  - e) Special Purpose Vehicle
  - f) Merchant Banker
2. Discuss the mechanism of securitization. Explain the various steps involved in the process of securitization.
3. Define credit card service and its features. Explain the major guidelines of RBI in this respect.
4. Discuss concept of book building and its mechanism in detail.
5. Explain the advantages of depository system over physical trading system?
6. What is merchant banking? What are the major categories of merchant bankers? Discuss services rendered by merchant bankers in India.
7. What are the rights and obligations of the hirer under a hire purchase agreement?
8. Discuss the challenges of the Indian financial services industry.

**Assignment – 1**

**Note: Attempt five questions in all. First question is compulsory. All questions carry equal marks.**

1. Write short note on the following:
  - a) Weekend Effect
  - b) Cyclical Growth Industry
  - c) Breadth of the Market
  - d) Callability risk
  - e) Yield to Maturity
  - f) Capital Indexed Bonds
2. Define investment. Briefly explain the various steps involved in investment process.
3. What are the various techniques of risk measurement? Which one is best and why?
4. Explain the importance of earnings, dividend, payout and required rate of return in estimating the theoretical value of stock.
5. Define debt and equity instruments. Also describe their valuation techniques.
6. Define the various forms of market efficiency. What do they have in common?
7. Define negotiable securities. What are the negotiable securities available to the investors?
8. Give a brief account of economic analysis.

**Assignment – 2**

**Max. Marks: 15**

**Note: Attempt five questions in all. First question is compulsory. All questions carry equal marks.**

1. Write short note on the following:
  - a) Risk in Investment
  - b) Volume of Stock Market
  - c) Relative Strength Index
  - d) Coupon Rate of a Bond
  - e) Time Value of Money
  - f) Non Negotiable Securities
2. What is meant by fundamental analysis? How does fundamental analysis differ from technical analysis?
3. What are the various forms of investment alternatives? Give a detailed account of any five investment alternatives.
4. Differentiate between non-negotiable securities and Government securities.
5. Examine tax sheltered schemes available in the Indian market.
6. Discuss various fixed income securities and variable income securities.
7. What is unsystematic risk? Explain the different types of unsystematic risk.
8. Explain in detail the Dow Theory and how it is used to determine the directions of stock market.

**Assignment – 1**

**Note: Attempt five questions in all. First question is compulsory. All questions carry equal marks.**

1. Write short note on the following:
  - a) Investment
  - b) Mutual Fund
  - c) Debenture
  - d) CAPM
  - e) Simple Moving Average
  - f) Revision of Portfolio
2. State the modern approach of construction portfolio and differentiate it with the traditional approach.
3. Define Markowitz diversification. Explain the statistical methods used by Markowitz to obtain the risk reducing benefits.
4. What are the various steps involved in the portfolio investment process?
5. Explain the CAPM theory and its validity in the Indian stock market.
6. Distinguish between Treynor and Sharpe indices of portfolio performance. Which do you recommend and why?
7. Write briefly on bond portfolio management strategies.
8. Discuss the relevance of capital market line in Indian secondary market?

**Assignment – 2**

**Max. Marks: 15**

**Note: Attempt five questions in all. First question is compulsory. All questions carry equal marks.**

1. Write short note on the following:
  - a) Security Market Line
  - b) Need For Formula Plans
  - c) Diversification
  - d) Cyclical Stock Prices
  - e) Leveraged Portfolio
  - f) Capital Appreciation
2. What do you mean by portfolio management? Explain the process of portfolio management.
3. What do you mean by investment styles? Explain contrarian and momentum investment styles.
4. Explain the Sharpe index model. How does it differ from the Markowitz model?
5. What is beta? Is it a better measure of risk than the standard deviation?
6. Define efficient frontier. Distinguish between efficient portfolio and feasible portfolio.
7. What do you understand by portfolio revision? Explain various constraints in portfolio revision.
8. Define and distinguish between CAPM (Capital Asset Pricing Model) and APT (Arbitrage Pricing Theory).

## Specialization: Marketing

### ADVERTISING MANAGEMENT (M311)

Max. Marks: 15

#### Assignment – 1

**Note: Attempt five questions in all. First question is compulsory. All questions carry equal marks.**

1. Write short note on the following:
  - a) Layout
  - b) Appeal
  - c) Consumer Dissonance
  - d) Media Planning
  - e) STP
  - f) Clutter Effect
2. How do you visualize the role of advertising in marketing?
3. Explain the structure of advertising agencies in India. Also explain their functioning.
4. Discuss budgeting in relation to advertisements.
5. Define advertising. What are the functions and benefits of advertising?
6. What is message strategy? How it is developed? Also discuss the types of message strategies.
7. What is a headline? Discuss its types. Write some useful tips for forming headline.
8. Define media planning. Discuss the problems and stages of media planning.

#### Assignment – 2

Max. Marks: 15

**Note: Attempt five questions in all. First question is compulsory. All questions carry equal marks.**

1. Write short note on the following:
  - a) Advertising Agency
  - b) Cognitive Dissonance
  - c) Media Mix
  - d) Selective Demand
  - e) Target Audience
  - f) Headline
2. Is there any relationship between the concept of STP and advertising? Justify.
3. Write a detailed note on DAGMAR approach.
4. How can the effect of an advertisement be measured? Explain with suitable examples.
5. Explain the role of creativity in advertising.
6. Discuss legal, ethical and social aspects of advertisements.
7. What are the advantages and disadvantages of using emotions in advertising? Also discuss the various methods to arouse emotions by an advertiser.
8. Discuss the various media vehicles (TV, Newspaper, Magazine and Radio) in India along with their advantages and disadvantages.

**Assignment – 1**

**Note: Attempt five questions in all. First question is compulsory. All questions carry equal marks.**

1. Write short note on the following:
  - a) Consumer Retention
  - b) Direct Marketing
  - c) Lifestyle
  - d) Sources of Consumer Knowledge
  - e) Social Class
  - f) Industrial Buyers
2. What do you understand by consumer behaviour? Why is it important for the marketers to study CB?
3. Explain the consumer research process. Why is observation becoming a more important component of consumer research?
4. What are the various types and sources of consumer knowledge? Highlight the benefits of understanding consumer knowledge.
5. Discuss in detail the steps involved in consumer decision making.
6. What is problem recognition? What are the common situations that can cause problem recognition?
7. Why do consumers search information? Differentiate between internal and external consumer search.
8. What is attitude? What functions attitude performs to help consumers? Discuss the tri-component attitude model.

**Assignment – 2**

**Max. Marks: 15**

**Note: Attempt five questions in all. First question is compulsory. All questions carry equal marks.**

1. Write short note on the following:
  - a) Reference Group
  - b) Motivational Conflict
  - c) Influencer
  - d) Consumer Knowledge
  - e) Attitude Scales
  - f) Brand Personification
2. Discuss the Indian core values. What are their impacts on consumer behavior?
3. Explain the various stages of family life cycle. How the needs and wants change at every stage?
4. What are the important theories of personality?
5. What is a sub-culture? How does it influence consumer behavior? Why is it important for marketers to study sub-cultures in a country?
6. Discuss the diffusion process of innovation.
7. What is perception? How the perceptions influence the consumer behavior?
8. What do you mean by opinion leaders? What are their characteristics?

**Assignment – 1**

**Note: Attempt five questions in all. First question is compulsory. All questions carry equal marks.**

1. Write short note on the following:
  - a) Product Research
  - b) Advertising Research
  - c) International Marketing Research
  - d) Sample Frame
  - e) MRIS
  - f) Problem Statement
2. Discuss in detail the process of marketing research. What are the limitations of marketing research?
3. What are the different types of research design? Explain them in detail.
4. Distinguish between primary and secondary data. Under what conditions, it is better to obtain primary data?
5. Write a detailed note on different measurement scales.
6. Define sampling. Discuss the various probability and non-probability sampling techniques.
7. How can you prepare the questionnaire? What factors should be considered while preparing the questionnaire?
8. Define hypothesis testing. Explain the procedure of testing of the hypothesis in business research.

**Assignment – 2**

**Max. Marks: 15**

**Note: Attempt five questions in all. First question is compulsory. All questions carry equal marks.**

1. Write short note on the following:
  - a) Sample Unit
  - b) Universe
  - c) Online Data Sources
  - d) Survey Method
  - e) Sampling Errors
  - f) Questioning Techniques
2. Write a detail note on marketing research.
3. What is the rationale of writing a research report? What are the criteria of a good research report?
4. Define marketing research. What are its importance, nature and scope?
5. Differentiate between sampling and non-sampling errors. How these errors can be reduced?
6. How can you frame the research proposal? Also explain the problem in identifying the research proposal.
7. What is secondary data? What are the advantages and limitations of secondary data?
8. Distinguish between parametric and non-parametric tests.

**Assignment – 1**

**Note: Attempt five questions in all. First question is compulsory. All questions carry equal marks.**

1. Write short note on the following:
  - a) Customer Misbehavior
  - b) Market Segmentation
  - c) Customer Firm Relationship
  - d) Service Failure
  - e) Perceived Risk
  - f) Classification of Service Marketing
2. How can competitive advantage be created in service marketing? Explain with the help of suitable examples.
3. Define the term service. Explain the different classification of service marketing.
4. Describe the strategies for matching supply and demand by giving suitable examples.
5. What is service marketing? Explain the steps in service purchase process.
6. Write three different pricing approaches along with their advantages and disadvantages.
7. What do you mean by service delivery and explain it in cyber space.
8. How do we measure and improve service quality?

**Assignment – 2**

**Max. Marks: 15**

**Note: Attempt five questions in all. First question is compulsory. All questions carry equal marks.**

1. Write short note on the following:
  - a) Customer Expectation
  - b) Branding
  - c) Role of Intermediaries
  - d) Gap Model
  - e) After Sales Service
  - f) Service Management Trinity
2. Define service quality and discuss its various models in detail.
3. Why do customers complain and what do they expect from the firm?
4. Define branding and explain its benefits. Also state how a brand is developed?
5. What is service pricing? How is it different from product pricing?
6. Write a brief note on CRM.
7. Explain the role of vision and mission in providing discretion and energy to a business organization.
8. Distinguish between product, goods and services with suitable examples.

## Specialization: Human Resource

### MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE (H311)

Max. Marks: 15

#### Assignment – 1

**Note: Attempt five questions in all. First question is compulsory. All questions carry equal marks.**

1. Write short note on the following:
  - a) Change Agents
  - b) Organizational Development
  - c) Potential Evaluation
  - d) Technological Transition
  - e) Multi-Skilling
  - f) Vestibule Training
2. What is proactive technological culture? Why it is important in a business organization?
3. Explain how HR issues integrate with technology management.
4. Identify the need for manpower training in an organization? What are the important purposes served by training?
5. Write a detail note on various modern methods of performance evaluation.
6. What are the environmental implications of human resource management?
7. What do you mean by a knowledge organization? Also discuss the role of HR department in such an organization.
8. Explain the process of technology transition in detail.

#### Assignment – 2

Max. Marks: 15

**Note: Attempt five questions in all. First question is compulsory. All questions carry equal marks.**

1. Write short note on the following:
  - a) Six-sigma
  - b) Management by Objectives (MBO)
  - c) Knowledge Management
  - d) Technological Innovation
  - e) Apprenticeship
  - f) 360 Degree Appraisal
2. What are the steps involved in technology transition process?
3. Explain the concept of multi-skilling. How does it help an organization in avoiding manpower redundancy?
4. Define productivity. What are the factors to be considered in improving the productivity? Discuss models of productivity measurement.
5. What are the steps involved in designing a training program? Also discuss the various training methods available for an organization.
6. Define performance management system and its relevance in a business organization.
7. Discuss the changing role of HR department with change in technology.
8. "New knowledge and skills are required due to change in technology." Discuss.

## COMPENSATION MANAGEMENT (H312)

Max. Marks: 15

### Assignment – 1

**Note: Attempt five questions in all. First question is compulsory. All questions carry equal marks.**

1. Write short note on the following:
  - a) Fringe Benefits
  - b) Job Evaluation
  - c) Competency Based Compensation
  - d) External Parity
  - e) Fair Wage
  - f) Pay for Position
2. Write down the various challenges in compensation management in detail.
3. Explain the recent trends in compensation management.
4. What do you mean by trade unions? Explain their role and importance in compensation.
5. Explain various economic and behavioral theories of compensation.
6. What do you mean by compensation package? Explain various components of compensation package.
7. What do you mean by VRS? Explain its need and also the cost benefit analysis of VRS to a company.
8. Explain various statutory provision governing different components of reward system.

### Assignment – 2

Max. Marks: 15

**Note: Attempt five questions in all. First question is compulsory. All questions carry equal marks.**

1. Write short note on the following:
  - a) Allowances
  - b) VRS
  - c) Collective Bargaining
  - d) 3-P Compensation Concept
  - e) Rowan Plan
  - f) Fixed Pay
2. What do you mean by wage boards? Explain the role and importance of wage boards in compensation.
3. What do you mean by internal and external equity in compensation? Explain its role and importance in detail.
4. Differentiate between global and third party workers.
5. Elucidate the need for compensation management in multinational organizations.
6. What factors shape an organization external competitiveness?
7. What are the compensation policies for special group (CEO and Directors)? Which one is best and why?
8. What is job evaluation? Discuss its objectives, procedure and methods in detail.

## HUMAN RESOURCE DEVELOPMENT STRATEGIES AND SYSTEM (H313)

Max. Marks: 15

### Assignment – 1

**Note: Attempt five questions in all. First question is compulsory. All questions carry equal marks.**

1. Write short note on the following:
  - a) Strategic HR vs. Traditional HR
  - b) Recruitment vs. Selection
  - c) Succession Planning
  - d) Downsizing
  - e) Lay-off vs. Retrenchment
  - f) Sustained Competitive Advantage
2. What do you mean by strategic human resource management? Discuss its need and significance.
3. Discuss in detail the approaches to strategic HRM. Which approach suits the Indian conditions?
4. How sustained competitive advantage can be achieved through inimitable human resource practices?
5. Write a detailed note on business strategy and human resource planning.
6. What is performance management? What type of performance management techniques are used by the Indian organizations?
7. Discuss in detail the termination strategies adopted by professional organizations.
8. Discuss the functions of HRD in a business organization?

### Assignment – 2

Max. Marks: 15

**Note: Attempt five questions in all. First question is compulsory. All questions carry equal marks.**

1. Write short note on the following:
  - a) Domestic Labour Market
  - b) Employee Development
  - c) Termination Strategies
  - d) HRIS
  - e) Reward System
  - f) Staffing
2. Discuss in detail the barriers to strategic HR.
3. How organizational outcomes can be achieved by applying strategic HRM practices?
4. What do you mean by reward? What type of reward may be implemented for a sound HRD system?
5. Write a detailed note on domestic and international labour market.
6. Define HRD and explain its goals and challenges.
7. Differentiate between potential appraisal and performance appraisal.
8. What are the essentials for the success of a HRD program?

## ORGANISATIONAL CHANGE AND INTERVENTION STRATEGIES (H314)

Max. Marks: 15

### Assignment – 1

**Note: Attempt five questions in all. First question is compulsory. All questions carry equal marks.**

1. Write short note on the following:
  - a) Concept of Change
  - b) Meaning of Intervention
  - c) Organizational Design
  - d) Mentoring
  - e) Team Building
  - f) OD Consultant
2. Explain the levels and process of managing organizational change.
3. What is the difference between planned and unplanned change. Discuss the various approaches to planned change.
4. What are the prerequisites of organizational development (OD)? How OD can be evaluated?
5. Discuss the 'Role Focused Intervention' of organizational development. In what way, these interventions are superior or inferior to other OD interventions?
6. Define organizational change. Explain the characteristics and importance of organizational change.
7. What role do the consultants play in an organization? Critically explain the ethics of OD professionals
8. Write a note on resistance to change and T-Group in a business organization.

### Assignment – 2

Max. Marks: 15

**Note: Attempt five questions in all. First question is compulsory. All questions carry equal marks.**

1. Write short note on the following:
  - a) Interpersonal Team Intervention
  - b) Internal OD Experts
  - c) Types of Intervention
  - d) Work Culture
  - e) Planned Change
  - f) Change Agent
2. What is organizational change? What are the types of organizational change?
3. Define OD intervention. Explain the types of OD intervention.
4. Who is OD consultant? What is the difference between external and internal consultant?
5. Explain the process of organizational development.
6. Explain the various approaches to problem diagnosis.
7. What is the future of organization development in Indian context?
8. Discuss team building. Also explain its merits, demerits and stages of team building.