

SRI Y.N.COLLEGE

(Autonomous)

Affiliated to Adikavi Nannaya University, Rajamahendravaram

Accredited by NAAC with A+ Grade (IV Cycle)

Dr.C.S. RAO P.G.CENTRE

**DEPARTMENT OF MANAGEMENT STUDIES
(Estd.1992)**

MBA: MASTER OF BUSINESS ADMINISTRATION

A Two Year Full - Time Programme Approved by

All India Council for Technical Education (AICTE)



SYLLABUS

(w.e.f. 2025 – 2026 Academic Year)



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**Affiliated to Adikavi Nannaya University, Rajamahendravaram
Accredited by NAAC with A+ Grade (IV Cycle)**

Dr.C.S. RAO P.G.CENTRE DEPARTMENT OF MANAGEMENT STUDIES MBA - SYLLABUS

(With effect from the Academic Year of **2025 – 2026** Academic Year)

Programme Outcomes: On successful completion of the MBA programme the students would –

1. Acquire the theoretical as well as practical knowledge about different aspects of the business management which prepare them to work in the public and private organisations at executive level posts.
2. Obtain the ability to indentify, formulate and provide innovative solution framework to real world complex business and social problems.
3. Get the ability to indentify entrepreneurial opportunities and leverage managerial skills for managing start-ups as well as professionalizing and growing business.

Programme Specific Outcomes: The study of MBA Programme will enable the students to:

1. Acquire cognitive and behavioural skills
2. Develop planning and decision-making skills
3. Improve organising and leading skills
4. Gain Managerial and Entrepreneurial aptitude and skills
5. Comprehend the national and global business environment
6. Develop a holistic view of the business, industry and economy.

REGULATIONS

1. The MBA is a Full-time **Two** Year Programme with **Four** Semesters.
2. Eligibility for admission into the MBA Programme is a graduation degree with 50% of marks or equivalent CGPA in case of OC category and 45% of marks or equivalent CGPA in case of BC and SC categories.
3. The admission process is governed by the AP State Council of Higher Education (APSCHE) through the AP ICET. For the candidates seeking admission under category B, qualifying in the ICET Exam is not mandatory.
4. The Courses/ Papers in four semesters are divided into Core and Electives. Each semester contains seven papers. In first two semesters only Core papers are offered. In the third and fourth semesters Elective courses are offered along with the Core Courses/Papers. The Electives are also called Specialization areas. The Dual Specialization system is adopted in which each student has to opt two electives. The Department offers three electives/ specializations
A. Financial Management B. Marketing Management C .Human Resource Management
5. **Each paper carries 100 marks out of which 25 marks are internal and 75 marks are external. The pass mark in each paper is 40.**
6. **Two Internal Theory Examinations** are conducted in every paper for 20 Marks. The average marks are awarded finally. In addition, **Five Marks** are awarded for **Two Assignments in each paper. There is no minimum pass mark for internal exams.**
7. Students shall put in attendance to the College for not less than 75% of the total number of working days. Condonation of shortage of attendance may be granted on medical grounds between 60 and 75%
8. **Summer Project Work:** Every student has to do a project work during the first year summer i.e. after the completion of second semester in an industrial organization by choosing a relevant topic in one of the chosen electives, for 4 to 6 weeks. The industrial organization can be a manufacturing company or a service organization like banks, insurance companies, transport companies, telecom companies, organized retail stores and so on

Every student, under the direction of a faculty guide and industry guide, has to develop a project report on the work done and submit to the department at the end of 3rd semester. **The project report will be evaluated for 100 marks by the Examiners Committee comprising the Department Head, One Senior Faculty Member of the Department and One External Examiner** having 10 years of experience preferably Ph.D degree from an Autonomous College MBA Dept or a Senior Faculty Member from the Parent University or any other University.

9. Viva Voce: At the end of Fourth Semester Examinations, a Comprehensive Viva Voce Examination will be conducted on the project work executed by the student and also on the overall subject knowledge of the student for 100 marks. **The Viva will be conducted by the Examiners Committee as mentioned above.**

10. Industrial Visits : As part of the curriculum, the MBA Students have to be taken to 4 to 6 Industrial Establishments located within the State of Andhra Pradesh during II and III Semester period. Every Student has to submit a brief report on the Industrial visits which will be deemed as equivalent to the **Assignments** in the III Semester for all the 7 Papers.

11. Local Business Studies : It is resolved that, as a co-curricular activity, the MBA Students have to conduct a detailed study on local business establishments like MSMEs, Commercial Banks, Insurance Companies, Transport Corporations, Organized Retail Stores, Aqua Firms etc.,

A Group of 10 Students can take up one study during the 3rd Semester and submit a report in 15-20 pages in the 4th Semester which will be deemed as equivalent to the **Assignments** in all the 7 papers.

12. Blue Print for Internal Examinations

Max Marks – 25

Time – 1:30 Hrs

Theory Exam <ul style="list-style-type: none">• Short notes 1 out of 2 – $1 \times 4 = 4$ Marks• Essay Qns 2 out of 4 – $2 \times 8 = 16$ Marks (or) <ul style="list-style-type: none">• One Case Study $1 \times 16 = 16$ Marks ** Average of two Internal Exams is to be considered	20 Marks
<ul style="list-style-type: none">• Assignments – $2 \times 2^{1/2}$ Marks = 5 Marks	5 Marks
Total	25 marks

13. Blue Print For External Semester - End Examinations

Max. Marks: 75

Time:3 hrs.

S.No	Type of question	No. of Questions to be given	No. of Questions to be Written	Marks allotted to each Question	Total marks
1	Section – A Short Answer	8	5	3	15
2	Section – B Essay Question	5+5 (either or choice)	5(One from each	9	45
3	Section-C Case Study	1	1	15	15
TOTAL					75

1. Section – A: Short Answer Questions 5 out of 8 $5 \times 3M = 15$ Marks
 2. Section – B: Essay Questions 5, either or choice $5 \times 9M = 45$ Marks
 3. Section - C Case study $1 \times 15 = 15$ Marks
- Total Marks = 75 Marks

14. The Question paper will be set by the External Paper Setters of other Autonomous Colleges and the valuation of the answer scripts will be done by the External Faculty at the end of each semester.

15. Results:

Grading system is followed in awarding marks. The performance of the students is evaluated on a ten point grading scale with seven letter grades i.e., **O, A⁺, A, B⁺, B, C, P,** and **F**. A candidate shall be declared to have passed in any paper if he /she secures not less than ‘P’ grade in theory and not less than ‘C’ grade in the Project and Viva Voce.

Letter Grades and Grade Points:

S. No	Range of Marks (%)	Grade	Grade Points	Description
01	90 – 100	O	10	O (Outstanding)
02	80 – 89.99	A+	9	A+ (Excellent)
03	70 – 79.99	A	8	A (Very Good)
04	60 – 69.99	B+	7	B+ (Good)
05	55 – 59.99	B	6	B (Above)
06	50 – 54.99	C	5	C (Average)
07	40- 49.99	P	4	P (Pass)
08	0 – 39.99	F	0	F (Fail)
		Ab	0	Absent

Definitions of Key words:

- **Credit Point:** It is the product of grade point and number of credits for a course.
- **Credit:** A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching.
- **Grade Point:** It is a numerical weight allotted to each letter grade on a 10 point scale.
- **Letter Grade:** It is an index of the performance of students in a said course. Grades are denoted by letters O, A⁺, A, B⁺, B, C, P and F.

Semester: Each semester consists of 15-18 weeks of academic work equivalent to 90 actual teaching days.

- **Semester Grade Point Average(SGPA) :** It is a measure of performance of work done in a semester. It is the ratio of total credit points secured by a student in a semester and the total course credits taken during that semester.
- **Cumulative Grade Point Average(CGPA):** It is a measure of overall cumulative performance of a student in all semesters. The CGPA is the ratio of total credit points secured by a students in various courses in all semesters and the sum of the total credits of all courses in all the semesters. It is expressed up to two decimal places.

SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA I YEAR Semester I

Semester - I	Paper Title	Paper Code	Total Marks	Internal Marks	Extrl Marks	Teaching Hours	Credits
Paper-I	Perspectives of Management	MBA CP101	100	25	75	4	4
Paper-II	Accounting for Management	MBA CP102	100	25	75	4	4
Paper-III	Business Environment	MBA CP103	100	25	75	4	4
Paper-IV	Managerial Economics	MBA CP104	100	25	75	4	4
Paper-V	Managerial Communication Skills	MBA CP105	100	25	75	4	4
Paper-VI	Organizational Behaviour	MBA CP106	100	25	75	4	4
Paper-VII	Quantitative techniques for Management	MBA CP107	100	25	75	4	4
Total			700	175	525	28	28

SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA I YEAR Semester II

Semester - II	Paper Title	Paper Code	Total Marks	Internal Marks	External Marks	Teaching Hours	Credits
Paper-I	Marketing Management	MBA CP201	100	25	75	4	4
Paper-II	Financial Management	MBA CP202	100	25	75	4	4
Paper-III	Human Resource Management	MBA CP203	100	25	75	4	4
Paper-IV	Operations Management	MBA CP204	100	25	75	4	4
Paper-V	Corporate Legal Framework	MBA CP205	100	25	75	4	4
Paper-VI	Computer Applications in Management	MBA CP206	100	25	75	4	4
Paper-VII	Research Methodology for Management	MBA CP207	100	25	75	4	4
Total			700	175	525	28	28

SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester III

Dual Specialization:

In the second year study elective/specialization courses are offered in the areas of Finance, Marketing and Human Resource Management. The students have to select any **TWO** areas of their choice.

Three Core and 4 Elective Papers (DUAL Specialisation)

Semester - III	Paper Title	Paper Code	Total Marks	Internal Marks	Extrl Markss	Teaching Hours	Credits					
Paper-I	Entrepreneurship	MBA CP301	100	25	75	4	4					
Paper-II	VUCA Management	MBA CP302	100	25	75	4	4					
Paper-III	Operations Research	MBA CP303	100	25	75	4	4					
Elective Group A Financial Management	1. Financial Markets & Services	MBA EPF304	400	100	300	16	16					
	2. Security Analysis & Portfolio Management	MBA EPF305										
Elective Group B Marketing Management	1.Consumer Behaviour and Customer Relationship Management	MBA EPM304										
	2.Services Marketing	MBA EPM305										
Elective Group C Human Resource Management	1.Industrial Relations	MBA EPH304										
	2.Compensation & Welfare Management	MBA EPH305										
Total								700	175	525	28	28

SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester IV

One Core and Six Elective Papers (DUAL Specialization)

Semester - IV	Paper Title	Paper Code	Total Marks	Internal Marks	Extrl Marks	Teaching Hours	Credits
Paper-I	Strategic Management	MBA CP401	100	25	75	4	4
Elective Group A Financial Management	Financial Derivatives	MBA EPF402	600	150	450	24	24
	Behavioural Finance	MBA EPF403					
	International Financial Management	MBA EPF404					
Elective Group B Marketing Management	Sales & Distribution Management	MBA EPM402					
	Advertising and Brand Management	MBA EPM403					
	Retail Marketing Management	MBA EPM404					
Elective Group C Human Resource Management	Performance Management & Counseling	MBA EPH402					
	Strategic Human Resource Management	MBA EPH403					
	International Human Resource Management	MBA EPH404					
	Project Report		100	25	75		4
	Comprehensive Viva-Voce		100	-	-		2
Total			900	175	525	28	34

TOTAL Marks: 3000

SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA I YEAR Semester I

Semester - I	Paper Title	Paper Code	Total Marks	Internal Marks	Extrl Marks	Teaching Hours	Credits
Paper-I	Perspectives of Management	MBA CP101	100	25	75	4	4
Paper-II	Accounting for Management	MBA CP102	100	25	75	4	4
Paper-III	Business Environment	MBA CP103	100	25	75	4	4
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Paper-VII	Quantitative techniques for Management	MBA CP107	100	25	75	4	4
Total			700	175	525	28	28



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA I YEAR Semester I

MBA CP 101: PERSPECTIVES OF MANAGEMENT
(W.e.f. 2025 – 2026 Academic Year)

Course Outcomes: *After studying the Course the students will get familiarized with the Principles ,functions, Theories, and Practice of Management along with the exposure to the Case Studies in the Management*

Unit I: Management – Nature and Functions of Management - **Coordination ,the essence of Management-Techniques of Coordination** - Principles of Management- Evolution of Management Thought – Classical, Neo-Classical and Modern Approaches of Management

Unit II: Planning – Nature, Purpose and Importance of Planning-Types of Plans-Steps in Planning Process -Planning Premises and Forecasting – Decision Making- Process and types of Decision Making - **Satisficing-** Decision Tree Analysis.

Unit III: Organizing – Designing Organisation Structure – Types of Organization Structures – Span of Management / Control- Factors determining effective Span – Delegation of Authority – Process ,Principles and Problems of Delegation - Decentralization of Authority –Factors determining the Degree of Decentralization - Line and Staff Concepts and Conflicts - Principles of Organizing

Unit IV: Directing- Elements of Directing/ Leading – Leadership- Approaches and Theories of Leadership - Leaders’ Traits - Leadership Styles- Managerial Grid

Unit V: Controlling- Types of Controls – Controlling Process – Traditional and Modern techniques of Controlling.

Japanese Vs American Management Styles – Theory Z

(Case Study is compulsory in all Units)

Suggested Books:

1. Harold Koontz & Heinz Weihrich ,Essentials of Management, 10 e McGraw Hill Education
2. James A.F Stoner, R.Edward Freeman, D.R Gilbert, Pearson 6e
3. Louis A Allen, Management & Organisation, McGrawHill,New York
4. LM Prasad, Principles & Practice of Management , Sultan Chand
5. A.Pardhasardhy & R.Satya Raju: Management Text and Cases, Prentice Hall of India.
6. AS Lather, M Handa, Cases in Management, Wsdom, Delhi
7. Peter FDrucker, The Practice of Management, McGraw Hill



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA I YEAR Semester I
MBA CP 101: PERSPECTIVES OF MANAGEMENT
(W.e.f. 2025 – 2026 Academic Year)

Time : Three hours

Model Question Paper

Max. Marks :75

1. **Section A** consists of **Eight** short answer questions out of which the candidate has to answer any **Five** Questions. Each answer should not exceed one page.
2. **Section B** consists of **Five** questions . Each question consists of either or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed 4 pages each.
3. **Section C** consists of case study and it is **compulsory**.

SECTION – A

Answer any **Five** Questions

5x3=15M

- 1)
 - a. Management Vs Administration
 - b. Coordination
 - c. Types of Decisions
 - d. Matrix Organisation Structure
 - e. Decentralization of Authority
 - f. Elements of Leadership
 - g. Types of Control
 - h. Theory Z

SECTION – B

Answer **All** questions

5x9=45M

- 2 (a) Define Management and describe its functions.
(OR)
(b) Explain the Principles and Techniques of Scientific Management.
- 3 (a) Explain different types of Plans.
(OR)
(b) Discuss the process of Decision Making.
- 4 (a) What is Span of Management? Explain the factors determining the Effective Span.
(OR)
(b) Write about problems that affect Effective Delegation of Authority.

5 (a) Explain the Leadership Styles
(OR)

(b) Analyse the Leadership Styles of Managerial Grid

6.(a)Describe the process of Controlling.

(OR)

(b) Differentiate Japanese and American Management Styles

SECTION – C

7.

Case Study (compulsory)

1x15=15 M

“The trouble with management as a field of study and practice”, Fred Denny, a space physicist, said to his laboratory head, Claude Greenwood, “is that it has no scientific base. I feel I know what I am doing when I design guidance systems for a missile because I have the space, propulsion, and other sciences available to tell me what to do. But, when you ask me if I am doing a good job as a supervisor of my engineering and technical team, there is nothing, no science of management, to guide me.

“I wonder what good management books, articles and management development courses are ever going to do any of us. Do we have to wait for centuries when a science of management, as an exact science like physics, is developed?”

Claude Greenwood, having been exposed to a number of management development seminars that had emphasized the usefulness and importance of management Knowledge, was taken aback by Fred’s outburst. But he was impressed that what his subordinate had said did make a lot of sense. He was, however, at a loss as to how to respond to Fred.

Question:

1. If you were Claude Greenwood, how would you respond to Fred Denny’s statement?



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA I YEAR Semester I

MBA CP 102: ACCOUNTING FOR MANAGEMENT

(W.e.f. 2025 – 2026 Academic Year)

Course Outcome: *After studying the Course the students will get an insight into the principles and techniques of accounting and their utilization in business planning and decision-making.*

Unit-I: Accounting for Management –Nature and Scope – Management Process and Accounting – Financial Accounting Vs Cost Accounting Vs Accounting for Management – Role of Account in Modern Organization

Unit-II: Financial Accounting System – Generally Accepted Accounting Principles and Accounting Standards Governing Financial Statements – Contents of Profit and Loss Account – Balance Sheet (Theory only)

Unit-III: Elements of Cost – Cost Sheet Preparation – Absorption Vs Marginal Costing –Cost – Volume – Profit Analysis – Cost Behaviour – Breakeven Analysis – Contribution Approach – Profit Planning.

Unit-IV: Cost Concepts for Decision making – Decision Making Process – Decision Situations- Sales Volume Decisions – Pricing and Special Order Pricing – Make / Buy Decisions – Product Decisions- Addition, Deletion and Alteration of Mix – Plant Shutdown Decision.

Unit- V: Budgeting – Types of Budgets – Financial Vs Operation Budgets – Short Term Vs Long Term Budgets – Construction of Cash Budget- Flexible Budget – Master Budget – Management Control and Budgeting – Performance Budgeting and Zero Based Budgeting.

(Case Study is compulsory in all Units)

Suggested Books:

1. I. M. Pandey : Management Accounting Vikas Publishing House.ND
2. Needles, Financial Accounting, Cengage, New Delhi
3. Jawaharlal, Accounting for Management, Himalaya, Mumbai
4. Hilton,Ramesh & Jayadev, Managerial Accounting, TMH, New Delhi
5. B.Banerjee, Financial Policy & Management Accounting,PHI, New Delhi
6. P Periasamy, A Text Book of Cost & Management Accounting, Himalaya, Mumbai
7. Horngren, C.T., Introduction of Management Accounting,, Prentice Hall of India.
8. Khan and Jain, Management Accounting, Tata Mc Graw Hill , Delhi.



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA I YEAR Semester I

Paper Code: MBA CP 102: ACCOUNTING FOR MANAGEMENT
(W.e.f. 2025 – 2026 Academic Year)

Time : Three hours

Model Question Paper

Max. Marks :75

1. **Section A** consists of **Eight** short answer questions out of which the candidate has to answer any **Five** Questions. Each answer should not exceed one page.
2. **Section B** consists of **Five** questions. Each question consists of either or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed 4 pages each.
3. **Section C** consists of case study and it is **compulsory**.

SECTION-A

Answer any **Five** of the following:

5x3=15M

- 1) a. Importance of Management Accounting
b. Objectives of Accounting
c. Margin of Safety
d. Relevant cost
e. Budgetary Control
f. Trail Balance
g. Journalising
h. Key Factor

SECTION-B

Answer **All** questions

5x9=45M

2. (a) Define Management Accounting ? Explain the nature & scope of management accounting.
(OR)

(b) Describe the Role of accountant in the Modern Organization.

3. (a) What is GAAP? Explain the concepts of accounting

(OR)

(b) Differentiate financial accounting with management accounting.

4.(a) What is meant by Cost? Explain the cost sheets & its uses.

(OR)

(b) The sales turnover and profit during two periods were as follows:

Particulars	Sales(Rs.)	Profit(Rs.)
Period -1	20 Lakhs	2 Lakhs
Period -2	30 Lakhs	4 Lakhs

Calculate :

- i. P/V Ratio
- ii. BEP Sales
- iii. Sales required to earn a profit of Rs. 5 Lakhs and
- iv. Profit when sales are Rs.10 Lakhs

5 (a) Explain the cost concepts for decision making. And decision making process

(OR)

(b) Evaluate the make or buy decision with illustration

6 (a) Define Budget? Explain different types of budgets.

(OR)

(b) what is the need of Cash Budget and explain the different methods for Cash Budget

SECTION-C

Case Study (Compulsory)

1x15=15 M

7. The following particulars are taken from the records of XYZ limited engaged in the manufacturing of two products X and Y from a certain material:

	Product X (Per Unit)	Product Y(Per Unit)
Sales	Rs 2,500	Rs 5,000
Material Cost (Rs 50 per kg)	500	1,250
Direct Labour (Rs 30 per hour)	750	1,500
Variable Overhead	250	500

Comment on profitability of each product when:

- (a) Sales in Value is limited
- (b) Raw material is in short supply
- (c) Production capacity is the limiting factor
- (d) Find the product mix to yield maximum profits if total availability of raw material is 20,000 kg and maximum sales potential of each product is 1,000 units.



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA I YEAR Semester I

MBA CP 103: BUSINESS ENVIRONMENT
(W.e.f. 2025 – 2026 Academic Year)

Course Outcome: *After studying the Course the students will get familiarized with the National and International business environments and their implications to business.*

Unit-I: Business Environment: Components and Significance – Economic Scope – Cultural, Political, Technological and External Factors Influencing Business Environment

Unit-II: Economic Environment: Economic Systems- Economic planning with special reference to last three plans and NITI Aayog Action Agenda, Role of Public, Private, Joint, PPP and Cooperative Sectors, Small-Scale Industries - Industry policy Resolutions of 1956, 1991, and Economic Policies.

Unit-III: Indian Corporate Sector- Changes and Challenges, Social Responsibilities, Ethics in Business, Competition Act 2002, Privatization and Disinvestments, Role of District Industrial Centres.

Unit -IV: Stock Market; Functions of Stock Exchange , Financial Market Structure, Overview of Intellectual Property Rights.

Unit-V: International Business Environment: Dimensions of International Business Environment – Challenges, Balance of payments – Concepts, Disequilibrium in BOP,– Foreign Exchange Market Mechanism, Exchange Rate Determination, Foreign Market Entry Methods.

(Case Study is compulsory in all Units)

Suggested Books:

1. Francis Cherunilam: Business Environment, Text & Cases, Himalaya publishing House, Mumbai
2. K. Aswathappa, Essentials of Business Environment, Himalaya Publishing House , Mumbai
3. C.B.Gupta, Business Environment, Sultan Chand & Sons , NewDelhi
4. Pandey G.N., Environmental Management, Vikas Publishing House.
5. Francis Cherunilam: International Business Environment, Text & Cases, Himalaya publishing House, Mumbai
6. P.Subba Rao, International Business Environment, Himalaya Publishing House, Mumbai



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA I YEAR Semester I

Paper Code: MBA CP103 BUSINESS ENVIRONMENT
(W.e.f. 2025 - 2026 Academic Year)

Time : Three hours

Model Question Paper

Max. Marks: 75

1. **Section A** consists of **Eight** short answer questions out of which the candidate has to answer any **Five** Questions. Each answer should not exceed one page.
2. **Section B** consists of **Five** questions. Each question consists of either or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed 4 pages each.
3. **Section C** consists of case study and it is **compulsory**.

SECTION-A

Answer any **Five** Questions

5X 3=15 M

- 1) a. Joint Sector
b. Fiscal Policy
c. NITI Aayog Action Agenda
d. DIC
e. Disinvestment
f. Business Ethics
g. Objectives of the Competition Act
h. Foreign Exchange Market

SECTION -B

Answer **All** questions

5X9=45M

2. (a) State the significance of Business Environment. Explain the problems of political instability?
(OR)
(b) Outline the various internal and external factors which are influencing business in India.
3. (a) Trace the Industrial Policy Resolutions and statements! Discuss the future directions?
(OR)
(b) Is Mixed Economy suitable to the present environment in India? Justify your answer?
4. (a) Describe the concept of Social Responsibility of Business. Explain the Social Responsibility of Business towards customers and employees.
(OR)
(b) Describe the various provisions made in the Competition Act, 2002 to prevent restrictive competitive practices.

5. (a) What are the functions of Stock Exchanges?

(OR)

(b) Describe the overview of Intellectual Property Rights?

6. (a) Describe the Dimensions of International Business Environment?

(OR)

(b) What are the components of Balance of Payments? Discuss about the recent trends in India's BOP position.

SECTION – C

Case Study (Compulsory)

1x15=1 M

7) The Public Sector Indian Oil Corporation (IOC), the major Oil Refining and Marketing Company which was also the canalizing agency for oil imports and the only Indian company in the Fortune 500, in terms of sales, planned to make a foray in to the foreign market by acquiring a substantial stake in the Balal Oil field in Iran of the Premier Oil. The project was established to have recoverable oil reserves of about 11 million tonnes and IOC was supposed to get nearly four million tonnes.

When IOC started talking to the Iranian company for the acquisition in October 1998, oil prices were at rock bottom (\$ 11 per barrel) and most refining companies were closing shop due to falling margins. Indeed, a number of good oil properties in the Middle East were up for sale. Using this opportunity, several developing countries "made a killing by acquiring oil equities abroad".

IOC needed Government's permission to invest abroad. Application by Indian company for investing abroad is to be scrutinized by a special committee represented by the Reserve Bank of India and the finance and commerce ministries. By the time the government gave the clearance for the acquisition in December 1999 (i.e., more than a year after the application was made), the prices had bounced back to \$ 24 per barrel. And the Elf of France had virtually took away the deal from under IOCs nose by acquiring the Premier Oil.

The RBI, which gave IOC the approval for \$ 15 million investment, took more than a year for clearing the deal because the structure for such investments were not in place, it was reported.

Questions:

Discuss internal, domestic and global environment of business revealed by this case.

- a) Discuss whether it is the domestic or global environment that hinders the globalization of Indian business.



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA I YEAR Semester I

MBA CP 104: MANAGERIAL ECONOMICS
(W.e.f. 2025 – 2026 Academic Year)

Course Outcome: *After studying the Course students will comprehend the economic Concepts and theories and their applications in Management decision- making.*

Unit-I: Introduction: Nature and Scope of Managerial Economics; Objectives of the Firm- Traditional Theory, Sales and Revenue Maximizing Theories, Managerial Theories and Behavioral Theories; Profit Maximization. Vs. Wealth Maximization.

Unit -II: Demand Analysis : Demand-Meaning, Determinations Of Demand, Demand Function; Law of Demand; Elasticity of Demand –Price, Income, Cross and Promotional or Advertising Elasticity of demand, Managerial Uses of Elasticity of Demand; Demand Forecasting. Demand Forecasting Methods for Existing and New Products, Criteria for Good Forecasting Method.

Unit-III: Production Analysis: Production Function –Law of Variable Proportions, Isoquant and Isocost Curves, Least Cost Combination, and Returns to Scale; Economies of Large Scale; Cobb- Douglas Production Function - Cost concepts and Cost Oriented Pricing Methods.

Unit-IV: Market Analysis: Price and Output Determination under Perfect Competition, monopoly, monopolistic competition, oligopoly.

Unit–V: Introduction to Economic Optimization techniques- constrained and unconstrained techniques, National Income concepts, inflation – types and causes of inflation – measures to control inflation. Phases of business cycles.

(Case Study is compulsory in all Units)

Suggested Books:

1. Dean, Joel: Managerial Economics, PHI., New Delhi
2. DN Dwivedi, Managerial Economics, Vikas, New Delhi
3. Trivedi M.L: Managerial Economics, Theory and Applications, TMH, ND
4. Mark Hirschey, Managerial Economics: An Integrative Approach, Cengage, New Delhi
5. Mehta, P.L: Managerial Economics, Text and Cases, S.Chand & Co
6. Mittal A., . Managerial Economics, Text and Cases, Wisdom, Delhi
7. Mithani, D.M: Managerial Economics, Theory and Applications, Himalaya Publishing.



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA I YEAR Semester I

Paper Code: MBA CP104 MANAGERIAL ECONOMICS
(W.e.f. 2025 – 2026 Academic Year)

Time: 3 Hrs

Model Question Paper

Max. Marks: 75

1. **Section A** consists of **Eight** short answer questions out of which the candidate has to answer any **FOUR** Questions. Each answer shall not exceed one page.
2. **Section B** consists of **FIVE** questions. Each question consists of either or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed **4** pages each.
3. **Section C** consists of case study and it is **compulsory**.

SECTION – A

Answer any **Five** Questions

5X3 =15

1. a. Engel curve
b. Duopoly
c. Opportunity Cost
d. Accounting profits Vs. Economic profit
e. Cobb- Douglass Production Function.
f. Inflation
g. Iso-Quant
h. Advertising Elasticity

SECTION – B

Answer **All** questions

5X9=45M

2. (a) Explain nature and scope of Managerial Economics

(OR)

- (b) What are the goals of a firm. Discuss the case of Profit Maximization vs Wealth Maximization

3. (a) What is Price Elasticity of Demand. Explain the role of Price Elasticity of Demand in business

(OR)

- (b) Explain the methods available for forecasting the demand for new products.

4. (a) What are the economies and diseconomies of scale. Explain.

(OR)

(b) Explain cost behavior with special reference to short – run and long –run.

5. (a) What is meant by Perfect Competition. Explain how Price is determined under Perfect Competition.

(OR)

(b) What is Oligopoly? Explain Price rigidity under Oligopoly?

6. (a) Distinguish between constrained and unconstrained optimization.

(OR)

(b). What are the causes for Inflation ? How do you control Inflation?

SECTION – C

Case study (compulsory)

1x15 = 15M

7. The annual sales of a company are as under:

Year	2015	2016	2017	2018	2019
Sales	45	56	78	46	75

By the method of Least Squares, find the trend values for each of the five years. Also estimate the Annual Sales of 2020.



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA I YEAR Semester I

MBA CP 105: MANAGERIAL COMMUNICATION SKILLS
(W.e.f. 2025 – 2026 Academic Year)

Course Outcome: *After studying the Course the students will get familiarized with the principles, techniques and skills of Communication.*

Unit-I : Role of Communication in Business – Objective of Communication – The Process of Human Communication – Media of Communication, Written Communication – Oral Communication – Visual Communication, Audio Visual Communication – Silence - Developing Listening Skills – Improving Non-verbal Communication kills – Understanding Cultural Effects of Communication.

Unit-II: Managing Organization Communication - formal and Informal Communication- Intra and Personal Communication – Models for Inter Personal Communication – Exchange Theory, Johari Window and Transactional Analysis.

Unit-III: Managing Motivation to Influence Interpersonal Communication – Inter-Personal Perception – Role of Emotion in Inter Personal Communication- Communication Styles – Barriers of Communication – Gateways to Effective Interpersonal Communication

Unit-IV: Business Writing Skills – Significance of Business Correspondence, Essentials of Effective Business Correspondence, Business Letter and Forms, Oral Presentations – Meetings, Telephone Communication – Use of Technology in Business Communication, E-mail Messages.

Unit-V: Report Writing – Meaning and Significance; Structure of Reports; Negative, Persuasive and Special Reporting; Informal Report – Proposals; Formal Reports; Organization of Press Report.

(Case Study is compulsory in all Units)

Suggested Books:

1. K Bhardwaj, Professional Communication, IK Int Pub House, New Delhi
2. Krizan, Merrier, Logan and Williams, Effective Business Communications, Cengage, New Delhi
3. HC Gupta, SG Telang, Business Communication, Wisdom, Delhi
4. Penrose, Business Communication for Managers, Cengage, New Delhi
5. McGrath, Basic Managerial Skills for All 5th ed., Prentice Hall of India.
6. Urmila Rai & S.M. Rai, Business Communication, Himalya Publishers,
7. Meenalshi Raman—Business Communication Oxford University Press.
8. Lesikar I Flatley, Basic Business Communication, Tata McGraw Hill.



SRI Y.N.COLLEGE

DEPARTMENT OF MANAGEMENT STUDIES MBA I YEAR Semester I

Paper Code: MBA CP105 MANAGERIAL COMMUNICATION SKILLS
(W.e.f. 2025 – 2026 Academic Year)

Time : 3 Hrs

Model Question Paper

Max. Marks :75

1. **Section A** consists of **Eight** short answer questions out of which the candidate has to answer any **Five** Questions. Each answer shall not exceed one page.
2. **Section B** consists of **Five** questions . Each question consists of either or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed 4 pages each.
3. **Section C** consists of case study and it is **compulsory**.

SECTION – A

Answer any **Five** Questions not exceeding one page each

5x3=15M

1. a. Listening
b. formal communication
c. Role of emotions in interpersonal communication.
d. Oral Presentation.
e. Formal Reports.
f. Communication Process.
g. Transactional Analysis.
h. Interpersonal Perception.

SECTION – B

Answer **All** questions not exceeding four pages each

5x9=45M

2. (a) Define Communication and explain the role of business communication in detail.
(OR)
(b) Explain different media of communication in detail.
3. (a) Differentiate formal and informal communication.
(OR)
(b) Describe the Johari Window model of interpersonal communication.
4. (a) Describe inter personal communication and inter personal perception.
(OR)
(b) Discuss barriers of communication
5. (a) Explain the essentials of effective Business Correspondence.
(OR)
(b) Describe the use of Technology in business communication.

6. (a). Describe Report Writing with its significance and structure.
(OR)
(b) What is Report writing? Explain different types of Reports.

SECTION – C

Case study (compulsory)

1x15 = 15 M

7. Anand, Vice President , Systems, ground his cigarette into the ashtray and thought, “ Here go those save – the – Earth people again. He had just read a copy of a memo that Savitri, vice president, finance had send to Rajiv, CEO, asking that smoking the prohibited throughout the premises of Salient Technologies – both in their Gurgaon and Pune offices. Savitri cited health dangers, reduced productivity rights of non-smokers and damage to company property. Anand knew he could cite some arguments also: the rights of smokers the unfairness of imposing new restrictions that were not in place when workers were hired the reduced productivity due to stress from not smoking and the fact that other health – related productivity hazards (such as gross obesity) were not banned. He felt that he could easily get the support of Raghu, vice president, marketing, and Vinay, general manager, utilities, the two other smokers in the managesment.

Following these developments, the CEO decided to hold a special meeting of the executive committee, made up of himself and the three vice presidents(which includes Anand and Savitri) the following week to discuss and resolve the issue. Regular parliamentary procedures are followed at these meetings.

Questions :

- a) Assume the role of Rajiv, the CEO, Compose a memo to the executive committee announcing the meeting and outlining the agenda.
- b) Assume the roles of other participants in the meeting and carry on the discussion from your own point. Also write the minutes of the meeting.
- c) After the role-play, discuss how each of the participants felt about the meeting? Was anyone arguing from a position he/she did not really agree with? Was the meeting successful ? Did anyone lose or win ?



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA I YEAR Semester I

MBA CP 106: ORGANISATIONAL BEHAVIOUR
(W.e.f. 2025 – 2026 Academic Year)

Course Outcome: *After studying the Course the students will get familiarized with the levels of organizational behaviour, group dynamics, conflicts, change and organisational culture.*

Unit-I: Meaning and scope of OB-Challenges and opportunities – Foundations of Individual behaviour, values, attitude, job satisfaction, personality, perception and emotions.

Unit- II: Motivation-Theories, Group dynamics – Motivation –Theories: Maslow’s Theory and Herzberg’s Theory.

Unit- III: Organizational conflict-causes and consequences-conflict and Negotiation.

Unit-IV: Organisational change, change process resistance to change and Organisational Development

Unit -V: Organisational Culture-Creating an Ethical Organisation-Managing Stress-Organisational Effectiveness.

(Case Study is compulsory in all Units)

Suggested Books:

1. Udai Pareek, Organizational Behaviour, Oxford University Press.
2. Karam Pal, Management Process and Organisational Behaviour, IK Int Pub House, ND
3. Moorhead & Griffin, Introduction to Organizational Behaviour, Cengage, New Delhi
4. Arun Kumar and Meenakshi, Organisational Behaviour, Vikas, ND
5. Fred Luthans, Organisational Behaviour, McGraw Hill, New Delhi
6. RK.Suri, Organizational Behaviour, Wisdom Publication
7. Aswathappa K, Organisational Behaviour, Himalaya, Mumbai
8. Neeraj Kumar, Organisational Behaviour, Prentice Hall



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA I YEAR Semester I

Paper Code: MBA CP106: ORGANIZATIONAL BEHAVIOUR
(W.e.f. 2022 – 2023 Admitted Batch)

Time: 3 Hrs

Model Question Paper

Max. Marks: 75

1. **Section A** consists of **Eight** short answer questions out of which the candidate has to answer any **Five** Questions. Each answer shall not exceed one page.
2. **Section B** consists of **Five** questions. Each question consists of either or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed 4 pages each.
3. **Section C** consists of case study and it is **Compulsory**.

SECTION – A

Answer any **Five** Questions

5x3=15M

1.
 - a. Abilities
 - b. Emotions
 - c. Motivation
 - d. Group Norms
 - e. Role Conflict
 - f. Change Process
 - g. Managing Stress
 - h. Ethical Organization

SECTION – B

Answer **All** questions

5x9=45M

2. (a) Explain the scope and challenges of OB.
(OR)
(b) What is Perception ? Explain the factors affecting Perception Process.
3. (a) Define group dynamics and discuss the stages of Group formation
(OR)
(b) Compare and contrast Maslow and Herzberg theories of motivation
4. (a) Explain Intra personal and interpersonal conflicts
(OR)
(b) Explain the causes and consequences of Organizational Conflicts

5. (a) Explain the reasons for Resistance to Change.
(OR)
(b) Explain the organization development intervention strategies

6. (a) How to create an effective Organizational Culture
(OR)
(b) Explain the approaches of measuring organizational effectiveness

SECTION – C

Case study (compulsory)

1x15 = 15 M

7. Mrs. Vijaykumari, after M. Sc., joined Indian bank in 1992 and was aspiring for the promotion to the officer's post. She completed CAIIB to which certain weight age is given in promotion. Having gained eligibility service in 1998 she applied under promotion quota for officer's post in the bank. she could not get the promotion, since her score was quite low in the written test. But at that time she was transferred to her native town i.e., Tirupati. She tried for officer's post several times unsuccessfully. She was vexed her trails. But she was elected to the office of president of local branch of Bank Employee's Union. Since then she has become problem to the management. Her solving number of problems of union made almost all clerks to join the union. She been continuing her trails for officer's post. Though she got more more than minimum score in the test in 2000 she was not given the promotion on the ground that her score was less than the minimum. The fact was that confidential reports of branch manager about her union activities worked against her. With this failure she decided not to make further trails and became quite active in union activities. Further she started business of dealer ship in automobiles. She fairly succeeded in diverting the deposits of local business community in her bank to other bank. Management has recently decided to promote her to the officer cadre based on recommendations of new branch manager. One day Mrs. Vijaykumari received appointment letter from head office. She was congratulated by all. Including branch manger she said to every one's surprise that she did not want that promotion.

Questions

1. Was management right in not having selected Mrs. vijaykumari in 2000 based on the confidential report of the branch manager.
2. Why did Mrs. Vijaykumari turn down promotion.
3. Explain the theoretical aspects of the case.



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA I YEAR Semester I

MBA CP 107: QUANTITATIVE TECHNIQUES FOR MANAGEMENT
(W.e.f. 2025 – 2026 Academic Year)

Course Outcome: *After studying the Course the students will get an insight into the Statistical and Mathematical techniques and their applications in business decision making.*

Unit-I: Concept – Nature, Scope and importance of quantitative techniques – Applications of quantitative techniques in business decision making.

Unit-II: Measures of Central Tendency – Measures of Dispersion – Simple Correlation and Regression Analysis – Concept and Applications of Multiple Regressions.

Unit-III: Concept of Probability- Probability Rules – Joint and Marginal Probability – Baye's Theorem- Probability Distributions- Binomial, Poisson, Normal and Exponential Probability Distributions.

Unit-IV: Sampling and Sampling Distributions – Estimation – Point and Interval Estimates of Averages and proportions of small and Large Samples – Concepts of Testing Hypothesis – One Sample Test for Testing Mean and Proportion of Large and Small Samples.

Unit-V: Tests Two Samples – Tests of Difference between Mean and Proportions of Small and Large Samples – Chi-square Test of Independence and Goodness of Fitness- Analysis of Variance.

(Case Study from IV or V Units only)

Suggested Books:

1. K.V.Sivayya and K.Satya Rao Business Mathematics
2. Anderson, Quantitative Methods for Business, Cengage, ND
3. Nagar, Das – Basic Statistics, Oxford Universitypress
4. CR Kothari, Quantative Techniques, Vikas, ND
5. Shenoy, Sarma and Srivatsava, Quantitative Techniques for Management, New Age,ND
6. N.D.Kothari, Quantitative Techniques, in Management, Tata McGraw Hill, 2001.
7. S.P.Gupta Statistical Methods for Management
7. Anand Sharma, Quantitative Techniques for Decision Making, Himalaya, Mumbai



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA I YEAR Semester I
(W.e.f. 2025 – 2026 Academic Year)

Paper Code : MBA CP107 QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Time : 3 Hrs

Model Question Paper

Max. Marks :75

1. **Section A** consists of **Eight** short answer questions out of which the candidate has to answer any **Five** Questions. Each answer shall not exceed one page.
2. **Section B** consists of **Five** questions . Each question consists of either or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed **4** pages each.
3. **Section C** consists of case study and it is **Compulsory**.

SECTION – A

Answer any **Five** Questions

5x3=15M

1. a. Decision Making Conditions
b. Types of Correlation
c. Measures of Dispersion
d. Applications of Regression Analysis
e. Axiomatic Definition of Probability
f. Important properties of Normal Distribution.
g. Type I and Type II Errors
h. Point Estimation Vs Interval Estimation

SECTION – B

Answer **All** questions

5x9=45M

2. (a) Describe the applications of quantitative techniques in decision making process.
(OR)
(b) Explain the significance of Quantitative Techniques in solving business problems
3. (a) Define and explain the measures of Central Tendency.
(OR)
(b) Calculate Karl Pearson's correlation coefficient between X and Y for the following

Data

X	1	3	4	5	7	8	10
Y	2	6	8	10	14	16	20

4. (a) State and Prove Addition Theorem of Probability for two events.
(OR)
(b) The following table gives the number of days in a 50- day period during which automobile accidents in a certain part of a city, fit a Poisson Distribution for the data

No.of accidents	0	1	2	3	4
No.of days	19	18	8	4	1

(Since $e^{-1} = 0.3678$)

5. (a) What is hypothesis and explain the steps in testing of hypothesis for a given problem.
(OR)

b (i) In AKNU, it was found that the standard deviation of heights of the students was 3 inches. When a sample of 100 was drawn from it, the sample mean was found to be 68 inches. On the basis of this information, can you decide that the average height of the Students in AKNU could be 70 inches ?

(ii) A random sample of 500 apples was taken from a large consignment and 60 were found to be bad. Obtain the 95% confidence limits for the percentage number of bad apples in the consignment.

6. (a) Explain the procedure for **t** - test for difference of means
(OR)

(b) Two sample polls of votes for two candidates A and B for a public office are taken, one from among the residents of rural areas. The results are given in adjoining table. Examine whether the nature of the area is related to voting preference in this election.

Area	Vote for		Total
	A	B	
Rural	620	380	1000
Urban	550	450	1000
Total	1170	830	2000

(Table value is 3.841)

SECTION – C

(Case Study is Compulsory)

1x15=10M

(Case Study from IV or V Units only)

7. Set up an analysis of variance one way table for the following per acre production data for 3 varieties of wheat, each grown on 4 plots and state whether the variety differences are significant ?

Plot of Land	Per Acre Production Data		
	Variety of Wheat		
	A	B	C
1	6	5	5
2	7	5	4
3	3	3	3
4	8	7	4

(Since $F_{2,9}(0.05) = 4.26$)



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
SEMESTER-II

Semester - II	Paper Title	Paper Code	Total Marks	Internal Marks	External Marks	Teaching Hours	Credits
Paper-I	Marketing Management	MBA CP201	100	25	75	4	4
Paper-II	Financial Management	MBA CP202	100	25	75	4	4
Paper-III	Human Resource Management	MBA CP203	100	25	75	4	4
Paper-IV	Operations Management	MBA CP204	100	25	75	4	4
Paper-V	Corporate Legal Framework	MBA CP205	100	25	75	4	4
Paper-VI	Computer Applications in Management	MBA CP206	100	25	75	4	4
Paper-VII	Research Methodology for Management	MBA CP207	100	25	75	4	4
Total			700	175	525	28	28



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA I YEAR Semester II

MBA CP201: MARKETING MANAGEMENT
(W.e.f. 2025 – 2026 Academic Year)

Course Outcome: *After studying the Course the students will get an understanding of the concepts, process and strategies of Marketing Management.*

Unit–I: Definitions of Market ,Marketing and Marketing Management .Importance of Marketing: Concepts of Marketing: Production Concept , Product Concept ,Selling Concept , Marketing Concept , Holistic Marketing Concept – Process/ Scope / Tasks of Marketing Management .
Elements of Marketing Environment

Unit –II: Marketing Information System and Process of Marketing Research; Consumer Behaviour and Buying Decision Process – Organization Buyer Behaviour – Bases of Market Segmentation , Targeting Strategies , Positioning

Unit–III: Development of Marketing Offerings Strategy — Product-mix and Product line Decisions- Product line Stretching, Line Modernisation and Product Differentiation New Product Development – Product Life Cycle Management - Brand Management - Packaging.

Unit–IV: Pricing Strategies and Programs; Setting the Price, Pricing Policies and Methods – Price Adaptation Strategies: Geographical Pricing, Price discounts and allowances, ,Promotion pricing, Differentiated Pricing - Delivering Value: Designing and Managing Marketing Channels , Factors determining Marketing Channels – Physical Distribution.

Unit–V: Communicating Value: Steps in Designing and Managing Marketing Communications/ Promotion Mix – Elements in the Marketing Communication Mix – Advertising, Sales Promotion, Direct and Interactive Marketing , Word of Mouth, Events ,Publicity ,Personal Selling --Emerging Trends in Marketing: E-Marketing ,Green Marketing.

(Case Study is compulsory in all Units)

Suggested Books

1. Kotler,Keller,Koshy & Jha, Marketing Management, Pearson, New Delhi
2. William J Stanton, Fundamentals of Marketing, McGraw-Hill, New Delhi.
3. Arun Kumar and Meenakshi, Marketing Management, Vikas, New Delhi
4. Pride and Ferrell, Marketing Management: Planning,Implementation & Control, Cengage, ND
5. Rajan Sexena, Marketing Management: Text cases in Indian Context.
6. Keith Blois - Oxford Textbook of Marketing Oxford University Press.
7. Zinkota & Kotabe : Marketing Management , Prentice Hall of India.
8. Joel R.Evans & Barry Berman : Marketing, Wiley India, New Delhi.



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA I YEAR Semester II

Paper Code: MBA CP 201 MARKETING MANAGEMENT
(W.e.f. 2025 – 2026 Academic Year)

Time : Three hours

Model Question Paper

Max. Marks :75

1. **Section A** consists of **Eight** short answer questions out of which the candidate has to answer any **Five** Questions. Each answer should not exceed one page.
2. **Section B** consists of **Five** questions. Each question consists of either or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed 4 pages each.
3. **Section C** consists of case study and it is **Compulsory**.

SECTION – A

1. Answer any Five questions

5x3= 15M

- a. Marketing Myopia
- b. Marketing Information system
- c. Dimensions of Product Mix
- d. Marginal Cost Pricing
- e. Marketing Channels
- f. Sales Promotion
- g. Green Marketing
- h. Customer Value

SECTION – B

Answer **All** questions

5x9=45M

2. (a) Define Marketing and Explain the importance of Marketing.
(OR)
(b) Differentiate Selling and Marketing Concepts.
3. (a) Explain the process of Marketing Research.
(OR)
(b) What is Market Segmentation? Explain the bases of Segmentation.

4. (a) Explain the phases of Product Life Cycle.
(OR)
(b) Discuss the Product Line Decisions.
5. (a) Describe the methods of determining Price.
(OR)
(b) Explain the factors influencing the choice of Marketing Channels
6. (a) Write briefly the steps in designing the Marketing Communication Mix Strategy.
(OR)
(b) Describe the Emerging Trends in Marketing

SECTION- C

Case study (compulsory)

1x15=15M

7. Navin Mehta, a young Chemical Engineer, developed a new detergent soap during his M.Tech course. Later he has set up a small firm and started manufacturing and selling the detergent under the brand name of Nippo. Coming from a middle class family, Mehta decided to price his detergent at much lower than the other detergents in the market. His pricing strategy paid rich dividends and Nippo became an instant success. Using his newly acquired financial strength, Navin developed a premium quality bathing soap with a unique colour and perfume. Although the cost of this soap was high, Navin priced it substantially lower, maintaining a low profit margin, to be a comfortable product in the market.

Questions.

1. Do you feel Mr. Navin adopted a right pricing strategy for his detergent soap, Nippo ? Justify.
2. Do you think Mr. Navin committed a pricing mistake in the case of the bathing soap ? Explain.



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA I YEAR Semester II

MBACP 202: FINANCIAL MANAGEMENT

(W.e.f. 2025 – 2026 Academic Year)

Course Outcome: *After studying the Course the students will get familiarized with the basic process, decisions and techniques of Financial Management*

Unit-I: Nature, Scope and Objectives of Financial Management, Goals of FM-Profit Maximization Vs Wealth Maximization – Finance Functions – Financial Planning and Forecasting - Role of Financial Manager – Funds Flow Analysis – Cash Flow Analysis.- Ratio Analysis.

Unit-II: Financing Decision: Financial Leverage – EPS-EBIT Analysis –Cost of Capital – Weighted Average Cost Capital – Capital Structure – Factors Affecting Capital Structure Theories of Capital Structure.

Unit-III: Investment Decision: Nature and Significance of Investment Decision- Estimation of Cash Flows – Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return.

Unit-IV: Dividend Decision: Meaning and Significance – Theories of Dividend – Determinants of Dividend – Dividend policy – Bonus Shares – Stock Splits.

Unit-V: Working Capital Decision: Meaning – Classification and Significance of Working Capital – Component of Working Capital - Cash Management Models – Cash Budgeting – Accounts Receivables – Credit Policies – Inventory Management.

(Case Study is compulsory in all Units)

Suggested Books:

1. Brealey,Myers,Allen and Mohanty, Principles of Fin Management, TataMcGrawhill,ND
2. PandeyIM - Financial Management, Vikas, New Delhi
3. JC Varshney, Financial Management, Wisdom, Delhi
4. Brigham and Houston, Fundamentals of Financial Management, Cengage, New Delhi
5. Banerjii, B., Fundamentals of Financial Management, PHI, New Delhi
6. Weston & Brigham, Managerial Finance, The Dryden Press,Illinois
7. James C.Van Horne -- Financial Management & Policy, Prentice Hall of India.
8. Khan & Jain - Financial Management, Tata McGraw Hill.
9. RM Srivasthava: Financial Management and Policy, Himalaya Publication.
10. Robert F Bruner, Case Studies in Finance: Managing for Corporate Value Creation, TMH, New Delhi



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA I YEAR Semester II

Paper Code: MBACP 202 FINANCIAL MANAGEMENT
(W.e.f. 2025 – 2026 Academic Year)

Time : Three hours

Model Question Paper

Max. Marks :75

1. **Section A** consists of **Eight** short answer questions out of which the candidate has to answer any **Five** Questions. Each answer should not exceed one page.
2. **Section B** consists of **Five** questions . Each question consists of either or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed 4 pages each.
3. **Section C** consists of **Case study** and it is **Compulsory**.

SECTION – A

Answer any Five questions

5x3= 15M

1. a. Role of financial Manager
b. Financial Leverage
c. Funds Flow Analysis
d. Operating Cycle
e. Liquidity Ratio
f. Stock Dividend
g. EOQ
h. DCF Technique

SECTION-B

Answer All questions

5x9=45M

2. (a) What are the objectives of financial management and explain the scope of financial management.
(OR)
(b) Define ratio analysis and explain different types of ratios
3. (a) Explain the components of capital structure ? Explain the theories of Capital Structure
(OR)
(b) Alfa Ltd with net operating earnings of Rs.3,00,000 is attempting to evaluate a number of possible capital structures, given below . Which of the capital Structure will you recommend and why?

Capital Structure	Debt in Capital Structure	Cost of debt(k_i (per cent))	Cost of equity (k_e)(percent)
1	Rs 3,00,000	10	12
2	4,00,000	10	12.5
3	5,00,000	11	13.5
4	6,00,000	12	15
5	7,00,000	14	18

4. (a) What is capital budgeting? explain different techniques of capital budgeting
(OR)

(b) What is meant by cost of capital and explain weighted average cost of capital

5. (a) What are the forms of dividend? Explain the theories of dividends.

(OR)

(b) Explain the components of working capital? And analyze inventory management techniques.

6. (a) Define Cash Budget? Explain different methods of Cash Budget.

(OR)

(b) Explain the concept of Receivables Management and Sales Ledger.

SECTION-C

Case Study (Compulsory)

1x15=15

7. ABC Ltd, whose cost of capital is 10 percent, is considering two mutually exclusive Projects X and Y, the details of which are given below

Particulars:	Project X	Project Y
Investment (cash outflow :)	(Rs70,000)	(Rs 70,000)
Cash inflow: year 1	10,000	50,000
2	20,000	40,000
3	30,000	20,000
4.	45,000	10,000
5	60,000	10,000

Calculate the NPV, Profitability index and IRR for two projects and suggest most profitable project



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA I YEAR Semester II
MBA CP 203: HUMAN RESOURCE MANAGEMENT
(W.e.f. 2025 – 2026 Academic Year)

Course Outcome: *After studying the Course the students will get an insight into the basic concepts of Human Resource Management and the various functions of HRM including Industrial Relations in the liberalized environment.*

Unit-I: Introduction: Definition and Functions of HRM; Personnel Mgt Vs HRM, Challenges of HRM, Ethical Aspects of HRM.

Unit-II: HR Planning, HR Planning Process; Job Analysis ; Recruitment and Selection; Tests and Interview Techniques , Induction and Placements.

Unit-III: Human Resource Development: Concept - Nature, Training and Development – Methods and Techniques, Management Development programs; Evaluating Employee Performance; Career Development and Employee Counseling.

Unit-IV: Compensation – Concepts; Wage Components, Factors Influencing Compensation Levels; – Methods of Wage Fixation, Wage payment System, Incentives and Rewards.

Unit-V: Managing Industrial Relations – Functions and Problems of Trade Unions – Employee Participation in Management – Collective Bargaining – Managing Knowledge Workers.
(Case Study is compulsory in all Units)

Suggested Books:

1. Venkata Raman C.S., and Srivastiva BK Personnel / Human Resource Management, TMH,ND
2. Cynthia D. Fisher & Lyle F. Schoenfeld; / Human Resource Management, Wiley India, New Delhi.
3. DK Tripathi, Human Resource Management: Text & Cases, Wisdom, Delhi
4. Fisher, Managing Human Resource, Cengage, ND
5. N.K.Singh / Human Resource Management, Excel Publications.
6. Jyothi - / Human Resource Management, Pearso Education, New Delhi.
7. Biswajeet Pattnayak / Human Resource Management, Prentic hell of India New Delhi.
8. P.S Rao , Essentials of Human Resource Managemen & IR, Himaliya ,Mumbai
9. Dwivedi &Agarwal, Human Resource Management, Vikas, ND
10. R.Wayne Mondy and Robert M.Noel, Human Resource Management, Pearson



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA I YEAR Semester II

Paper Code: MBA CP203 HUMAN RESOURCE MANAGEMENT
(W.e.f. 2025 – 2026 Academic Year)

Time : Three hours

Model Question Paper

Max. Marks :75

1. **Section A** consists of **Eight** short answer questions out of which the candidate has to answer any **Five** Questions. Each answer should not exceed one page.
2. **Section B** consists of **Five** questions . Each question consists of either or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed 4 pages each.
3. **Section C** consists of case study and it is **compulsory**.

SECTION – A

1. Answer any Five questions

5x3= 15M

- a. Personnel Management Vs. HRM
- b. HRD Vs. HRM
- c. IR
- d. Non-financial incentives
- e. Knowledge workers
- f. Counselling
- g. Placement
- h. Training & Development

SECTION – B

Answer **All** questions not exceeding four pages each

5x9=45M

2. (a) Define HRM? What are the Challenges of HRM in the Global Scenario?
(OR)
(b) Explain briefly the Functions of HRM?
3. (a) Explain the process of HR Planning?
(OR)
(b) Enumerate the various sources of recruitment and selection methods?
4. (a) Explain the procedure for evaluating Employee Performance? Analyse the various methods of Performance Appraisal?
(OR)
(b) What is Management Development? Explain the techniques of Management Development Programmes?

5. (a) Define Compensation? What are the Methods of Wage & Salary Payments?
(OR)
(b) What is meant by Incentives? Briefly explain the classification of Incentives
6. (a) Describe the functions and problems of Trade Unions
(OR)
(b) Bring out different forms of Employee Participation in Management.

Section – C

**Case Study (Compulsory)
Selection (OR) Promotion?**

1X15=15M

7. CRR Industries Ltd., Eluru is producing electric bulbs, water coolers, air coolers and refrigerators. Recently it added a new line of production i.e., electric motors both for domestic and agricultural purposes. It needed one electric engineer with B.Tech., qualification to look after the new plant producing electric motors. Presently five electric engineers with B.E., qualification as Assistant Engineers are working in the existing plant. The company advertised for the post of Chief Engineer (Electrical) for its new plant. It received twelve applications out of which five are from the Assistant Engineers working in the existing plant.

The company used techniques of preliminary interviews, tests, final interview and medical examination and finally selected Mr.C.B.Sastry, employed in the existing plant of the company. He is fourth in the seniority list of the Assistant Engineers in the present plant. The company served the appointment order to Mr.Sastry and he joined as Chief Engineer in the new plant. But the three Assistant Engineers in the existing plant moved the issue to the court of law contesting that the selection of Mr.C.B.Sastry is not valid as he is not the senior one among the Assistant Engineers in the existing plant.

- Questions:** 1. What would be the management's version in the case
2. Predict the court judgement regarding this issue.



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA I YEAR Semester II

MBA CP 204: OPERATIONS MANAGEMENT

((W.e.f. 2025 – 2026 Academic Year))

Course Outcome: *After studying the Course the students will get familiarized with the decision making process and various aspects of Production and Operations Management.*

Unit-I: Introduction : Nature and Scope of Production and Operation Management- Historical Evolution – Types of Manufacturing Systems – Differences Between Manufacturing and Service Operations Role of Production and Operation Manager.

Unit-II: Production Planning and Control: Stages in PPC – Gantt – PPC in Mass, Batch, and Job Order Manufacturing-Aggregate Planning – Maintenance Management – Industrial Safety.

Unit-III: Plant Location: Facility Location and Layout Planning –Types of Layouts – Material Handling Equipments – Material Handling Principles – Models Used in Lay Out Designs.

Unit- IV: Productivity: Factors, Affecting Productivity – Job Design – Process Flow Charts –Methods Study– Work Measurement – Engineering and Behavioral Approaches.

Unit –V: Material Management –Cost Associated with Inventory– Economic Order Quantity – ABC Analysis - Materials Requirement Planning – Just In – Time Production Total Quality Management – Acceptance Sampling – Control Charts – Quality Circle – Zero Defects Programmes – ISO 9000 – Application of Computer in Production and Operations.

(Case Study is compulsory in all Units)

Suggested Books:

1. Gaither & Frazier, Operations Management, Cengage, New Delhi
2. Panner Selvem, Production and Operation Management, Prentice Hall of India.
3. Chunnawals, Production & Operation Management Himalaya, Mumbai
4. Kanishka Bedi, Production & Operation Management, University Press.
5. Upendra Kachru: Operation Management, Excel Publications.
6. Adam, E.E&Ebert; R.J. Production and Operation Management, 6th Ed., Prentice Hall
7. Chary, S.N.Production and Operation Management, New Delhi, Tata McGraw Hill
8. K Aswathappa & Sridhar Bhatt, Production & Operations Management, Himalaya, Mumbai



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA I YEAR Semester II

Paper Code: MBACP 204 OPERATIONS MANAGEMENT
(W.e.f. 2025 – 2026 Academic Year)

Time : 3 Hrs

Model Question Paper

Max. Marks :75

1. **Section A** consists of **Eight** short answer questions out of which the candidate has to answer any **Five** Questions. Each answer should not exceed one page.
2. **Section B** consists of **Five** questions . Each question consists of either or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed 4 pages each.
3. **Section C** consists of case study and it is **Compulsory**.

SECTION – A

Answer any **Five** Questions not exceeding one page each

5x3=15M

1. a. Historical Evolution of Operations Management
b. Maintenance Management
c. Discuss the Material Handling Principles
d. Job Design
e. Process Flow Chart
f. ABC analysis
g. JIT
h. Quality Circles

SECTION – B

Answer **All** questions not exceeding four pages each

5x9=45M

2. (a) Define Operations Management and explain its features and functions
(OR)
(b) Discuss the role and responsibilities of Production Manager
3. (a) Describe the application of Gantt Task Model in the production planning.
(OR)
(b) What are the characteristic features of Mass and Batch production systems.
4. (a) What are the important factors affecting Plant Layout. How does Plant Layout affect Productivity ?
(OR)
(b) Describe the Models used in Layout Design in detail.

5. (a) Explain Methods Study and Work Measurement.
(OR)

(b) What is Inventory Management? Explain various aspects of inventory planning and control

6. (a) Describe the fundamental principles of TQM
(OR)

(b) Explain the criteria for ISO 9001 certification

SECTION – C

Case Study (compulsory)

1x15 = 15 M

7. We have the following data for an item that we purchase regularly. Annual requirements $R=10,000$ Units, order preparation cost, $C_p= Rs.25$ per order, Inventory holding cost,

$C_h= Rs.10$ per unit per year. You are asked to

- a. Compute the Economic Order Quantity (EOQ)
- b. Compute the number of orders that must be placed each year and the annual cost of placing the orders
- c. Compute the average inventory if EOQ units are ordered at one time, and compute the annual cost of inventory.



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA I YEAR Semester II

MBACP 205: CORPORATE LEGAL FRAMEWORK

(W.e.f. 2025 – 2026 Academic Year)

Course Outcome: *After studying the Course the students will get an exposure to the Corporate laws affecting the operations of business enterprises.*

Unit- I: Significance of Business Laws—Indian Contract Act, 1872: Meaning and contract-classification of contracts—Essential of a valid contract—Performance of a Discharge of contract—Remedies for breach of contract.

Unit-II: The Sale of Goods Act, 1930: Meaning and Essentials of contract of sale— Sale and Agreement to sell—Conditions and Warranties—property- Transfer of Performance of a contract of sale—Unpaid seller.

Unit-III: The Indian Partnership Act, 1932: Meaning and Essentials of partnership-- Registration of partnership—Kinds of partners— Rights and Liabilities of Partners—Relations partners to third parties—Dissolution.

Unit-IV: The Consumer Protection Act, 1986: Meaning of Consumer, Service, Goods, Deficiency, Defect, Unfair Trade Practices—Rights of Consumers—Machinery for redressal of Grievances—Remedies available to injured consumers

Unit-V: The Companies Act, 2013: Nature and Registration—Kinds of Companies— Memorandum of Association—Article of Association—Kinds of Shares— Powers and duties of Directors—winding up.

(Case Study is Compulsory in all Units)

Suggested Books:

1. N.D.Kapoor—Commercial Law—Sultan chand publishers, New Delhi.
2. S N Maheswaru & Suneed Maheswari—Commercial Laws—Mayoor Paper Backs,NOIDA
3. Tulisian P.C.—Business Laws—Tata Mc Graswill Publishing house,NewDelhi
4. Kucchal—Business Law—Vikas Publishing House, New Delhi.
5. Avatar Singh—Mercantile Law--EBC—New Delhi.



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA I YEAR Semester II

Paper Code: MBA CP 205: CORPORATE LEGAL FRAMEWORK
(W.e.f. 2025 – 2026 Academic Year)

Time: Three hours

Model Question Paper

Max. Marks: 75

1. **Section A** consists of **Eight** short answer questions out of which the candidate has to answer any **Five** Questions. Each answer should not exceed one page.
2. **Section B** consists of **Five** questions. Each question consists of either or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed 4 pages each.
3. **Section C** consists of case study and it is **compulsory**.

SECTION-A

Answer any **Five** of the following:

5x3=15M

- 1) a. Misrepresentation
 - b. Lawful consideration
 - c. Void and Voidable Agreements
 - d. Quantum Merit
 - e. Insolvent in a contract
 - f. Acceptance
 - g. Revocation of a contract
 - h. Effect of Coercion

SECTION-B

Answer **All** questions

5x9=45M

- 2) (a) All Contracts are Agreements but every Agreement is not a Contract. Briefly explain.
(OR)
(b) Briefly explain the Breach of contract and it's Remedies.
- 3) (a) Briefly explain difference between Sale and Agreement to Sell..
(OR)
(b) Briefly explain the Unpaid seller Rights and Remedies.
- 4) (a) Define and explain the advantages of a Registration of a paternship.
(OR)
(b) Explain the Rights and Liabilities of a partnership.
- 5) (a) Briefly explain the main features o Consumer Protection Act 1986.
(OR)
(b) Explain the Machinery for consumer grievance mechanism..

6) (a) Briefly explain the Memorandum of Association.

(OR)

(b) An agreement without consideration is void. Justify the statement and explain the essential of consideration.

SECTION-C

Case Study (Compulsory)

1x15=15 M

7) Ram Manohar entered in a contract with Govardhan Lal for construction of the duplex house in north Delhi and advance received RS. 20,00,000 by Lal, He started the construction and spent Rs, 36,00,000 for progressive construction. All of a sudden Manohar changed the idea of duplex to construction of the Apartment and Manohar also asked to demolish the entire construction and reconstruct the Apartment. But LAL refused to do so without payment of entire amount before entering into a new Contract of Novation.

Questions:

(a) Briefly explain the Quantum Merit in the Contract.

(b) Explain the rights of the Manohar in a New Contract.

(c) What will be remedied for aggrieved parties in the Contracts?



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA I YEAR Semester II

MBACP – 206: COMPUTER APPLICATIONS IN MANAGEMENT
(W.e.f. 2025 – 2026 Academic Year)

Course Outcome: *After studying the Course the students will get a insight into the basic features of Computer Systems and their Applications in the Managerial Decision Making.*

Unit-I: Introduction to Computer Concepts – Elements of computer – Characteristics of a Computer – Classification of Computers – Basic Computer Architecture – Input-output Devices

Unit-II: Software Concepts: Types of software – Software: its nature and qualities — Windows Operating System Functions -

Unit-III: MS Office- Applications of MS Word in Business Correspondence: letters, tables, mail merge, labels

Applications of MS Excel: Graphs and Charts – Calculation of various financial functions -Ms Access: Tables and Queries

Unit-IV: MS Power Point: Introduction – Toolbar, their Icons and Commands – Navigating in Power point - Creation of slides, animation, and templates - Designing Presentations – Slide show controls – Making notes on Pages and Handouts – Printing Presentations – Customizing Presentations - Auto content Wizard.

Unit-V: Computer Networks: Overview of a Network – Communication processors – Communications Media – Types of Network – Network Topologies- Network protocols – Network Architecture.

(Exercises in the above areas is a must)

Suggested Books:

1. Sanjay Saxena and Prathpreet Chopra, Computer Applications in Management, Vikas, New Delhi
2. Aksoy, Introduction to Information Technology, Cengage, ND
3. Parameswaran: Computer Application in Business – S Chand, New Delhi.
4. Management Information Systems by Mahadeo Jaiswal, Monika Mittal, Oxford University Press.
5. PS Gill, Database Management Stystems, IK Int Pub House, New Delhi
6. Management Information Systems by D.P. Goyal, MacMillan Publishers.
7. The Compact guide to Microsoft office, Mansfield Rom, BPB Publications, Delhi.
8. Sudalaimuthu & Anthony Raj, Computer Applications in Business, Himalaya, Mumbai



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA I YEAR Semester II

MBACP - 206: COMPUTER APPLICATIONS IN MANAGEMENT
(W.e.f. 2025 – 2026 Academic Year)

Model Question Paper

Time : 3 Hrs

Max. Marks :75

1. **Section A** consists of **Eight** short answer questions out of which the candidate has to answer any **FIVE** Questions. Each answer shall not exceed one page.
2. **Section B** consists of **FIVE** questions . Each question consists of either or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed 4 pages each.
3. **Section C** consists of case study and it is **Compulsory**.

SECTION-A

Answer any Five Questions.

5x3=15M

1. a .Define Computer and explain the elements of Computer.
b. Characteristics of a Computer.
c .Types of Software.
d. Applications of MS-Word.
e. Creation of slides in MS Power-Point.
f. Slide show controls in MS Power-Point.
g. Types of Network?
h. Communication Media in Networks.

SECTION-B

Answer All the Questions.

5x9=45M

- 2.(a) Explain about Classification of Computers?
(OR)
(b) Explain the Basic Computer Architecture?
- 3.(a) Define the term Software. Explain the nature and qualities of Software?
(OR)
(b) Define Operating System? Explain the functions of Windows Operating System.
4. (a) Explain the concept of mail merge in MS Office and how it is useful to the users?
(OR)
(b) What are the features of MS-Excel? Explain about the applications of MS- Excel?
5. (a) Explain about various icons and commands in MS Power Point.
(OR)
(b) Explain about Animations and Templates in MS Power Point.

6. (a) Define the term Network. Explain various topologies in Network.

(OR)

(b) Explain about Network Architecture in detail.

SECTION-C

7. Solve the following Case Study Exercise.

1X15=15M

1. A Company records the details of total sales (in Rs.) sector wise and month wise in the following format.

	Jan	Feb	March	April
Sector 30	12000	17000	14000	15000
Sector 22	14000	18000	15000	16000
Sector 23	15000	19000	16000	17000
Sector 15	16000	12000	17000	18000

- i) Enter the data in a worksheet and save it as sector.xls.
- ii) Using appropriate formula, calculate total sale for each sector.
- iii) Create a 3-D column chart to show sector wise data for all four months.
- iv) Create a 3-D pie chart to show sales in Jan in all sectors.



SRI Y.N.COLLEGE

DEPARTMENT OF MANAGEMENT STUDIES

MBA I YEAR Semester II

MBACP 207: RESEARCH METHODOLOGY FOR MANAGEMENT

(W.e.f. 2025 – 2026 Academic Year)

Course Outcome: *After studying the Course the students will get an insight into the basic process and techniques of Research Methodology for the purpose of Management decision making and for conducting Research at different levels.*

Unit-I: Meaning and Importance of Research – Research Process – Types of Research – Defining Research Problem – Formulation of Hypothesis – Testing of Hypothesis.

Unit-II: Research Design – Exploratory Research – Descriptive Research – Casual Research – Sampling and Sampling Design – Sampling Methods – Simple Random Sampling – Stratified Sampling – Systematic Sampling – Cluster Sampling – Multistage Sampling, Non- Probability Sampling – Convenience Sampling – Judgement Sampling – Quota Sampling.

Unit- III: Data Collection – Primary and Secondary Data – Designing of Questionnaire – Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttman Scale – Likert Scale – Schematic Differential Scale.

Unit-IV: Editing – Coding – Classification of Data – Tables and Graphic Presentation – Preparation and Presentation of Research Report.

Unit-V: Non Parametric Tests – Kolmogorov – Smirnov Test – Runs Test for Randomness – Sign Test – Median Test – Multivariate Analysis – Multiple Regression Analysis – Concepts and Application of Discriminate Analysis and Factor Analysis.

(Case Study from V Unit only)

Suggested Books:

1. Mark Saunders, Philip Lewis, Adrian Thornbill, Research Methods for Business Students, Pearson,ND
2. Churchill, Iacobucci & Israel, Marketing Research: A South Asian Perspective, Cengage, New Delhi
3. C.R. Kothari, Research Methodology, New Age International.
4. Carver & Nash, Data Analysis with SPSS, Cengage, New Delhi
5. Alan Bryman & Emma Bell, Business Research Methods, Oxford University Press.
6. Donald R. Cooper & Pamela S. Schindler, Business Research Methods 8th Edition, Tata McGraw Hill.
7. K.V.S. Sarma, Statistics made sample, do it yourself on PC, Prentice Hall.
8. V P Michael, Research Methodology in Management, Himalaya, Mumbai



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA I YEAR Semester II

Paper Code: MBACP207 RESEARCH METHODOLOGY FOR MANAGEMENT
(W.e.f. 2025 – 2026 Academic Year)

Time : 3 Hrs

Model Question Paper

Max. Marks :75

1. **Section A** consists of **Eight** short answer questions out of which the candidate has to answer any **FIVE** Questions. Each answer shall not exceed one page.
2. **Section B** consists of **FIVE** questions . Each question consists of either or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed 4 pages each.
3. **Section C** consists of case study and it is **Compulsory**.

SECTION – A

Answer any **FIVE** Questions not exceeding one page each

5x3=15M

1. a. Types of Research
b. Research Problem
c. Research Design
d. Standard Error
e. Questionnaire Method
f. Graphical Presentation of data
g. Non- Parametric tests
h. Factor Analysis

SECTION – B

Answer **All** questions not exceeding four pages each

5x9=45M

2. (a) Explain the Research process for a specific business problem.
(OR)
(b) What is the formulation of hypothesis and discuss the steps in testing of hypothesis for a given problem.
- 3 (a) Define and explain the probability sampling methods with suitable examples.
(OR)
(b). Describe the essential features in exploratory and descriptive research methods.

4. (a) Describe the various methods of collecting primary data and comment on their relative advantages and disadvantages.
(OR)
(b) what do you understand by the term attitude measurement ? Discuss the usefulness of various scaling techniques.
5. (a) Describe in brief the importance of editing, coding, classification and tabulation in the context of research study.
(OR)
(b) Explain the essential features of good research report.
6. (a) State the applications of median Test.
(OR)
(b) Define and explain the types of multi variant analysis.

SECTION – C

**(Case Study is Compulsory)
(Case Study from V Unit only)**

1x15 = 15M

7 . Fit a multiple linear regression model of Y on X_1 & X_2

Y	3	7	2	1	6	2	8	3	9	2
X_1	4	9	3	1	3	4	7	3	8	1
X_2	2	7	1	2	3	4	9	2	7	3



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
SEMESTER-III

Dual Specialization:

In the second year study elective/specialization courses are offered in the areas of Finance, Marketing and Human Resource Management. The students have to select any **TWO** areas of their choice.

M.B.A SEMESTER –III

Three Core and 4 Elective Papers (DUAL Specialisation)

Semester - III	Paper Title	Paper Code	Total Marks	Internal Marks	Extrl Marks	Teaching Hours	Credits
Paper-I	Entrepreneurship	MBA CP301	100	25	75	4	4
Paper-II	VUCA Management	MBA CP302	100	25	75	4	4
Paper-III	Operations Research	MBA CP303	100	25	75	4	4
Elective Group A Financial Management	1. Financial Markets & Services	MBA EPF304	400	100	300	16	16
	2. Security Analysis & Portfolio Management	MBA EPF305					
Elective Group B Marketing Management	1.Consumer Behaviour and Customer Relationship Management	MBA EPM304	400	100	300	16	16
	2.Services Marketing	MBA EPM305					
Elective Group C Human Resource Management	1.Industrial Relations	MBA EPH304	400	100	300	16	16
	2.Compensation & Welfare Management	MBA EPH305					
Total			700	175	525	28	28



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester III

MBA CP 301: ENTREPRENEURSHIP
(W.e.f. 2025 – 2026 Academic Year)

Course Outcome: *After studying the Course the students will get familiarized with the principles and process of Entrepreneurship and become enthused to float start-ups.*

Unit I: Entrepreneurship -Concept, Characteristics of Entrepreneurs, Types of Entrepreneurship-Role & Importance of Entrepreneurship -Entrepreneurial Motivation-Ethics and Social Responsibilities of Entrepreneurs

Unit II: Role of Financial Institutions in Entrepreneurship Promotion-Role of IDBI, NIESBUD, NSIC, SIDBI, DIC and Commercial Banks

Unit III: Entrepreneurial Training & Development-Objectives, Importance & Methods of Entrepreneurial Training – Designing Appropriate Training Programmes to inculcate Entrepreneurial spirit - Training for new and existing Entrepreneurs – Feedback and performance of trainees.

Unit IV: Women Entrepreneurship-Profile of a Women Entrepreneur-Factors influencing Women Entrepreneurship - Role of Women Entrepreneurs- Barriers of Women Entrepreneurs

Unit V: Creativity and Entrepreneurship - Sources of Innovative Ideas - Process of creativity - E Business Ventures- New Venture Management - Start-Up Policy of Government of India.

(Case Studies from all units)

Suggested Books:

1. Vasant Desai, Entrepreneurship Management, Himalaya Publishing House, New Delhi
2. Madhurima Lall, Shikha Sahai, Entrepreneurship, Excel Books



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester III

Paper Code: MBACP 301 ENTREPRENEURSHIP

(W.e.f. 2025 – 2026 Academic Year)

Time: Three hours

Model Question Paper

Max. Marks: 75

- 1. Section A** consists of **Eight** short answer questions out of which the candidate has to answer any **Five** Questions. Each answer should not exceed one page.
- 2. Section B** consists of **Five** questions. Each question consists of either or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed 4 pages each.
- 3. Section C** consists of case study and it is **compulsory**.

SECTION-A

Answer any **Five** of the following:

5x3=15M

- 1) a. Concept of Entrepreneurship
- b. NSIC
- c. Performance evaluation of Trainees
- d. Profile of a Women Entrepreneur
- e. Start Up Policy
- f. Entrepreneurial Motivation
- g. DIC
- h. E-Business Ventures

SECTION-B

Answer **All** questions

5x9=45M

- 2 a) Explain the Characteristics of Entrepreneurs
(OR)
- b) Describe the Role of Entrepreneurship
- 3.a) Write about the Role of NIESBUD in Entrepreneurial Development
(OR)
- b) Narrate the Role of Commercial Banks in promoting Entrepreneurship
4. a) Describe the Objectives and Methods of Entrepreneurial Training.
(OR)
- b) Describe the steps and designing appropriate Training Programmes.
- 5 a) Analyse the factors affecting Women Entrepreneurship
(OR)
- b) State the Role of Women Entrepreneurs in an Economy.
6. a) Explain the phases in the Creativity Process
(OR)
- b) Explain the Issues of New Venture Management.

SECTION-C
Case Study (Compulsory)

1x15=15 M

Zomato, founded in 2008 by Deepinder Goyal and Pankaj Chaddah in Gurugram, began as a simple online restaurant menu listing platform called Foodiebay. The idea originated when the founders noticed colleagues struggling to find restaurant menus. By digitizing menus and offering search features, they tapped into an unmet urban need for quick food discovery. The venture started with minimal resources but gained traction through user-friendly design and convenience, reflecting the entrepreneurial ability to convert a small problem into a scalable business opportunity.

As the business grew, Zomato expanded beyond menu listings to become a food delivery platform, competing with players like Swiggy in India. Strategic acquisitions in countries like the UAE and partnerships with restaurants helped Zomato evolve into a global food-tech player. However, the company faced challenges such as high delivery costs, intense competition, and regulatory issues. To sustain operations, Zomato innovated with subscription models like Zomato Gold and invested in cloud kitchens. These moves highlighted the entrepreneurial qualities of risk-taking, innovation, and adaptability.

During the COVID-19 pandemic, Zomato faced a drastic fall in restaurant orders but pivoted to delivering groceries (Zomato Market) and essentials. Later, it returned focus to food delivery while integrating health and safety features. The crisis tested the resilience of the founders, pushing them to take bold decisions under uncertainty. This showed how entrepreneurship is not just about starting a venture but also about crisis management, resource reallocation, and survival in turbulent times.

Zomato made history by becoming one of the first Indian tech startups to go public in 2021. Its IPO was oversubscribed, reflecting investor confidence in India's startup ecosystem. Yet, profitability remains a challenge, raising questions about long-term sustainability.

Questions:

1. Discuss the role of Innovation in Zomato's business model.

2. What steps should Zomato take to ensure sustainable growth in the long run?



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester III

MBACP 302 VUCA MANAGEMENT
(W.e.f. 2025 – 2026 Academic Year)

Course Outcome: *After studying the Course the students will become aware of the Volatile, Uncertain, Complex and Ambiguous nature and challenges of the business environment and would be able to design appropriate strategies to combat the challenges.*

Unit-I: Introduction to VUCA World- Concepts of Volatility, Uncertainty, Complexity, Ambiguity– Genesis & impact of VUCA – Business Challenges - Challenges of Globalization and Digitalization.

Unit-II: Industrial Sickness – Causes & Consequences –, Turnaround Strategies & Process – Role of National Company Law Tribunal- Crisis Management– Types of Crises-Approaches and process of Crisis Management- Pre-Crisis Phase, Crisis- Response Phase, Post-Crisis Phase.

Unit -III: Corporate Strategies to manage VUCA World-Corporate Restructuring Mergers, Acquisitions, Joint Ventures, Strategic Alliances.

Unit -IV: Business Sustainability-Dimensions- Triple Bottom Line (TBL) Approach – People, Planet & Profit bottom lines- Talent Management- Importance of Talent Management- Strategies of Talent Management.

Unit-V: Corporate Governance-Issues and significance- Corporate Governance Reforms in India- Role of Strategic Leadership in VUCA World-Vision, Understanding, Clarity, Agility- Developing Core Competencies.

(Case Study is Compulsory in all Units)

Suggested Books:

1. Managing in a VUCA World-Oliver Mack, Anshuman Khare, Andreas Kramer, Thomas Burgartz, Springer International Publishing, Switzerland 2016.
2. Strategic Planning, Formulation of Corporate Strategy – V S Ramaswamy & S Namakumari, Macmillan India Ltd,
3. Business Policy & Strategic Management – Azar Kazmi –Tata Mc Graw Hill.
4. Strategic Management – P.Subba Rao, Himalaya Publishing House.
5. Crisis Management – Jonathan Bernstein, Tata Mc Graw Hill.
6. Managing Talent – Marion Devine & Michel Syrett, The Economist Publication.
7. D.Greeta Rani, RK Misra, Corporate Governance, Theory & Practice, Excel Books, New Delhi
8. B N Ghosh ,Business Ethics and Corporate Governance, MC Graw Hill Education



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester III

Paper Code :MBACP 302 VUCA Management
(W.e.f. 2025 – 2026 Academic Year)

Time: Three hours

Model Question Paper

Max. Marks: 75

- 1. Section A** consists of **Eight** short answer questions out of which the candidate has to answer any **Five** Questions. Each answer should not exceed one page.
- 2. Section B** consists of **Five** questions. Each question consists of either or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed 4 pages each.
- 3. Section C** consists of case study and it is **compulsory**.

SECTION-A

Answer any **Five** of the following:

5x3=15M

- 1) a. Volatility
c. Digital Challenge
d. Types of Crisis
e. Joint Ventures
f. People bottom line
g. Corporate governance
h. Core competencies
i. National Company Law Tribunal

SECTION-B

Answer **All** questions

5x9=45M

- 2) (a) Explain the concepts of Volatility, Uncertainty, Complexity, Ambiguity
(OR)
(b) Discuss the challenges of Business.
- 3) (a) Explain the causes and consequences of Industrial Sickness.
(OR)
(b) Explain the process of Crisis Management.
- 4) (a) Describe the types and issues of Mergers
(OR)
(b) What is a Strategic Alliance? Give some examples of Alliances
- 5) (a) Explain the Triple Bottom Line Approach to Business Sustainability.
(OR)
(b) What is Talent Management? Explain the process of Talent Management.

- 6) (a) Discuss different issues of Corporate Governance
(OR)

(b) Describe the role of Strategic Leadership.

SECTION-C

Case Study (Compulsory)

1x15=15 M

- 7) Mr. Truth Restaurant, a dream project of Mr.RadhaKrishna is on the verge of closure. The story begun when M. Radhakrishna started his restaurant with an objective to bring quality food with full information on the ingredients used in the items and as well as the calories inherited in the food item. The idea is emerged when he was in the service and with frequent interaction with his super annuated colleagues and friends. The initial sales in the restaurant were meager and he expected that it would increase gradually, but he experienced a different reality .The other restaurant which was opened on the same day in the opposite street resulted in huge sales by attracting teenagers. When Mr.Radhakrishna compared his target customers with other restaurant, he observed more frequency of old age customers to his restaurant. The volume of sales as well as revenue is also declined within three months after the opening of the restaurant. Mr. Radhakrishna is in the dilemma of either to close his restaurant or implement of a strategy to get focused for further improvement.

Questions:

- (a) **As a management student, prepare a strategy to help Mr. Radhakrishna to revise his strategy to improve his Restaurant business.**
- (b) **In case of Restaurant business, is there any significant impact of type of customers on the profitability of business?**



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester III

MBA CP 303 : OPERATIONS RESEARCH
(W.e.f. 2025 – 2026 Academic Year)

Course Outcome: *After studying the Course the students will get familiarized with the application of the Operations Research tools in the business decision making*

UNIT-I : Introduction – Define Operations Research – Significance of OR -Nature of OR – Characteristics OR -Scope of OR in Management – Types of Models in OR – Methodology of OR - Linear Programming - Definition – Assumptions in LP Models – Applications of LP – Limitations of LP models – Graphical Method – Canonical and Standard Forms of LPP – Simplex Method – Big-M Method – Two Phase Simplex Method – Duality – Dual Simplex Method.

UNIT-II : Transportation Models – Northwest Corner Method – Least Cost Method – Vogel’s Approximation Method – Test for Optimality using MODI method – Assignment Models – Hungarian Methods-Minimisation – Maximisation –Travelling Salesman Problem.

UNIT-III : Game Theory – Game – Value of the Game –Saddle Point – Two Person Zero Sum Game – Pure Strategy – Mixed Strategy – Rule of Dominance – Graphical Methods – $2 \times n - m$ X 2 – Method of Matrices approach – Method of LPP – Simulation – Event Type Simulation-Queing Problem – Job Sequencing Problem.

UNIT-IV : Decision Theory - Types of Decision Making Environments – Maximax Criterion – Wald Criterion –Savage Criterion – Hurwicz Criterion – Baye’s Criterion –Expected Monetary Value Criterion – Expected Opportunity Loss Criterion –Expected Value of Perfect Information–Decision Tree Analysis(including problems) - Dynamic Programming – Capital Budgeting Problem – Product Allocation Problem –Shortest Path Problem – Assignment Problem

UNIT-V :- Network Analysis – Critical Path Method – Project Evaluation and Review Technique – Crashing- Queing Theory- M/M/1 , M/M/C Models only.

(Case Study from V Unit only)

TEXT BOOKS:

1. B.s. Goel, s.k. Mittal, operations research, pragati prakashan publishers,meerut.
2. Prem kumar gupta, dr.d.s hira,aarti kamboj, introduction to operationsresearch, s.chandpublications,new delhi.
3. V.k.kapoor, operations research techniques for management, sultanchand&sons
4. Kalavathy.s, operations research, vikas publishers house pvt ltd

References:

1. Anand sharma, operations research, himalaya publishing house pvt ltd
2. Winston, operations research,cengage,nd
3. J k sharma, operations research – theory and applications, mac millanpublishers.



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester III

Paper Code: MBA CP 303 : OPERATIONS RESEARCH
(W.e.f. 2025 – 2026 Academic Year)

Time : 3 Hrs

Model Question Paper

Max. Marks :75

1. **Section A** consists of **Eight** short answer questions out of which the candidate has to answer any **Five** Questions. Each answer should not exceed one page.
2. **Section B** consists of **Five** questions . Each question consists of either or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed 4 pages each.
3. **Section C** consists of case study and it is **Compulsory**.

SECTION – A

Answer any **Five** Questions not exceeding one page each

5x3=15M

1. a. Definitions of Operations Research and methodology of OR
b. Economic Interpretation of duality
c. Travelling salesman problem
d. Northwest corner rule in Transportation problem
e. Maximin and Minimax principles
f. Decision making conditions
g. Explain the queueing models
h. Distinguish between PERT and CPM.

SECTION – B

Answer **All** questions not exceeding four pages each

5x9=45M

- 2.(a) Solve the following LPP by using Simplex method

$$\text{Max } Z=7x_1+5x_2$$

Subject to the constraints

$$x_1+ 2x_2 \leq 6$$

$$4x_1+3x_2 \leq 12$$

$$\text{and } x_1 \geq 0 \ \& \ x_2 \geq 0$$

(OR)

- (b). Explain the concept of Duality and its applications in Linear Programming

- 3.(a) Explain the Hungarian Assignment Algorithm method

(OR)

- (b). Solve the following Transportation problem

	D	E	F	G	Available
A	11	13	17	14	250
B	16	18	14	10	300
C	21	24	13	10	400

Requirement 200 225 275 250

4. (a). Solve the following game by using Graphical method.

		Player B			
		B1	B2	B3	B4
Player A	A1	2	1	0	-2
	A2	1	0	3	2

(OR)

(b) Explain the simulation of Queueing and Job Sequencing problems

5.(a). A company has to choose one of the three types of Biscuits i.e. Cream, Coconut and Glucose. Sales expected during next year are highly uncertain. Marketing department estimates the profit considering manufacturing cost, promotional efforts and distribution set up etc., as given in the table below:

Types of Biscuits	Profit on estimated level of sales(in lakhs) for quantities		
	5000	10,000	20,000
Cream (C)	15	25	45
Coconut(Co)	20	55	65
Glucose(G)	25	40	70

Determine (i) Maximin Criterion (ii) Minimax criterion (iii) Maximax Criterion (iv)

Lalplace criterion (v) Hurwicz criterion (vi) Savage Regret criterion

(OR)

(b) Explain the techniques to solve dynamic programming problems.

6.(a) Explain M/M/1 and M/M/C Queuing Models.

(OR)

(b) For a project consisting of several activities and the details are given in the following table:

Activity	1-2	1-3	1-4	2-3	2-5	3-4	3-5	4-5
Duration (days)	4	3	6	4	8	4	4	6

Draw the Network, identify the critical path and compute the total float for each of the activities.

SECTION – C

(Case Study is Compulsory)

1x15=15M

(Case Study from V Unit only)

6. A project consists of 8 activities with the following relevant information

Activity	A	B	C	D	E	F	G	H
Immediate Predecessor				A	B	C	D,E	F,G
t_o	1	1	2	1	2	2	3	1
t_m	1	4	2	1	5	5	6	2
t_p	7	7	8	1	14	8	15	3

- i. Draw the PERT network and find the expected project completion time
- ii. What duration will have 95% confidence for project completion
- iii. The average duration for an activity F increases to 14 days, what will be its effect on the expected project duration time which will have 95% confidence.



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester III

MBA EPF304: FINANCIAL MARKETS AND SERVICES
(W.e.f. 2025 – 2026 Academic Year)

Course Outcome: *After studying the Course the students will gain an in-depth knowledge and skills in the Concepts and Practical dynamics of Financial Markets and Financial Services.*

Unit –I: Structure of Financial System – Role of Financial System in Economic Development
– Capital Formation- Problems of Capital Formation in Under developed countries
- Financial Markets and Financial Instruments – Capital Markets – Money Markets
– Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities

Unit – II: Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India-- Financial Services Sector Problems and Reforms. – Merchant Banking– Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management –Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing- Leasing Vs Hire Purchase

Unit – III : Venture Capital – Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context.

Unit – IV : Credit Rating – Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Mutual Funds – Concept and Objectives, Guidelines for Mutual Funds. Debt Securitization – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL.

Unit – V : Microfinance: Over view of Microfinance, Indian Rural financial system, introduction to Microfinance, Microfinance concepts, products, (savings, credit, insurance, pension, Microfinance models: Generic models viz. SHG, Grameen, and Co-operative, variants SHG NABARD model, SIDBI model, SGSY model, Grameen Bangladesh model, Poverty and Need of Microfinance. Gender issues in Microfinance

Additional Inputs:

Unit – I : Capital Formation- Problems of Capital Formation in Under developed countries

Unit – II: Leasing Vs Hire Purchase

(Case Study is Compulsory in all Units)

Suggested Books:

1. Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
2. V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
3. DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
4. Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH, ND
5. Edminister R.D., Financial Institution, Markets and Management:6.
7. Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi
8. Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai

- 6) (a) what is Micro Finance? Explain the products of Micro Finance
(OR)
(b) Explain the models of Micro Finance

SECTION-C

Case Study (Compulsory)

1x15=15 M

- 7) XYZ Builders Ltd need to acquire the use of a crane for their construction business, and are considering buying or leasing a crane. The crane costs Rs. 10,00,000, and is subject to the straight line method of depreciation to a Zero salvage value at the end of 5 years, In contrast, the lease rent is RS 2,20,000 per year to be paid in advance each year for 5 years. XYZ Builders Ltd can raise debt at 14 per cent payable in equal annual installments., each installment due at the beginning of the year. The company is in the 50 per cent tax bracket. Should it lease or buy the crane?



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester III

MBA EPF305: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

(W.e.f. 2025 – 2026 Academic Year)

Course Outcomes: *After studying the Course the students will get an insight into the Concepts and Practical applications of Security Analysis and Portfolio Management and gain practical skills to operate as Security Analysts and Share Consultants.*

Unit-I: Concept of Investment, Investment Vs Speculation, and Security Investment Vs Non-security Forms of Investment-Investment Environment in India. Investment Process - Sources of Investment Information, Security Markets – Primary and Secondary – Types of securities in Indian Capital Market, Market Indices. Calculation of SENSEX and NIFTY

Unit-II: Return and Risk – Meaning and Measurement of Security Returns. Meaning and Types of Security Risks: Systematic Vs Non-systematic Risk. Measurement of Total Risk - Intrinsic Value Approach to Valuation of Bonds - Preference Shares and Equity Shares.

Unit-III: Fundamental Analysis – Economy, Industry and Company Analysis, Technical Analysis – Concept and Tools and Techniques Analysis – Technical Analysis Vs Fundamental Analysis - Efficient Market Hypothesis; Concept and Forms of Market Efficiency.

Unit-IV: Elements of Portfolio Management, Portfolio Models – Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory.

Unit-V: Performance Evaluation of Portfolios; Sharpe Model – Jensen’s Model for PF Evaluation, Evaluation of Mutual Fund.

(Case Study is Compulsory in all Units)

Suggested Books:

1. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi
2. Ambika Prasad Dash, Security Analysis and Portfolio Management, IK Int Pub House, New Delhi
3. Hirt and Block, Fundamentals of Investment Management, TataMcGrawHill, New Delhi
4. Reily Frank K, Investment Analysis and Portfolio Management, Cengage, New Delhi
5. Bodie, Kane, Marcus and Mohanty, Investments, TataMcGraw Hill, New Delhi
6. Peter Lynch, One Up on Wall Street, Simon & Schuster Paperbacks, New York
7. Sharpe W, Alexander, G.J., & Baily J.V., Investments, TMH, New Delhi
8. Avadhani, VA, SAPM, Himalaya Publishers.



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester III

Paper Code : MBAEPF305 Security Analysis And Portfolio Management
(W.e.f. 2025 – 2026 Academic Year)

Time : Three Hours

Model Question Paper

Max. Marks : 75

1. **Section A** consists of Eight short answer questions out of which the candidate has to answer any **Five** Questions. Each answer should not exceed one page.
2. **Section B** consists of **Five** Questions. Each question consists of either or choice and the candidate has to answer either a or b from each question. The answer shall not exceed 4 pages each.
3. **Section C** consists of case study and it is **Compulsory**.

Section – A

Answer any **Five** of the following:

5x3=15 M

- 1) a. Objectives of Investment
- b. Differentiate Speculation and Gambling
- c. Constant Growth Model of Share
- d. Elements of risk
- e. Security Market Line
- f. CAPM
- g. Portfolio Revision
- h. Anil estimates that from investment on stock A he would get 15 % dividend next year. It would continue to grow by 10% for the rest of the years. The selling price is Rs.40. He needs a return of 20% per year for his son's educational expenses. Can he invest on stock 'A'?

Section - B

Answer **All** Questions

5x9 =45 M

- 2) (a) What is meant by Risk? and explain the types of risks.

(OR)

- (b) Calculate the expected return and standard deviation of returns for a stock having the following probability distribution of returns.

Possible returns(%)	Probability of occurrences
- 25	0.05
- 10	0.10
0	0.10
15	0.15
20	0.25
30	0.20
35	0.15

3) (a) Describe Bond and its types in detail.

(OR)

(b) Prem is considering the purchase of a bond currently selling at Rs. 878.50. The bond has four year to maturity, face value of Rs. 1000 and 8% coupon rate. The next annual interest payment is due after one year from today. The required rate of return is 10%.

a) calculate the intrinsic value(Present value) of the bond. Should Prem buy the bond?

b) calculate the yield to maturity of the bond.

4) (a) Describe various tools used for fundamental analysis of the stock.

(OR)

(b) Explain company analysis with its factors in detail.

5) (a) The expected rates of return and the possibilities of their occurrence for Alpha company and Beta company scrips are given below.

Probability of occurrence	Return on Alpha's Scrip	Return on Beta's Scrip
0.05	-2.0	-3.0
0.20	9.0	6.0
0.50	12.0	11.0
0.20	15.0	14.0
0.05	26.0	19.0

Find out the expected rates of return for Alpha and Beta scrips.

a) If an investor invests equal proportion on both the scrips what would be the return.

b) If the proportion is changed to 25% and 75% and then to 75% and 25% what would be the expected rates of return?

(OR)

(b) Describe portfolio management with its Process, Risk and Return calculation.

(6) (a) Briefly explain about Capital asset pricing theory and Arbitrage pricing theory.

(or)

(b) Describe various methods of portfolio performance evaluation.

Section – C

CASE STUDY(Compulsory)

1x15=15M

7) Pearl and Diamond are the two mutual funds. Pearl has a mean success of .15 and diamond has .22. The Diamond has double the Beta of Pearl fund's 1.5. The standard deviations of Pearl and Diamond funds are 15% and 21.43%. The mean return of market index is 12% and its standard deviation is 7. The risk free rate is 8%.

a) Compute the Jensen Index for each fund.

b) Compute the Treynor and Sharpe indices for the funds. Interpret the results.



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester III

MARKETING MANAGEMENT (SPECIALIZATION PAPERS)

MBAEPM304- CONSUMER BEHAVIOUR AND CUSTOMER RELATIONSHIP MANAGEMENT
(W.e.f. 2025 – 2026 Academic Year)

Course Outcome: *The study of the Course will enable the students to comprehend the totality and dynamics of Consumer Behaviour and design suitable CRM strategies*

Unit-I: Introduction to the study of Consumer Behaviour – Consumer and Marketing Strategy – Determinants of Consumer Behaviour – Profile of the Indian Consumer.

Unit -II: Perception – Nature – Perception and Marketing Strategy, Motivation – Motivation Theories and Marketing Strategy – Personality.

Unit -III: Attitude Measurement and Change – Self Concept and Life Style Marketing, Influence of Social and Cultural factors on Consumer Behaviour – Family, Reference groups, Cross Cultural Variations in Consumer Behaviour- **Recent trends in Consumer Behaviour.**

Unit -IV : Consumer Decision Process – Problem Recognition – Information Search – Evaluation of alternatives and selection – Post Purchase Behaviour – Organizational buyer Behaviour – Diffusion of Innovation.

Unit -V : Customer Relationship Management :CRM objectives- Facets and Elements of CRM – CRM Process – Importance of CRM – Planning and Managing CRM Programme – Concept of Customer Loyalty– Customer Value Assessment – Customer Retention Strategies – CRM in Services.

(Case Study is compulsory in all Units)

Additional Inputs:

Unit – III: Recent trends in Consumer Behaviour.

Suggested Books:

1. Hawkins, Best, Coney: Consumer Behaviour Building Marketing Strategy, Tata McGraw Hill.
2. Lindquist & Sirgy, Consumer Behaviour, Cengage, New Delhi
3. N Gautam & K Jain, Consumer Behaviour, Wisdom, Delhi
4. Kazmi : Consumer Behaviour, Excel Publishers.
5. H.Peer Mohammed: Customer Relationship Management, Vikas, ND
6. Panwar, J.S. Beyond Consumer Marketing, Sage Response Books, New Delhi.
7. Mukesh Chaturvedi and Abhivan Chaturvedi : Customer Relationship Management An Indian Perspective. Excel Books.
8. Deon – Buyer Behaviour, Oxford University Press.
9. Henry Assael: Consumer Behaviour, Willey India, New Delhi.



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester III

Paper Code: MBAEPM304: CONSUMER BEHAVIOUR AND CUSTOMER RELATIONSHIP
MANAGEMENT
(W.e.f. 2025 – 2026 Academic Year)

Time: Three hours

Model Question Paper

Max. Marks: 75

1.Section A consists of **Eight** short answer questions out of which the candidate has to answer any **Five** Questions. Each answer should not exceed one page.

2.Section B consists of **Five** questions. Each question consists of either or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed 4 pages each.

3.Section C consists of case study and it is **compulsory**.

SECTION-A

Answer any **Five** of the following:

5x3=15M

- 1) a. Consumer Behavior
- b. Motivation
- c. Attitude Measurement
- d. Diffusion of Innovation
- e. CRM
- f. Indian Consumer Perception
- g. Personality
- h. Reference groups

SECTION-B

Answer **All** questions

5x9=45M

- 2) (a) Define Consumer Behaviour? Explain the nature & scope of Consumer Behaviour.

(OR)

(b) Describe the Growth of Consumer and Marketing Strategy.
- 3) (a) What is Perception? Explain the Perception Process.

(OR)

(b) Differentiate Motivation Theories.
- 4) (a) What is meant by Life Style Marketing.

(OR)

(b) Define Cross Cultural Variations in Consumer Behaviour.
- 5) (a) Explain the concepts of Consumer Decision Process.

(OR)

(b) Evaluate the Post Purchase Behaviour and Organizational buyer Behaviour.

6) (a) Define Customer Relationship Management Explain the Facets and Elements of CRM.
(OR)

(b) What is meant by Customer Loyalty? Describe the advantages and disadvantages.

SECTION-C

Case Study (Compulsory)

1x15=15 M

7) Case Study:

The marketer has to learn about the needs and changing of the consumer behavior and practice the Marketing Concept. Twills Campus &Co. were selling jeans to a mass market and did not bother about segmenting the market till their sales went down. The study into consumer behavior showed their greatest market of the baby boomers had outgrown and their NEEDs had changed. They therefore came out with Khaki or Dockers to different segments and comfortable action stocks for the consumers in the 50 age group. Thus by separating the market and targeting various groups and fulfilling their needs, they not only made up for the lost sales but far exceeded the previous sales. They also targeted the women consumers for jeans and both men and women started wearing jeans in greater numbers. The offering given by the company must be enlarged to suit various segments. For example Maruti Udyog Ltd has come out with many models. Maruti 800, Maruti Van, Zen, Alto, Wagon R, Versa, Gypsy, Esteem, Baleno and other models.

For successful marketing one should:

- a). Find consumer needs of various segments.
- b). Position Products (new & existing) to these segments.
- c). Develop strategies for these segments. Practice greater selectivity in advertising and Personal selling and creating more selective media and distribution outlets.



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester III

MBAEPM305: SERVICES MARKETING
(W.e.f. 2025 – 2026 Academic Year)

Course Outcome: *On completion of the Course the students will get Exposed and enabled to design effective strategies for Services Marketing*

- Unit – I:** Introduction to Services Marketing: Importance and characteristics of Services: Growth of Services Sector; **Classification of services**, Services in the Indian Economy; Services Strategy.
- Unit – II:** Consumer Behaviour in Services; Market Segmentation, **Process of marketing segmentation, Customer loyalty segmentations** and Services Positioning; Service Demand Management, Designing and Managing Service Product.
- Unit – III:** Service quality Management: Service Quality Audit – GAP Model of Service Quality– Total quality Services Marketing – Service Excellence, Pricing of Services – Pricing Strategies Linked to Value Perceptions.
- Unit – IV:** Service Distribution –Service delivery process- Managing Physical Evidence – Internal Marketing-Managing people for service advantages.
- Unit – V:** External Marketing: Word of Mouth Communication- Marketing Communication mix. Interactive Marketing: Management of Moments of Truth - Service Deficiencies - consumer Grievance Recovery Strategies.

(Case Study is Compulsory in all Units)

Additional Inputs:

Unit-I: Classification of services

Unit-II: Process of marketing segmentation, Customer loyalty segmentation

Unit-IV: Service delivery process, Managing people for service advantages.

Unit-V: Marketing Communication mix.

Suggested Books:

1. K.Rama Mohana Rao: Services Marketing, Pearson Education, New Delhi.
2. Valeri Zeithmal and Mary Jo Bunter: Services Marketing, Tata McGraw Hill, New Delhi.
3. Apte – Services Marketing, Oxford University Press.
4. Bhattacharya: Services Marketing, Excel Publishers.
5. Christopher Lovelock: Services Marketing, Pearson Education, Delhi.
6. Ravi Shanker: Services Marketing: Indian Perspectives, Excel Publishers.
7. Christian Gronrose: Services Management and Marketing, Maxwell Macmillan.
8. Kenneth E.Clw & David L.Kurtz, Services Marketing, Wiley India, New Delhi.
9. S.L.Gupta, Marketing of Services, Wisdom Publication.



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester III

Paper Code: MBA EPM SERVICES MARKETING
(W.e.f. 2025 – 2026 Academic Year)

Time: Three hours

Model Question Paper

Max. Marks: 75

1. **Section A** consists of **Eight** short answer questions out of which the candidate has to answer any **Five** Questions. Each answer should not exceed one page.
2. **Section B** consists of **Five** questions. Each question consists of either or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed 4 pages each.
3. **Section C** consists of case study and it is **compulsory**.

SECTION-A

Answer any **Five** of the following:

5x3=15M

- 1) a. Importance of Services marketing
b. Mc.Kinsey 7's model
c. Service Positioning
d. Services Quality
e. Physical Evidence
f. Word of mouth communication
g. Consumer Grievance
h. Pricing of Services

SECTION-B

Answer **All** questions

5x9=45M

- 2) (a) Define Services Marketing? Explain the nature & scope of Services Marketing.
(OR)
(b) Describe the Growth of Services Sector.
- 3) (a) What is Consumer Behaviour? Explain the concept, objectives and scope of Consumer Behaviour.
(OR)
(b) Differentiate Market Segmentation and Services positioning.
- 4) (a) What is meant by Services Quality Management.
(OR)
(b) Define GAP Model of services Quality.
- 5) (a) Explain the concepts of Services Distribution.
(OR)
(b) Evaluate the Physical Evidence in services marketing.

6) (a) Define Word of Mouth Communication? Explain the merits and demerits.

(OR)

(b) What is meant by External Marketing? Describe the advantages and disadvantages.

SECTION-C

Case Study (Compulsory)

1x15=15 M

7) Case Study:

You have been appointed as the marketing manager of a Health Club, having its own international grade indoor swimming pool. In the last year, two deaths occurred in the swimming pool. Public, at large, doubt the safety provisions at the swimming pool. the membership standards adversely affected. The management of the health club had appointed a fact-finding committee. **Its suggestions are as follows:**

- 1) Reduce the membership fee to attract more price-conscious members or increase the membership fee to attract the up-market membership.
- 2) Try to hide-out the facts of deaths at the swimming pool from the public's notice or call the press to convince them club's management is not guilty.

Questions:

- a) As a marketing manager which suggestion will you endorse?
- b) Does the firm should adopt the negative publicity by acquiring press conference comment?



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester III

HUMAN RESOURCE MANAGEMENT (SPECIALIZATION PAPERS)
MBA EPH304: INDUSTRIAL RELATIONS
(W.e.f. 2025 – 2026 Academic Year)

Course Outcome: *After studying the Course the students will get familiarized with the Dynamics of Industrial Relations and would emerge as effective HR Managers.*

Unit-I: Industrial Relations: Concept, Scope and Significance – Causes and Consequences of Industrial Disputes – Recent Trends in Industrial Relations

Unit-II: Trade Unions: Definition and Objectives, Associations and Federations, Structure and TU Movement in India – Changing Role in the Context of Liberalization-Trade union Act 1926.

Unit -III: Promotion of Harmonious Relations – Machinery for Prevention and Settlement of Industrial Disputes – Conciliation – Arbitration and Adjudication – Code of Discipline-Model standing orders Act 1946.

Unit-IV: Grievances and Discipline: Grievances Redressal Machinery – Discipline in Industry _ Measures for dealing with Indiscipline-Industrial Disputes Act 1947.

Unit -V: Collective Bargaining (CB) – CB Practices in India – Employee Empowerment- Participative Management – Schemes of Workers’ Participation in Management in India.

(Case Study is Compulsory in all Units)

Additional Inputs:

Unit II: -Trade union Definition & Objectives, Employers Association, Trade union Act 1926

Unit III.: Model standing orders Act 1946

Unit IV: Industrial Disputes Act 1947

Unit V: Employee Empowerment

Suggested Books:

1. Venkat Ratnam, C.S. – Industrial Relations, Oxford University Press.
2. SC Srivathava, Industrial Relations and Labour Laws, Vikas, ND.
3. M.Arora: Industrial Relations, Excel Publications.
4. P.R.N.Sinha, Indu Bala Sinha and Seema Priyadarshini Shekar, “Industrial Relations, Trade Unions and Labour Legislation”, Pearson Education, New Delhi.
5. Ramaswamy E.A. – The Strategic Management of Industrial Relations, Oxford University Press.
6. Cowling and James, The Essence of Personnel Management and Industrial Relations, Prentice Hall of India.
7. Ratna Sen, “Industrial Relations in India”, Macmillan India Ltd. New Delhi.
8. Michael Armstrong, Employee Reward, Universities Press (India) Ltd.



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester III

Human Resource Management (Specialization Papers)

Paper Code: MBA EPH304 INDUSTRIAL RELATIONS

(W.e.f. 2025 – 2026 Academic Year)

Time: Three hours

Model Question Paper

Max. Marks :75

1. **Section A** consists of **Eight** short answer questions out of which the candidate has to answer any **Five** Questions. Each answer should not exceed one page.
2. **Section B** consists of **Five** questions. Each question consists of either-or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed 4 pages each.
3. **Section C** consists of case study and it is **compulsory**.

SECTION-A

Answer any **Five** of the following:

5x3=15M

- 1) a. Scope of Industrial Relations
b. Objectives of trade union
c. Harmonious Relations
d. Code of discipline
e. Define Industrial Disputes
f. Importance of CB
g. Welfare committees
h. Conciliation officer

SECTION-B

Answer **All** questions

5x9=45M

- 2) (a) Define Industrial Relations? Explain the nature & scope of Industrial Relations.
(OR)
(b) Describe the Recent trends in Industrial Relations.
- 3) (a) What is meant by Trade union? Explain the concepts and structure of Trade union.
(OR)
(b) Describe the role in the context of Liberalization.

- 4) (a) What is meant by Harmonious Relations? Explain the merits and demerits.
(OR)
(b) Elaborate the machinery for prevention and settlement of Industrial Disputes.
- 5) (a) Explain the concept of Grievance Redressals machinery.
(OR)
(b) What are the measures for dealing with indiscipline?
- 6) (a) Define Collective Bargaining? Explain the CB Practices in India.
(OR)
(b) What is the need of Participative management? Explain the different schemes of workers Participative management in India.

SECTION-C

Case Study (Compulsory)

1x15=15M

7) The main business of Vijaya Electric Supply Corporation is to supply electric energy to the entire district. The Corporation has a work for, Mazdoors etc. General Manager is the Chief Executive, having full authority on all matters of administration. During the last two years, the Corporation has come into financial problems due to economic recession. As such, to bring control on the expenses the General Manager, has issued an unconditional order forbidding supervisory foremen to authorize over-time work under any circumstances. One day, a cable-laying workman was working inside a wet manhole, in the marshy area near a river. About an hour before closing time he realized that he could not finish the job within the regular working hours. He estimated that the work would be over within four hours more. The foreman having no authority to grant over-time telephoned the Section Officer at the Head Office. Section Officer, unwilling to breach the rule, contacted the Superintendent who in turn asked the Section Officer, to use his discretion. Section Officer conveyed the same message to the foreman. The Foreman, however, was still afraid of the consequences of over-time order. He therefore told the cable lay-man to wrap the cable securely and leave the work, to be finished by next day. During the night, the river went on flood. Water entered the man-hole by the river-side and the 'cabling' was damaged. The damage to the cable was corrected after many days

.Questions:

- a) Was the corporation's over-time policy wrong?
- b) Does the 'management-by-rule' restrict the initiative of the staff and suppress innovativeness?
- c) Do you feel "No Rules Situation" can be advisable for a company?



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester III

MBAEPH305 : COMPENSATION AND WELFARE MANAGEMENT
(W.e.f. 2025 – 2026 Academic Year)

Course Outcome: *The study of this Course will expose the students to the Concepts and Strategies of Compensation and Welfare Management and Enable them to design conducive compensation packages in the corporate World.*

Unit -I : Compensation Management – Concept, nature and objectives of Compensation

Management, Wage Components – Principles of Wage and Salary Administration
– Wage as a Motivator – Methods of Wage Fixation – Factors Influencing Wage and Salary Determination.

Unit -II: Job Evaluation – Methods – Performance and Reward Systems – Methods of Wage Payment – Incentive Plans – Wage Differentials – Wage Concepts, Fringe Benefits – Minimum Wages Act, 1948, The Payment Wages Act, 1936.

Unit - III: Employee Welfare – Concept, Scope and Significance – Role of Employee Welfare Agencies – State, Employers, Trade Unions and Voluntary Agencies.

Unit – IV: Employee Welfare Programmes – Statutory and Non-Statutory – Intra Mural, Extra Mural Welfare Programmes – Social Security; Social Assistance and Social Insurance, Social Security Legislations: PF Act, ESI Act, Gratuity Act, Workmen’s Compensation Act.

Unit – V: Employee Welfare Administration – Plant Level, State and Central Levels – Welfare Officer – Role, Status and Functions.

(Case Study is Compulsory in all Units)

Additional Inputs:

Unit – I: Compensation Management – Concept, nature and objectives of Compensation Management, Wage Components.

Unit-II: Wage Concepts, Fringe Benefits – The Payment Wages Act, 1936.

Unit –IV: Social Security Legislations: PF Act, ESI Act, Gratuity Act, Workmen’s Compensation Act.

Suggested Books:

1. Barry Gerhart and Sara L. Rynes, Compensation, Sage Response Books.
2. Thomson, R and Mabey, C. Developing Human Resources, Oxford, Butterworth Heinemann.
3. Henderson, Richard I. Compensation Management: Rewarding Performance, Englewood Cliffs, Prentice Hall of India.
4. Michael Armstrong, Employee Reward, Universities Press (India) Ltd.



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester III

Paper Code: MBA EPH305 COMPENSATION AND WELFARE MANAGEMENT
(W.e.f. 2025 - 2026 Academic Year)

Time: Three hours

Model Question Paper

Max. Marks :75

1. **Section A** consists of **Eight** short answer questions out of which the candidate has to answer any **Five** Questions. Each answer should not exceed one page.
2. **Section B** consists of **Five** questions. Each question consists of either-or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed 4 pages each.
3. **Section C** consists of case study and it is **compulsory**.

SECTION-A

1) Answer any **five** of the following :

5x3=15M

- a. Wage as Motivator
- b. Incentives
- c. Wage Vs. Salary
- d. Piece Rate Vs. Time Rate Wages
- e. Fringe Benefits
- f. PF
- g. Intra-Mural and Extra-Mural Welfare
- h. ESI Benefits

SECTION -B

Answer **all** questions

5x 9 = 45 M

- 2) (a) What are the principles of Wage & Salary Administration?
(OR)
(b) Explain the various methods of Wage Fixation?
- 3) (a) Describe in brief the different job evaluation methods?
(OR)
(b) Describe the meaning and reasons for wage differentials

4). (a) Explain the scope and significance of employee welfare?

(OR)

(b) Discuss, how the State and other agencies promoted employee welfare..

5) (a) Explain in detail the statutory and non-statutory welfare programmes followed by the industries.

(OR)

(b)

Describe the various social security measures under taken by the Industrial organizations

6) (a) Explain the role and functions of Employee Welfare Officer?

(OR)

(b) What are the employee welfare administration is available at the State and Central level in India?

SECTION - C

Case Study(Compulsory) :

1 x 15 = 15 M

Parity – Is It Fair or Unfair?

7) Mr. C.S.Sharma joined in 1970 in Indian Institute of Technology – a premier educational institution in the country imparting higher level education in technology. His job demands higher level and latest knowledge, higher level teaching skill and other skills in introducing and practicing different teaching methods and bringing coordination between the institute and industry. The institute implemented the pay scales in 1976 recommended by the University Grants Commission which were at par with the pay scales of teachers in Universities and Colleges. The demands of the jobs in Universities and Colleges are quite low compared to those of the Institute.

The pay of Mr. Sharma has been fixed at that level of Mr. Singh, who joined the Institute in 1974 as the University Grants Commission did not recommend any weightages for the teachers who put up less than five years' experience. Mr. Sharma was quite unhappy over the parity of salary of the teachers of the institute with those of University teachers and college teachers on the one hand and equalizing his pay with his junior Mr. Singh on the other hand.

The institute again revised the pay scales of the teachers in 1987 based on the pay scales recommended by the University Grants Commission in 1986. University Grants Commission again maintained parity in pay scales of Institute teachers, University teachers and College teachers. The pay scale of Mr. Sharma was revised and it was fixed at Rs. 3,700 which was equal to the pay of Mr. Singh, Mr. Kulkarni who joined the institute in 1984 and Mr. Prasad who joined the Institute in 1986.

Mr. Sharma rushed to the Chambers of the Director of the Indian Institute of Technology on 20th July, 1988 and told him he was quitting the job in the institute and he was going to join Government Degree College, Rajahmundry. He further said that he was going to get the same salary in a small town. The Director was shocked after listening to Mr. Sharma.

Questions:

- a) Do you justify the decision made by Mr. Sharma?
- b) Do you suggest any measures to stop Mr. Sharma from quitting the job?
- c) Do you think that there is something wrong with the Institute pay practices and the University Grants Commission's recommendations? If yes, what are they? Had you rectify them?



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
M.B.A SEMESTER –IV

One Core and Six Elective Papers (DUAL Specialization)

Semester - IV	Paper Title	Paper Code	Total Marks	Internal Marks	Extrl Marks	Teaching Hours	Credits
Paper-I	Strategic Management	MBA CP401	100	25	75	4	4
Elective Group A Financial Management	Financial Derivatives	MBA EPF402	600	150	450	24	24
	Behavioural Finance	MBA EPF403					
	International Financial Management	MBA EPF404					
Elective Group B Marketing Management	Sales & Distribution Management	MBA EPM402					
	Advertising and Brand Management	MBA EPM403					
	Retail Marketing Management	MBA EPM404					
Elective Group C Human Resource Management	Performance Management & Counseling	MBA EPH402					
	Strategic Human Resource Management	MBA EPH403					
	International Human Resource Management	MBA EPH404					
	Project Report		100	25	75		4
	Comprehensive Viva-Voce		100	-	-		2
Total			900	175	525	28	34

TOTAL Marks: 3000



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester IV

MBACP 401: STRATEGIC MANAGEMENT
(W.e.f. 2025 – 2026 Academic Year)

Course Outcome: *On completion of the Course the students will gain the knowledge of Different corporate competitive strategies and emerge as strategists to Transform companies into strategic organizations.*

Unit-1: Overview of Strategic Management – Evolution of Strategic Management - Modes of Strategic planning Management – Concept and levels of Strategies - Strategic Management Model- **McKensey’s 7 S Model** – Importance of Strategic Management

Unit-II: Business Vision, Mission, Characteristics of Mission Statement - Objectives – Issues in objective setting - **Management by Objectives (M.B.O)** - Environmental Analysis – External and industry analysis – **Michael Porter’s Five forces Model** - Internal analysis – **Michael Porter’s Value Chain**

Unit-III: Strategic formulation: Types of Strategies – Integration strategies – Intensive strategies –Diversification strategies- Michael Porter’s Generic Business Strategies – Strategic choice – Subjective Criteria – Objective Criteria – SWOT Matrix – BCG Matrix –**GE’s Stop light Matrix**

Unit-IV: Strategic Implementation: The nature of strategic implementation - Resource Allocation – Strategy and Structural Integration- Leadership Implementation – **Strategic Leadership** — Implementing strategies in functional areas.

Unit – V: Strategy Evaluation & Control : The nature & process of strategy evaluation – **Qualitative & Quantative Criteria** - Characteristics of effective evaluation systems- Barriers in evaluation – Types of Strategic Control – Techniques of Strategic Evaluation & Control

Additional Inputs: Unit-1: McKensey’s 7 S Model

Unit-II: Management by Objectives (M.B.O), Michael Porter’s Five forces Model ,Michael Porter’s Value Chain

Unit-III: GE’s Stop light Matrix

Unit-IV: – Strategic Leadership

Unit – V: Qualitative & Quantative Criteria

(Case Study is compulsory in all Units)

Suggested Books

1. Hill & Jones, An Integrated Approach to Strategic Management, Cengage, ND
2. Glueck, William F. Strategic Management and Business Policy, New York McGraw Hill.
3. Azhar Ka zmi - Strategic Management ., Tata McGraw-Hill, ND
4. Hugh McMillan- Strategic Management, Oxford University Press.
5. Budhiraja, S.B. and Athereya, MB.Cases in Strategic Management, Tata McGraw-Hill,ND
6. Hax A.C and Majluf, N.S. Strategic Management, Englewood Cliffs, New Jersey , Prentice Hall of India.
7. Mathur U.C. Strategic Management, Macmillan.
8. Gupta, Strategic Management, Prentice Hall of India.
9. PS Rao, Business Policy & Strategic Management, Himalaya, Mumbai



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester IV

Paper Code: MBACP401 STRATEGIC MANAGEMENT
(W.e.f. 2025 – 2026 Academic Year)

Time: Three hours

Model Question Paper

Max. Marks :75

- 1. Section A** consists of **Eight** short answer questions out of which the candidate has to answer any **Five** Questions. Each answer should not exceed one page.
- 2. Section B** consists of **Five** questions. Each question consists of either-or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed 4 pages each.
- 3. Section C** consists of case study and it is **compulsory**.

SECTION-A

Answer any **Five** of the following:

5x3=15M

- 1.a) Business Policy
- b) SBU
- c) SWOT Analysis
- d) Diversification Strategies
- e) Strategy and Structure
- f) Role of Strategist
- g) Michael Porter's Five Force model
- h) Strategic Management Model

Section-B

Answer **All** questions

5x9=45M

- 2) (a) Explain the nature and scope of strategic management?
(OR)
(b) Critically evaluate the Strategic Management Process.
- 3) (a) Distinguish between a vision and mission.
(OR)
(b) What is Environmental Analysis? Elaborate the PESTLE Analysis.
- 4) (a) Explain the concept of BCG Matrix.
(OR)
(b) Classify various types of strategies. Elaborate the advantages of strategies.
- 5) (a) What is meant by Resources Allocation? Explain Process.
(OR)
(b) Distinguish between Strategy Formulation and strategy implementation.

6) (a) What is meant by strategic evaluation? Explain strategic review and control?

(OR)

(b) Explain the characteristics of effective evaluation system? Elaborate the Strategic Control Mechanism.

SECTION - C

Case Study(Compulsory)

1 x 15 = 15 M

7) Kinetic Honda, founded in 1984, was the joint venture between kinetic engineering limited, India and Honda motor company, Japan. Kinetic was the first company to have a joint venture with Honda company, in India. The JV operated during 1984-1998. In 1998 the JV was terminated and later the company was sold to Mahindra group. Kinetic Honda was the first scooter with continuously variable transmission and electric start. It found ready market in female segment and those who were not comfortable with geared two wheelers. It was a monopoly and market leader. The breakup between kinetic engineering and Honda motor company took everybody in the market by surprise. CEO of Honda motor company said, the JV with Kinetic engineering is a strategic mistake.

Questions:

- a) Was it a strategic mistake on the part of kinetic engineering to break the JV?
- b) What could have gone wrong with the JV?
- c) What factors could have led to the sale of kinetic to Mahindra?



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester IV

MBA EPF402: FINANCIAL DERIVATIVES
(W.e.f. 2025 – 2026 Academic Year)

Course Outcome: *After studying the Course the students will get an insight into the Concepts and Practical applications of derivatives in the Security markets and would emerge as the Share Consultants with expert Knowledge*

Unit – I : Introduction to Financial Derivatives – Meaning and Need – Growth of Financial Derivatives in India – Derivative Markets – Participants – Functions – Types of Derivatives – Forwards – Futures – Options – Swaps – The Regulatory Framework of Derivatives Trading in India.

Unit – II : Features of Futures – Differences Between Forwards and Futures – Financial Futures – Trading – Currency Future – Interest Rate Futures – Pricing of Future Contracts – Value At Risk (VAR) – Hedging Strategies – Hedging with Stock Index Futures – Types of Members and Margining System in India – Futures Trading on BSE & NSE.

Unit – III : Options Market – Meaning & Need – Options Vs futures – Types of Options Contracts – Call Options – Put Options – Trading Strategies Involving Options – Basic Option Positions – Margins – Options on stock Indices – Option Markets in India on NSE and BSE.

Unit – IV: Option Pricing – Intrinsic Value and Time Value - Pricing at Expiration – Factors Affecting Options pricing – Put-Call Parity Pricing Relationship – Pricing Models – Introduction to Binominal Option Pricing Model – Black Scholes Option Pricing Model.

Unit – V: Swaps – Meaning – Overview – The Structure of Swaps – Interest Rate Swaps – Currency Swaps – Commodity Swaps – Swap Variant – Swap Dealer Role – Equity Swaps – Economic Functions of Swap Transactions – FRAs and Swaps.

(Case Study is Compulsory in all Units)

Suggested Books:

1. Rene M Stulz, Risk Management and Derivatives, Cengage, New Delhi
2. David Thomas. W & Dubofsky Miller. Jr., Derivatives Valuation and Risk Management, Oxford University, Indian Edition.
3. N.D.Vohra & B.R.Baghi, Futures and Options, Tata McGraw-Hill Publishing Company Ltd.
4. Red Head: Financial Derivatives: An Introduction to Futures, Forward, Options” Prentice Hall of India.
5. David A. Dubofsky, Thomas W.Miller, Jr.: Derivatives: Valuation and Risk Management, Oxford University Press.
6. Sunil K.Parameswaran, “Futures Markets: Theory and Practice” Tata-McGraw-Hill Publishing Company Ltd.
7. D.C.Parwari, Financial Futures and Options, Jaico Publishing House
8. T.V.Somanathan, Derivatives, Tata McGraw-Hill Publishing Company Ltd.
9. NSE manual of Indian Futures & Options & www.Sebi.com



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester IV

MBA Paper Code: EPF402: FINANCIAL DERIVATIVES
(W.e.f. 2025 – 2026 Academic Year)

Time : 3 Hrs

Model Question Paper

Max. Marks :75

1. **Section A** consists of **Eight** short answer questions out of which the candidate has to answer any **FIVE** Questions. Each answer shall not exceed one page.
2. **Section B** consists of **FIVE** questions . Each question consists of either or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed 4 pages each.
3. **Section C** consists of case study and it is **Compulsory**.

SECTION - A

Answer any **FIVE** of the following :

5 X 3=15 M

1. a) Features of Financial Derivatives
- b) Products of Derivatives
- c) Define Forward contract
- d) Forward positions
- e) Participants of Futures Markets
- f) Types of Margins
- g) Explain Time Value
- h) Define Option price

SECTION –B

Answer **All** the questions

5 X 9 = 45M

- 2) (a) Define Financial derivatives and explain the types of Derivatives

(OR)

(b) Describe Participants in a Derivative Market in detail.

- 3) (a) what is meant by Forward Contract? Explain types of Forward contracts in detail.

(OR)

(b) Define Forward Price and explain trading of Forward Position.

- 4) (a) Explain Margin and types of Margins in Future Contracts.

(OR)

(b) Explain various strategies used in Futures trading.

5) (a) what is meant by Options and differentiate Options and Futures

(OR)

(b) Describe Pay Off profile of Long Call, Short Call, Long Put and Short Put

6) (a) Describe Swaps with its features and types in detail.

(OR)

(b) Explain Option Pricing. Apply the Black & Scholes model to value a call option under the following circumstances:

Stock price : Rs.100

Exercise price = Rs. 95

Risk – free interest rate =0.10 p.a.

Time to expiration = 3 Months

Standard Deviation = 0.5

SECTION – C

Case Study (Compulsory)

1x15=15 M

7) An investor buys a European put option on a share for Rs.150. The stock price is Rs. 2000 and strike price is Rs.1800 Under what circumstances does the investor make the profit. At what prices will the option be exercised? Draw a diagram showing the variations of the investor's profit with the stock price at the maturity option.



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester IV

MBAEPF403: BEHAVIORAL FINANCE
(W.e.f. 2025 – 2026 Academic Year)

Course Outcome: *After studying the Course the students will get an insight in to the Corporate Investment Decision Making under Risk and Uncertainty and also various Psychological and Neuropsychological factors of investors that result in their investment behaviours.*

Unit- I : Introduction to Behavioural Finance – Nature, objectives, scope and applications – Evolution of Behavioural Finance – Differences between standard finance and Behavioural Finance.

Unit- II : Factors influencing investor Behaviour – Human Behavioural Theories based on irrationality: Egocentricity, Heuristics, Emotional and Cognitive Biases.

Unit – III : Expected Utility Theory, Arbitrage Pricing Theory, Efficient Market Hypothesis – Information available for market participants – Market predictability – Impact of Fundamental and Technical Analyses on investor psychology - Market Bubble.

Unit – IV: Behavioural Corporate Finance – Approaches - Behavioural influence on Capital Structure and Dividend decisions. Influence of external factors on investor Behaviour.

Unit – V : Investment Decision Cycle – personality traits and risk attitudes in different domains – Neurophysiology of risktaking – Cognitive information perception- peculiarities(biases) of quantitative and numerical information perception – Representativeness – Anchoring - Exponential discounting – Hyperbolic discounting (Theory only)

(Case Study is Compulsory in all Units)

Reference Books:

1. Behavioural Finance - M.M.Sulphey, PHI Learning Pvt. Ltd., Delhi
2. Behavioural Finance - Shuchita Singh, Shilpa Bahl, VIKAS Publishing House Pvt. Ltd., Noida
3. Behavioural Finance - Prasanna Chandra, Mc Graw Hill Education(India) Pvt..Ltd., New Delhi.



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester IV

Paper Code: MBA EPF403 Behavioural Finance
(W.e.f. 2025 – 2026 Academic Year)

Time : 3 Hrs

Model Question Paper

Max. Marks :75

1. **Section A** consists of **Eight** short answer questions out of which the candidate has to answer any **FIVE** Questions. Each answer shall not exceed one page.
2. **Section B** consists of **FIVE** questions . Each question consists of either or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed 4 pages each.
3. **Section C** consists of case study and it is **Compulsory**.

SECTION - A

Answer any **FIVE** of the following :

5 X 3=15 M

1. a) Evolution of Behavioural Finance
- b) Human behavioural theory based on Egocentricity
- c) Arbitrage Pricing theory
- d) Behavioural Finance Dividend Decisions
- e) Personality traits
- f) Scope of Behavioural theories
- g) Cognitive information perception
- h) Market Predictability

SECTION –B

Answer **All** the questions

5 X 9 = 45M

- 2) (a) Explain the nature and objectives of Behavioural Finance .

(OR)

- (b) Differentiate Standard Finance and Behavioural Finance.

- 3) (a) Describe the factors influencing investor Behaviour

(OR)

- (b) Human behavioural theory based on Heuristics and Cognitive Biases

- 4) (a) Describe the concepts of Expected Utility theory and Efficient Market Hypothesis

(OR)

- (b) What is the impact of Fundamental and Technical Analysis on Investor Psychology?

5) (a) Describe the Behavioural corporate finance

(OR)

(b) Describe influence of external factors on investor Behaviour

6) (a) Describe the Investment Decision cycle

(OR)

(b) Explain the concepts of Neurophysiology of risk taking and Cognitive information perception.

SECTION – C

Case Study (Compulsory)

1x15=15 M

7) Explain Human Behavioral theories and how emotions influence investment decisions and risk taking attitude?



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester IV

MBAEPF404: INTERNATIONAL FINANCIAL MANAGEMENT
(W.e.f. 2025 – 2026 Academic Year)

Course Outcome: *After studying the Course the students will get familiarized with the Issues, instruments and institutions of the International Financial Management that would help them to take up global business successfully*

Unit I : International Monetary and Financial System: Evolution; Breton Woods Conference and Other Exchange Rate Regimes; European Monetary System, South East Asia Crisis and Current Trends- **IMF & IBRD-WTO**

Unit II: Foreign Exchange Risk: Transaction Exposure; Accounting Exposure and Operating Exposure – Management of Exposures – Internal Techniques, Management of Risk in Foreign Exchange Markets: Forex Derivatives – Swaps, Futures and Options and Forward Contracts.(Cases)

Unit III: Features of Different International Markets: Euro Loans, CPs, Floating Rate Instruments, Loan Syndication, Euro Deposits, International Bonds, Euro Bonds and Process of Issue of GDRs and ADRs.

Unit IV: Foreign Investment Decisions : Corporate Strategy and Foreign Direct Investment; Multinational Capital Budgeting; International Acquisition and Valuation, Adjusting for Risk in Foreign Investment.

Unit V: International Accounting and Reporting; Foreign Currency Transactions, Multinational Transfer Pricing and Performance Measurement; Consolidated Financial Reporting.

Additional Inputs:

Unit I: International Monetary Fund (IMF) & International Bank Reconstruction Development (IBRD)- World Trade Organisation (WTO)
(Case Study is Compulsory in all Units)

Suggested Books:

1. Buckley Adrin, Multinational Finance, 3rd Edition, Engle Wood Cliffs, Prentice Hall of India.
2. S.P.Srinivasan, B.Janakiram, International Financial Management, Wiley India, New Delhi.
3. Clark, International Financial Management, Cengage, ND
4. V.Sharan, International Financial Management, 3rd Edition, Prentice Hall of India.
5. A.K.Seth, International Financial Management, Galgothia Publishing Company.
6. P.G.Apte, International Financial Management, Tata McGrw Hill, 3rd Edition.
7. Bhalla, V.K., International Financial Management, 2nd Edition, New Delhi, Anmol, 2001.
8. V.A.Avadhani, International Financial Management, Himalaya Publishing House.
9. Bhalla, V.K., Managing International Investment and Finance, New Delhi, Anmol, 1997.



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester IV

Paper Code: MBA EPF404: INTERNATIONAL FINANCIAL MANAGEMENT
(W.e.f. 2025 – 2026 Academic Year)

Time : Three Hours

Model Question Paper

Maximum Marks : 75

1. **Section A** consists of **Eight** short answer questions out of which the candidate has to answer any **FIVE** Questions. Each answer shall not exceed one page.
2. **Section B** consists of **FIVE** questions . Each question consists of either or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed 4 pages each.
3. **Section C** consists of case study and it is **Compulsory**.

SECTION - A

Answer any **FIVE** of the following :

5 X 3=15 M

1. a) Breton woods Conference
b) Accounting Exposure
c) Floating rate
d) Foreign Direct Investment
e) Foreign currency transactions
f) European Monetary System
g) GDRs
h) Euro Bonds

SECTION –B

Answer **All** the questions

5 X 9= 45M

- 2) (a) Explain European Monetary System

(OR)

- (b) Describe South East Asia Crisis and current funds

- 3) (a) Describe Exchange Rate Regimes

(OR)

- (b) Explain Accounting exposure and operating exposure of Risk

- 4) (a) Describe the features of different International Markets

(OR)

- (b) Explain the concepts of Euro Deposits and International Bonds with its advantages

5) (a) Describe Multinational Capital Budgeting process.

(OR)

(b) Explain the concepts of International Acquisition and Valuation

6) (a) Describe Foreign Currency Transactions.

(OR)

(b) Explain Multinational Transfer Pricing strategies and its importance

SECTION – C

Case Study (Compulsory)

1x15=15M

7) Apply the Black- Scholes model to value a call option under the following circumstances:

Stock Price = RS 100

Exercise price = Rs 95

Risk –free interest rate = 0.10 p.a.

Time to expiration = 3 months

Standard deviation = 0.5



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester IV

MBAEPM402: SALES AND DISTRIBUTION MANAGEMENT
(W.e.f. 2025 – 2026 Academic Year)

Course Outcome: *On completion of the Course the students will get insights into the issues of Personal selling, prospecting and managing of field Sales Force and physical distribution and logistics.*

Unit I: Modern Trends in Sales Management – Inter Departmental Relations – Organization of Sales Department – Different Types of Sales Organizations.

Unit II : Analysis of Market Potential – Sales Potential – Sales Volume – Forecasting Sales – Different Techniques of Forecasting Sales – Sales Budgets – time and Territory Management – Sales Quotas.

Unit III: Recruitment – Selection and Training of Salesmen – Salesmen’s Compensation Plans – Evaluation of Salesmen’s Performance – Sales Control Research.

Unit IV: Marketing Channels – Structure and Functions – Channel Design – Selecting Channel Members – Motivating Channel Members.

Unit V: Channel Conflicts – Reasons – Managing Channel Conflicts Evaluating Channel Member Performance – Supply Chain Management – Managing Logistics.

(Case Study is Compulsory in all Units)

Suggested Books:

1. Pingali Venugopal, Sales and Distribution Management: An Indian Perspective, Response Books, New Delhi.
2. Aftab Alam Sales and Distribution Management, Wisdom Publication
3. Richard R.Stire, Edward W.Candiff and Norman, A.P.Gavani, Sales Management Decisions, Policies and Cases – Prentice Hall.
4. Arun Mittal, Advertising & Sales Promotion, Wisdom, Delhi
5. Eugene. M.Johnson, David L.Kurty and Enirhard. E.Scheuing – Sales Management, Concepts, Practices and Cases by McGraw Hill International.
6. S.L.Gupta, Sales and Distribution Management: Text and Cases, Excel Publishers.
7. Berg Rosenbloom – Marketing Channels – a Management View – by the Dryden Press, Hinsdale, Illinois.
8. Aune T.Coughlan, Stern E.Ansary – Marketing Channels, Prentice Hall of India.
9. Panda – Sales & Distribution Management, Oxford University Press.



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester IV

Paper Code: MBAEPM402:SALES AND DISTRIBUTION MANAGEMENT
(W.e.f. 2025 – 2026 Academic Year)

Time: 3 Hrs

Model Question Paper

Max. Marks: 75

1. **Section A** consists of **Eight** short answer questions out of which the candidate has to answer any **FIVE** Questions. Each answer shall not exceed one page.
2. **Section B** consists of **FIVE** questions. Each question consists of either or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed 4 pages each.
3. **Section C** consists of case study and it is **Compulsory**.

SECTION- A

Answer any **Five** of the following:

5x3=15M

- 1) a. Different types of Sales Organisation.
b. Sales potential
c. Sales Quotas
d. Channel Deign
e. Sales Budgets
f. SCM.
g. Channel Conflict
h. Motivating Channel Member.

SECTION-B

Answer **All** questions

5x9=45M

- 2) (a) Discuss the inter departmental relations in a sales organization.
(OR)
(b) What are the Different types of sales organizations?
- 3) (a) What is the importance of sales analysis and Explain how to analysis business Sales?.
(OR)
(b) Disuss about the time and territory management
- 4) (a) How to evaluate a sales person and Explain the process.
(OR)
(b) How sales control research in helpful in sales management.

5) (a) What is the procedure for selecting members of marketing channel.

(OR)

(b) Discuss the concept of how to manage and motivate channel members.

6) (a) What do you mean by channel conflict? Discuss the reasons for arising of channel conflicts.

(OR)

(b) Define logistic management. Explain Managing logistics in Supply chain.

SECTION-C

Case Study (Compulsory)

1x15=15 M

7) Washing machine have been in the Indian market for over a decade. The market is around one lakh units per year, and about 75% of the market consists of semi-automatic machines in which *Videocon* is the leader. Fully automatic machines are marketed by *BPL, IFD and Whirlpool*. *Siemens* a well known brand in the industrial segments has entered the market. Leading brands like BPL and Videocon market a number of durables and have a wide distribution network. A leading brand should have a network of around 3000 to 4000 outlets to perform well in the market.

As a consultant what kind of distribution strategies would you recommend for a brand like Siemens after taking into account the target segment for fully automatic machines and the established network of competitive brands?



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester IV

MBA EPM403: ADVERTISING AND BRAND MANAGEMENT
(W.e.f. 2025 – 2026 Academic Year)

Course Outcome: *After studying the Course the students will get an insight into the Concepts and Practical applications of Advertising and Brand Management and emerge as Advertising Designers.*

Unit I: Role of Advertising in Promotional Mix – Introduction to Advertising – kinds of Advertising-Advertising and Communication – Integrated Marketing (IMC) – Challenges and Opportunities in Advertising – Economic, Social and Ethical Aspects of Advertising.

Unit II : Audience Analysis in Advertising – Media Planning – Media Mix Decisions – Developing Media Strategy – Creative Strategy and Copy Writing – Different Types of Appeals-Layout Design.- Media Advertising Trends

Unit III: Advertising Budgets – Advertising objectives and Task Method- Methods of Formulating Advertising Budgets – Evaluating of Advertising Effectiveness – Advertising Agencies.

Unit IV: Direct Response Advertising – Home Shopping – Direct Mail – Catalogs – Telemarketing – Internet Advertising – International Advertising – Impact of Culture – Customs- Law and Regulations.

Unit V: Brand Management: Brand Building and Positioning – Measuring Brand Performance – Designing Brand Marketing Programmes – Evaluating Brand Performance – Branding in Retail Business – Role of Own Label – Emerging trends in Brand Management.

(Case Study is Compulsory in all Units)

Additional Inputs:

Unit I: kinds of Advertising

Unit II: Media Advertising Trends

Unit III: Advertising objectives and Task Method

Suggested Books:

1. William Wills, John Burnett and Sandra Mriarty – Advertising Principles and Practice – Pearson,ND
 2. YLR Murthy, Brand Management: Indian Cases . Vikas, ND
 3. John. S. Wright Wills. L.Winter, Jr. and Sherliyer K.Leigler, Advertising – Tata McGraw Hill.
 4. Manendra Mohan – Advertising Management Concepts and Cases – Tata McGraw Hill.
 5. Percy & Elliot – Strategic Advertising Management, Oxford University Press.
 6. AK.S.A.Chunnawala and K.C.Sethia – Foundations of Advertising Theory and Practice – Himalaya
 7. George E.Belch and Michael A.Belch – Advertising and Promotion and Integrated Marketing Communication Perspective – Tata McGraw Hill.
- Chunnawala, S.A., Compendium of Brand Management, Himalaya Publications House, 2004.



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester IV

Paper Code: MBA EPM403: ADVERTISING AND BRAND MANAGEMENT
(W.e.f. 2025 – 2026 Academic Year)

Time : 3 Hrs

Model Question Paper

Max. Marks :75

1. **Section A** consists of **Eight** short answer questions out of which the candidate has to answer any **FIVE** Questions. Each answer shall not exceed one page.
2. **Section B** consists of **FIVE** questions . Each question consists of either or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed 4 pages each.
3. **Section C** consists of case study and it is **Compulsory**.

SECTION-A

Answer any **Five** of the following:

5x3=15M

- 1) a. Advertising
b. Advertising objectives.
c. Role of Media.
d. Advertising Budget.
e. Ethical aspects of Advertising
f. Concepts of Brand image.
g. Advertising in the promotion Mix
h. Essentials of a Good copy

SECTION-B

Answer **All** questions

5x9=45M

- 2) (a) Advertising is mass Communication, where as personal selling is not. Explain this statement..
(OR)
(b) Explain the AIDA communication model.
- 3) (a) Give a short account of the history of Indian Advertising.
(OR)
(b) Future of Indian Advertising.
- 4) (a) Explain the distinction between the concept of brand image and brand identify.
(OR)
(b) How do we about administering the advertising budget?

5) (a) Explain progress Test for measuring advertising effectiveness.

(OR)

(b) Write an essay on Cultural values and Ethical issues in advertising.

6) (a) Examine the merits and demerits of broadcast media.

(OR)

(b) What is the new FM Radio ? What is its advertising potential? Explain?

SECTION-C

Case Study (Compulsory)

1x15=15 M

7)

THE TAJ GROUP OF HOTELS

In the beginning of the 90's Taj undertook a formal marketing research exercise to understand the current life-styles. Formerly, it relied upon research inputs from the air-line and travel industry. The research attempted to discover what would appeal to the future customer. The top ranking was received by 'exclusivity. The findings also revealed that the company's existing customer base of traditionalists who liked the classy understand Taj was shrinking. Taj is a powerful brand name, with a high degree of unaided recall. The recent corporate campaign strengthens this strong identify of the Taj. The Taj is symbolized by an enigmatic women who is known for hospitality and efficiency. This is the new identity developed after consumer attitude study towards the Taj. In-depth interviews were conducted. The research was qualitative. The parameters examined were doing the right things, the quality of check-in, the smile, the greeting or the welcome drink. The Taj has been given a distinct personality of being 'caring, efficient and enginmatic.' It is an emotional slot. The line goes on "she is the Taj". The base-line is "nobody cares as much"

❖ Issues

A new hotel at a tourist spot, say a hill-station, is trying to create its identity. How can it be done? What is the role of relationship marketing in marketing a hotel chain?



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester IV

MBAEPM404:RETAIL MARKETING MANAGEMENT
(W.e.f. 2025 – 2026 Academic Year)

Course Outcome: *The study of this Course will bestow the students with the knowledge and Practical skills of managing organized Retail Stores and Malls.*

Unit-I: Concept of retailing – retail development – types and functions of retailers – multi channel retailing – organized retailing in India –Online retailing- **India vs Global Scenario.**

Unit –II: Retail strategy: market strategy – **Retail Marketing Segmentation** -retail formats and target market selection – building sustainable competitive advantage – growth strategies – strategic retail planning process-retail life cycle.

Unit-III: Retail location – types, location opportunities – selection of location and Site analysis - financial strategy – strategic profit model – setting and measuring performance objectives- retail service quality.

Unit-IV: Store layout and design, store operations & inventory management, merchandise planning and control, buying merchandise– developing assortment plan.

Unit –V: Retail pricing strategy-**Pricing policies-Influencing Factors of pricing**- category management, customer services – retail branding- promotional strategies – advertising, sales promotion- store atmosphere.

(Case Study is Compulsory in all Units)

Additional Inputs:

Unit-I: Indian vs Global scenario

Unit II: Retail Marketing Segmentation

Unit:V Pricing policies, influencing factors of pricing

REFERENCES

1. Sheikh and Kaneez Fatima, “**Retail Management**”, Himalaya Publishing House, Mumbai, 2012
2. A.J. Lamba:”**The Art of Retailing**”, Tata McGraw Hill Education Pvt. Ltd. New Delhi.2011
3. Sivakumar, A, “**Retail Marketing**”, Excel Books, New Delhi, 2007
4. Swapna Pradhan, “**Retail management**”, Tata McGraw Hill Education Pvt. Ltd. New Delhi,
5. Berman Barry, Joel R. Evans and Mini Mathur, “**Retail**
6. Chetan Bajaj RajnishTuli, Nidhivarma Srivastava:”**Retail Management**”, Oxford University Press, New Delhi, 2012.
7. Gibson G Vedamani, “**Retail Management**”, Jaico Publishing House, New Delhi.



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester IV

Paper Code: MBA EPM404 RETAIL MARKETING MANAGEMENT
(W.e.f. 2025 – 2026 Academic Year)

Time : Three hours

Model Question Paper

Max. Marks :75

1. **Section A** consists of **Eight** short answer questions out of which the candidate has to answer any **Five** Questions. Each answer should not exceed one page.
2. **Section B** consists of **Five** questions. Each question consists of either or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed 4 pages each.
3. **Section C** consists of case study and it is **compulsory**.

SECTION-A

Answer any **Five** of the following:

5x3=15M

- 1) a. Concept of retailing
b. Global retailing
c. Retail formats
d. Location opportunities
e. Merchandise
f. Category management
g. Store atmosphere
h. Retail services quality

SECTION-B

Answer **All** questions

5x9=45M

- 2) (a) Define Retail marketing? Explain the nature & scope of retail management.
(OR)
(b) Describe the different types and functions of retailers.
- 3) (a) What is meant by retail strategy? Explain the market strategies.
(OR)
(b) Elaborate concept of Retail life cycle.
- 4) (a) What is meant by Retail location ? Explain the types and location opportunities.
(OR)
(b) What are the merits and demerits of location and site analysis?
- 5) (a) Explain the concept of store layout and design.
(OR)
(b) Evaluate the store operations and inventory management.

6) (a) Define Retail pricing strategy?

(OR)

(b) What is meant by Retail Branding? Explain the promotional strategies.

SECTION-C

Case Study (Compulsory)

1x15=15 M

7) CASE STUDY

Pratap Kapoor's wild dining format is unique and one of its kind in Mumbai. Advertised as a jungle theme restaurant, it is named as "Sher Baugh." Wild dining is more of an amusement park than dining space with all the facilities, which can delight a family. It delivers its promises through robotic animals and a simulated thunderstorm, features that would delight children. It gives the feeling of living in the wild for the urbanites and gives a break from the typical fancy restaurants.

Mr. Pratap was planning to convert his venture into a franchise format with opening of outlet in all the metro cities in India. However, he is not sure of the sale ability of this kind of retail format in the Indian context. This critic of his venture says that for adults who put the food over the experience of eating in an artificial jungle the wild dining restaurant is not all that fun. In addition, the cost incurred in setting up the format is appointed of concern.

Questions:

a) What is the wild dining offering and target market?

b) According to you will this kind of theme based dining format succeed in the Indian context? Why



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester IV

MBA EPH402 : PERFORMANCE MANAGEMENT AND COUNSELLING
(W.e.f. 2025 – 2026 Academic Year)

Course Outcome: *After studying the Course the students will get an insight into the strategies of Performance Management and Counselling*

Unit – I: Introduction: Definition and Dimensions of Performance Management; **Performance Planning**, Clarity of Roles and Functions; Performance Targets;

Unit – II: Performance Analysis; Objectives, Factors Influencing Performance Analysis; Methods of Performance Appraisal Systems.

Unit – III: Performance Review Counselling (PRC); Objectives; Process; Conditions for Effective PRC, **Coaching and Mentoring, Feedback.**

Unit – IV: HRM and Performance Management – Need Identification for Training and Development; Rewards and Recognition; Team Performance.

Unit – V: Performance Management Practices; 360-Degree Appraisal; Assessment Centre; Potential Appraisal, **Performance Management Model.**

(Case Study is Compulsory in all Units)

Additional Inputs:

Unit-I: Performance Planning

Unit-III: Coaching and Mentoring, Feedback.

Unit-V: Performance Management Model

Suggested Books:

1. TV Rao, Performance Management and Appraisal Systems, Sage Response Books.
2. G.K.Suri: Performance Measurement and Management, Excel Publications.
3. Michael Armstrong, Employee Reward, Universities Press (India) Ltd.
4. Cynthis D. Fisher, Lyle F. Schoenfeldt and James B.Shaw, “Human Resource Management”, Biztantra, New Delhi.
5. D.K.Srivastava: Strategies for Performance Management, Excel Publications.
6. R.K. Sahu: Performance Management System, Excel Publications.
7. Chadha-Performance Management, MacMillan.
8. Kanishka Bedi – Quality Management, Oxord.



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester IV

Paper code: MBAEPH402 PERFORMANCE MANAGEMENT AND COUNSELLING
(W.e.f. 2025 – 2026 Academic Year)

Time : Three hours

Model Question Paper

Max. Marks :75

- 1. Section A** consists of **Eight** short answer questions out of which the candidate has to answer any **Five** Questions. Each answer should not exceed one page.
- 2. Section B** consists of **Five** questions. Each question consists of either or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed 4 pages each.
- 3. Section C** consists of case study and it is **compulsory**.

SECTION-A

.Answer any **five** questions

5 x 3 = 15 M

- 1) a. Feedback
- b. HRM Vs. PFM
- c. Coaching
- d. Mentoring
- e. Reward Management
- f. Performance Targets
- g. Assessment Centres
- h. Performance Management Model

SECTION -B

Answer **all** the questions

5 x 9 = 45 M

- 2) a) Write a note on the significance of Performance Management?

(OR)

- b) Describe in detail the dimensions of the Performance Management System?

- 3) a) What is Performance Analysis? What are the factors influencing performance analysis?

(OR)

- b) What are the methods of Performance Appraisal? Discuss the merits and demerits of the Performance Appraisal System.

- 4) a) Describe the significance of employee Performance Counselling?

(OR)

 b) Explain steps involved in Performance Review Counselling.

 b)

5) a) “How do you identify Training and Development needs” Explain.
(OR)

b) Why is it that many organisations have not yet instituted a performance-linked reward system?
Enlist reasons with your suggestions?

6) a) What are the uses and advantages of 360 degree performance appraisal?
(OR)

b) “How Potential Appraisal is useful to ameliorate human performance in organisations”
Explain?

SECTION - C

7) **Case Study(Compulsory) :**

1 x 15 = 15 M

Mr Ajit Saxena is the Director of RACE Management Institute offering a two-year management programme for young graduates. The institute was established 10 years ago and released nine batches of students. When MrSaxena was appointed three years ago, he was greeted with problems in the institute and has been struggling for the last three years to solve one after the other. MrSaxena is a management graduate and had five years of working experience in a manufacturing organization before joining the institute. He quickly ascertained the information and found the following:

- a) The institute is incurring losses for the last two years.
- b) The working expenses increased by 400 per cent during the decade.
- c) The number of employees increased from 6 to 11 in teaching and 3 to 9 in non-teaching.
- d) The teacher workload was reduced from 15 hours a week to 8 hours a week.
- e) Student enrollment declined from 100 per cent to 60 per cent.
- f) The percentage of placement was down from 20 per cent to nil.

Mr Saxena decided to tackle the problem of loss incurring and initiated some measures. He increased the work-load of the teaching and non-teaching by retrenching employees from both sections. He introduced expense control system to reduce working expenses and allocated funds for promotion. As a result, there was a marginal improvement in financial position and the student enrollment also went up to reach 80 per cent. MrSaxena was relaxed with the results and thought the situation will further improve year by year. But, contrary to his expectations, the problems are further intensified.

Questions:

- d) Where did Mr Saxena fail in defining the problem?
- e) What strategic course of action do you suggest for successful marketing of educational services?



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II Year Semester IV

MBA EPH403: STRATEGIC HUMAN RESOURCE MANAGEMENT
(W.e.f. 2025 – 2026 Academic Year)

Course Outcome: *After studying the Course the students will get familiarized with the Concepts and issues of Strategic Human Resource Management.*

Unit-I: The Human Resource Environment – Technology and Organization Structure – Management of Diversity – HR Outsourcing – Global Competition – Global Sourcing of HR.

Unit-II: Strategic Perspective of HRM – HR for Competitive Advantage – Business Strategy and HR Strategy – HR and Business Policy Linkages – Organizational Performance.

Unit-III: Strategic Responses of Organizations – Strategic Role of HR Planning – Selection of Employees – Career Paths for Technical Professionals – Strategically Oriented Performance Measurement Systems.

Unit-IV: Compensation Systems – Strategic Requirements – High Performance Practices Rewarding Individual and Team Contribution and Organization Performance.

Unit-V: Strategic Approach to Industrial Relations – Social Dialogue, Negotiation Skills, Dealing with Unions for Working towards Harmonious Relations.

(Case Study is Compulsory in all Units)

Suggested Books:

1. Anuradha Sharma, Strategic Human Resource Management: An Indian perspective, Sage Response Books.
2. Nadler – competing by Design, Oxford University Press.
3. Mello, Strategic HR Management, Cengage, ND
4. Ramaswamy – Managing Human Resources – A Contemporary, Oxford University Press.
5. Charles R. Greer, “Strategic Human Resource Management”, Pearson Education, New Delhi.
6. Srinivas R. Kandula, “Strategic Human Resource Development”, Prentice Hall of India, New Delhi.
7. Freed R. David, Strategic Management, Prentice Hall of India.
8. Kandula Srinivas, Strategic Human Resource Development, Prentice Hall of India.



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester IV

Paper code MBAEPH403: STRATEGIC HUMAN RESOURCE MANAGEMENT
(W.e.f. 2025 – 2026 Academic Year)

Time : Three hours

Model Question Paper

Max. Marks :75

- 1. Section A** consists of **Eight** short answer questions out of which the candidate has to answer any **Five** Questions. Each answer should not exceed one page.
- 2. Section B** consists of **Five** questions. Each question consists of either or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed 4 pages each.
- 3. Section C** consists of case study and it is **compulsory**.

SECTION-A

Answer any **five** questions

5 x 3 = 15 M

- 1) a. HR Environment
- b. Social Dialogue
- c. Strategic Selection
- d. Performance Measurement
- e. Rewards & Awards (R&A)
- f. Career Paths
- g. Strategic Response
- h. Negotiation Skills

SECTION -B

Answer **all** the questions

5 x 9 = 45 M

- 2) a) What is HR Outsourcing? Explain with Particular reference to Global Competition.
(OR)
- b) Suggest techniques to manage diversity.
- 3) a) Define SHRM, discuss about the strategic perspectives of HRM
(OR)
- b) State the HR Strategy implications of business strategy. .

4) a) What is HR Planning? Explain in detail about strategic role of HR Planning.

(OR)

b) Explain career motivation and enrichment and discuss effective designing career development system.

5) a) What are the strategic requirements of compensation systems?

(OR)

b) What are strategically oriented performance management system? Explain briefly.

6) a) Bring out the strategic approach to Industrial Relations.

(OR)

b) The role of Trade Unions is crucial in maintaining harmonious relations in Indian industry? Discuss.

SECTION - C

7) **Case Study(Compulsory):**

1 x 15= 15M

One S.K. Srivastava worked as a manager for a renowned state-owned company, namely XYZ in Madhya Pradesh. He was an engineer. He applied against an open advertisement for a position of Dy.General Manager in a private company located in Maharashtra. Srivastava was offered the position and he resigned his job to accept the new offer. While Srivastava was seeking to be relieved from his old company, the new employer wrote a letter to the XYZ company seeking details of Srivastava's present salary in the existing job.

It was a great shock for Srivastava to hear from the HR Department of his existing employer about the inquiry received from the new employer about his salary details. Srivastava was an honest officer and a well-meaning person in his job. He was known for his strengths. As such, there was no difficulty for the HR Department to give the details as required by the prospective employer of Srivastava. Srivastava had given the correct salary details in the application to the new employer. Srivastava was selected in the new position and joined the new company.

Questions:

- a) Comment on the type of query raised by the prospective employer. Why was it used?
- b) Do you think the strategy used by XYZ company is a successful strategy to identify talented people for high level jobs?



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester IV

MBAEPH404 : INTERNATIONAL HUMAN RESOURCE MANAGEMENT

(W.e.f. 2025 – 2026 Academic Year)

Course Outcome: *On completion of the Course the students will be endowed with the concepts and strategies of International Human Resource Management and emerge as vibrant HR Managers in the MNCs.*

Unit – I : Introduction to International HRM –IHRM at International Perspective – **Strategic role of IHRM**-Distinction between Domestic and International HRM – HR Challenges at International Level.

Unit – II: **Global HR Planning**-Cross Cultural Theories – International Recruitment and Selection Process-**Performance Appraisals**-Culture and Values.

Unit – III: Expatriate Training – Developing Global Managers – Negotiations-Indian MNC's and Challenges'.

Unit – IV: Compensation Management: International Compensation – Objectives, Components –**Incentive methods**– Culture and Compensation.

Unit – V: Industrial Relations at Global Level: IR Scenario in Global Organizations – Trade Unions at International Level – Unions and International Industrial Relations.

(Case Study is Compulsory in all Units)

Additional Inputs:

Unit – I Strategic role of IHRM

Unit – II: Global HR Planning, Performance appraisal

Unit – III: Indian MNC's and Challenges

Unit – IV: Incentive methods

Suggested Books:

1. Anne-Wil Harzing & Joris Van Ruyssseveldt (eds.), International Human Resource Management – Sage Publications, New Delhi.
2. Dowling, International HR Management, Cengage, ND
3. SPS Bedi, & M.Kishore, Global HRM, Widom, Delhi
4. Peter J.Dowling: International Human Resource Management, Excel Publications.
5. Tayeb – International HRM, Oxford University Press
6. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Sage, New Delhi.
7. PS Rao, International HRM, Himalaya, Mumbai
8. Lawrence Kleiman, Human Resource Management, Wiley India, New Delhi.



SRI Y.N.COLLEGE
DEPARTMENT OF MANAGEMENT STUDIES
MBA II YEAR Semester IV

Paper code: MBA EPH404: INTERNATIONAL HUMAN RESOURCE MANAGEMENT
(W.e.f. 2025 – 2026 Academic Year)

Time : Three hours

Model Question Paper

Max. Marks :75

1. **Section A** consists of **Eight** short answer questions out of which the candidate has to answer any **Five** Questions. Each answer should not exceed one page.
2. **Section B** consists of **Five** questions. Each question consists of either or choice and the candidate has to answer either **a** or **b** from each question. The answer shall not exceed 4 pages each.
3. **Section C** consists of case study and it is **compulsory**.

SECTION-A

Answer any **Five** of the following:

5x3=15M

- 1) a. Scope of IHRM
b. Objectives of Compensation Management
c. Cultural Values
d. Negotiations
e. Define Global IR
f. Importance of Trade unions
g. Sources of Recruitment
h. Challenges of IHRM

SECTION-B

Answer **All** questions

5x9=45M

- 2) (a) Explain the concept of IHRM? What are the merits and demerits of IHRM.
(OR)
(b) Describe the HR Challenges at International level.
- 3) (a) Elaborate the International Recruitment and Selection Process.
(OR)
(b) Describe the merits and demerits of Cross culture theories.
- 4) (a) What are the objectives of Global HR Managers.
(OR)
(b) What are the advantages and disadvantages of Expatriate training programmer.
- 5) (a) Elaborate the International Compensation management?
(OR)
(b) What are the factors influencing International compensation management?

6) (a) Define International Industrial Relations.

(OR)

(b) What are the objectives, Aims and Benefits of Trade Union.

SECTION-C

7)

Case Study (Compulsory)

1x15=15M

Handset manufacturing company based in South Korea was planning for expansion to the neighboring countries. Successfully the struck deal with a state government in India, which was throwing red carpet for foreign investors. With assurance of cooperation and uninterpreted power supply, the company started operating its prestigious unit with workers hired in contract basis from the locality. This recruitment was a strategy to make the localities happy, as most of them were grumbling their decisions in selling their agricultural lands to this company. They did not imagine that their lands would be converted into luxurious state of art building showcasing the power of money and rich. They started hesitating that they have been cheated with lower price for their lands. Hence, the company recruited youngsters from those houses of land sellers gave them uniforms, pickup and drop cabs, lunch and other perks to keep quit. The strategy was proven to be a success story for three years. But, after three years, there erupted a problem from the contractual workers, who are by this time experienced and skilled in their work, demanding for their regularization of jobs. This is night mare for the company because, being MNC, the performance of job tom employees means a lot of money. They turned towards the government for help, but now, the state had a new chief minister and hence, new policies

Questions:

- a) What is your opinion on HR side of this case?
- b) Whose side is justified?
- c) What can be done now?
