



**PARVATHANENI BRAHMAYYA  
SIDDHARTHA COLLEGE OF ARTS & SCIENCE**

Siddhartha Nagar, VIJAYAWADA - 520 010, Andhra Pradesh  
Autonomous, NAAC A+ Grade, ISO Certified Institution



**NAAC - SSR IV CYCLE**

**MASTER OF BUSINESS ADMINISTRATION(MBA)**

**REGULATION 20**

**2020-22**

**PROGRAMME STRUCTURE &**

**SYLLABUS**

Parvathaneni Brahmayya Siddhartha College of Arts & Science: Vijayawada-10

(An Autonomous college in the jurisdiction of Krishna University)

Accredited at A+ grade by NAAC

**2020 Batch M.B.A.**

**List of Courses**

<b>C CODE</b>	<b>COURSE TITLE</b>	<b>CREDITS</b>	<b>TOTAL</b>	<b>CIA</b>	<b>SEE</b>
<b>MAY -2021 FIRST SEMESTER</b>					
20BA111	MANAGING PEOPLE & ORGANIZATIONS	4	100	30	70
20BA112	MANAGERIAL ECONOMICS	4	100	30	70
20BA113	BUSINESS,GOVERNMENT&SOCIETY	4	100	30	70
20BA114	MANAGERIAL COMMUNICATION	4	100	30	70
20BA115	ACCOUNTING FOR MANAGERS	4	100	30	70
20BA116	QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS	4	100	30	70
GE01A	GROWTH LAB	2	50	50	-
<b>TOTAL</b>		<b>26</b>	<b>650</b>	<b>230</b>	<b>420</b>
<b>OCTOBER-2021 SECOND SEMESTER</b>					
20BA211	MARKETING MANAGEMENT	4	100	30	70
20BA212	HUMAN RESOURCE MANAGEMENT	4	100	30	70
20BA213	FINANCIAL MANAGEMENT	4	100	30	70
20BA214	OPERATIONS MANAGEMENT	4	100	30	70
20BA215	ENTREPRENEURSHIP DEVELOPMENT & BUSINESS MODELS	4	100	30	70
20BA216	BUSINESS RESEARCH METHODS	4	100	30	70
20GE04	LIFE SKILLS LAB ( <b>GENERIC ELECTIVE</b> )	2	50	50	-
20GE05	INDUSTRY AND BUSINESS DOMAIN ANALYSIS ( <b>GENERIC ELECTIVE</b> )	2	50	50	-
<b>TOTAL</b>		<b>28</b>	<b>700</b>	<b>280</b>	<b>420</b>

<b>MARCH-2022 THIRD SEMESTER</b>					
20BA311	STRATEGIC MANAGEMENT	4	100	30	70
20BA312	INNOVATION MANAGEMENT	4	100	30	70
20BA314	OPERATIONS RESEARCH	4	100	30	70
20BA321	CONSUMER BEHAVIOUR & MARKETING RESEARCH	4	100	30	70
20BA322	PRODUCT & BRAND MANAGEMENT	4	100	30	70
20BA331	HUMAN RESOURCE PLANNING	4	100	30	70
20BA332	INDUSTRIAL RELATIONS & EMPLOYMENT LAWS	4	100	30	70
20BA341	FINANCIAL INSTITUTIONS & MARKETS	4	100	30	70
20BA342	SECURITY ANALYSIS & PORTFOLIO MANAGEMENT	4	100	30	70
20GE10	MOOCS	2	50	50	-
20BA361	INTERNSHIP/PROJECT WORK REPORT	3	100	100	-
<b>20OE06</b>	<b>VISUAL ANALYTICS FOR EXECUTIVES (OPEN ELECTIVE)</b>	<b>4</b>	<b>100</b>	<b>30</b>	<b>70</b>
<b>TOTAL</b>		<b>33</b>	<b>850</b>	<b>360</b>	<b>490</b>
<b>JULY-2022 FOURTH SEMESTER</b>					
20BA411	INTERNATIONAL BUSINESS	4	100	30	70
20BA421	SALES & DISTRIBUTION MANAGEMENT	4	100	30	70
20BA422	RETAIL MANAGEMENT	4	100	30	70
20BA423	INTERNATIONAL MARKETING	4	100	30	70
20BA431	STRATEGIC HRM	4	100	30	70
20BA432	LEADERSHIP & TEAM MANAGEMNT	4	100	30	70
20BA433	INTERNATIONAL HRM	4	100	30	70
20BA442	COMMODITY MARKETS & DERIVATIVES	4	100	30	70
20BA443	STRATEGIC COST MANAGEMENT	4	100	30	70
20BA444	INTERNATIONAL FINANCIAL MANAGEMENT	4	100	30	70
20GE11	EMPLOYABILITY SKILLS	2	50	50	-
20BA4M1	FINANCIAL STATEMENT ANALYSIS AND REPORTING (MOOCS)	4	100	30	70
20BA4M2	TALENT ACQUISTION AND MANAGEMENT (MOOCS)	4	100	30	70
20BA461	COMPREHENSIVE VIVA VOCE	4	100	-	100
<b>20OE13</b>	<b>POWER BI (OPEN ELECTIVE)</b>	<b>4</b>	<b>100</b>	<b>30</b>	<b>70</b>
<b>TOTAL</b>		<b>38</b>	<b>950</b>	<b>290</b>	<b>660</b>

## 20BA115: MANGERIAL COMMUNICATION (4L + 1T + 1P)

Subject Code :	<b>20BA115</b>	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

### Course Outcomes:

- CO-1 To explain the importance of communication skills and sensitize them to their potential to become successful managers.
- CO-2 To explain the various types of communication in Business Organizations.
- CO-3 To help them acquire some of the necessary skills to handle day-to-day managerial responsibilities.
- CO-4 To make them aware for preparing speeches and making it more adoptable to the context, and enriching group activities and processes, giving effective presentations.
- CO-5 To identify the role of communication conflict in intercultural relationships.

### UNIT I

Introduction: Definition, Role, Purpose & Classification of Communication - Communication Process - **Characteristics of Successful Communication - Importance of Communication in Business Organizations**- Communication in Conflict Resolution - Communication in a Cross-cultural and Multi-cultural Setting.

### UNIT II

Inter & Intrapersonal and Oral & Nonverbal Communication- Intrapersonal Communication Models - **Principles of Successful Oral communication** - **Barriers to Oral Communication** - Principles of Nonverbal Communication - Group Communication: Meetings and Group Discussions, Listening Skills.

### UNIT III

Managerial Writing & Business Correspondence - Clarity in Writing-Principles of Effective Writing - **The Seven Cs of Effective Written Communication - Applying the Three Step Writing Process** -

Business Reports and Proposals - The Process of Preparing Effective Business Reports -Principles of Effective Presentations.

#### **UNIT IV**

Media Management & Meeting Documentation: **Press Release, Press Conference & Media Interviews - Notice, Agenda, and Resolution & Minutes** - Communication and Negotiation - Negotiation Process - Negotiation Strategies.

#### **UNIT V**

Communication Networks & Employment Communication: **Technology-enabled Communication-Communication Networks: Intranet, Internet, e-mails, SMS, Teleconferencing, Videoconferencing, Blogs and Social Media** - Composing Application Messages: Writing CVs & Resumes - Interview skill.

### **Case Study (Not Exceeding 300 words)**

#### **PRACTICAL COMPONENTS:**

- Demonstrate the effect of noise as a barrier to communication.
- Make students enact and analyze the non-verbal cues.
- Give exercises for clarity and conciseness in written communication.  
A suitable case is to be selected and administered in the class sticking
- Demonstrate the effect of noise as a barrier to communication.
- Make students enact and analyze the non-verbal cues.
- Give exercises for clarity and conciseness in written communication.
- A suitable case is to be selected and administered in the class sticking to all the guidelines of case administering and analysis.
- Demonstrating Video conferencing & teleconferencing in the class.
- Conduct a mock meeting of students in the class identifying an issue of their concern.
- The students should prepare notice, agenda and minutes of the meeting.
- Each student to give presentation of 5 minutes (this can be spread throughout the semester) and to be evaluated by the faculty.

#### **Reference Text Books:**

1. Bovee, Courtland L , Thill, J. V., & Chaturvedi, M. (2008). *Business Communication Today* (9th ed.). New Delhi, India: Pearson.
2. Wofford , J. C., Gerloff , E. A., & Cummins, R. C. (1977). *Organizational Communication - The Keystone to Managerial Effectiveness*. New York, United States: McGraw-Hill .
3. Lesikar, Raymond. (1979). *Skills for Empowering the Internet Generation* (9th ed.). New York, United States: McGraw-Hill .
4. Monippally, M. (2001). *Business Communication Strategies*. New York, United States: McGraw-Hill .
5. Ramachandran , K. K., Lakshmi, K. K., Kartik, K. K., & Kumar, M. K. (2007). *Business Communication*. New Delhi, India: Macmillan.

**MODEL QUESTION PAPER**  
**M.B.A.(REGULAR) DEGREE EXAMINATION**  
**First Semester**  
**BA 115 - MANAGERIAL COMMUNICATION**  
**(2019-2020 Regulation Onwards)**

**Duration: 3 hours**

**Maximum Marks: 70**

**SECTION- A**

**Answer Any Five of the Following Questions**

**(5X4 = 20 Marks)**

**1. Write short notes on:**

- a) Importance of communication (L2-CO1)
- b) Non-verbal communication (L2-CO2)
- c) Video conferencing (L3-CO5)
- d) Types of business reports (L4-CO3)
- e) Listening skills (L1-CO2)
- f) Negotiation (L2-CO4)
- g) Importance of body language (L2-CO2)
- h) New trends in communication (L2-CO5)

**SECTION-B**

**(5X8 = 40 Marks)**

**Answer All Questions.**

- 2. a) Justify how communication impacts the hierarchy of the organization. (L2-CO1)  
(Or)  
a) Define the nature and purpose of communication. (L2-CO1)
- 3. a) Explain inter-personal and intra-personal communication. (L2-CO2)  
(Or)  
b) Discuss the role played by communication in conflict resolution. (L3-CO2)
- 4. a) Explain the 7 C's of effective written communication. (L1-CO3)  
(Or)  
b) Discuss the process of effective business correspondence. (L3-CO3)
- 5. a) Discuss the role played by media in corporate communications. (L2-CO4)  
(Or)  
b) Discuss the process of negotiation and explain the strategies. (L3-CO4)
- 6. a) Explain the role played by technology in today's new age communication. (L2-CO5)  
(Or)  
b) Describe the advantages and disadvantages of social media and blogs. (L4-CO5)

**SECTION C- (Compulsory)**

**(1X10 = 10 Marks)**

- 7. Assume a situation, that you have poor attendance according to the university mentioned norms to write the examination. In this context, write a Letter of Request to the principal pertinent to the situation. (L2-CO4)



## 20BA112-MANAGERIAL ECONOMICS (4L + 1T + 1P)

Subject Code :	20BA112	I A Marks	30
No. of Lecture Hours / Week	06	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

### Course Outcomes:

At the end of completion of this course, the learner is able to

CO-1 Understand various managerial economic concepts related to Demand, Production, Cost, Market, Profit etc.

CO 2 Understand various macroeconomic concepts related economic fundamentals, Inflation, trade cycles

CO 3 Estimate the demand, Output, production costs, profit

CO 4 Analyse price-output decisions in different markets

CO 5 Analyse the trade cycle phases of different economies and identify corrective measures.

### UNIT I:

**Managerial Economics:** Definition, Nature, Scope - Concepts of Managerial economics - Functions and Responsibilities of a Managerial Economist -Market Demand- determinants- Law of Demand and its exceptions –Theory of Demand - Indifference Curves- Elasticity of Demand - Types of Elasticity of Demand and their Managerial Uses - Demand Forecasting - Methods of Forecasting for Existing and New Product.

### UNIT II:

**Firm Theory & Production Analysis:** Economic Theory of Firm –Profit maximisation- Managerial theories - Baumol’s Model - Behavioural theories-Production Function -Law of production- Law of Variable Proportions - ISO-Quants and ISO Costs - Least Cost Factor Combination – Law of Returns to Scale - Economies and Diseconomies of Scale, Law of supply - determinants.

### UNIT III:

**Cost, Profit & Market Structures:** Cost Concepts - Short-run and Long-run Cost Curves- Determinants of Short-Term & Long Term Profits, Measurement of Profit Break Even Analysis - *Demand and Supply*: Market Equilibrium - Market Structures - Concept of Price - Pricing and Output Determination under Perfect Competition, Monopolistic Competition and Monopoly.

### UNIT IV:

**Indian Economic Environment: Overview of Indian Economy - Recent changes in Indian Economy - Macro Economic Aggregates and Concepts - National Income - GDP, GNP, NNP, WPI, CPI - Types of Inflation: Demand Pull and Cost Push Inflation, Philips curve, Stagflation - Measurement of Inflation - Economics of Risk & Finance - Monetary Policy & Fiscal Policy.**

### UNIT V:



**Trade Cycles: Phases, Theories, and Corrective Measures** - Behavioral and Technical Function: Aggregative Demand and Supply, Consumption Function, and Investment Function - Keynesian Theory (overview).

**Case Study (Not Exceeding 300 words) Or Problem from either**

**Unit-2 or 3 PRACTICAL COMPONENTS:**

- Study of demand elasticity for a product when there is a price increase or price decrease.
- Demand forecasting - Mini project may be given to students to assess the demand for a product or a service using any method.
- An in-depth study of economic indicators on the growth rate.
- Analysis of recent budget, fiscal discipline and disinvestment proposals of the GOI.

**REFERENCE BOOKS:**

- Joel Dean, Managerial Economics, 1<sup>st</sup> e(2010) Prentice Hall.
- Mote & Paul, Managerial Economics, 1<sup>st</sup> e (2017) Tata McGraw Hill.
- Dr D. M Midhani, Managerial Economics,4e (2009) Himalaya Publishing House
- Geetika, Piyali Ghosh, P Choudhary, 2e (2011), Managerial Economics, Tata McGraw Hill
- Suma Damodaran, Managerial Economics, 9e (2010) Oxford University Press
- GS Gupta, Managerial Economics, 2e(2011) Tata McGraw Hill.
- GS Gupta, Macro Economics, Theory & Applications, 4e(2017) Tata McGraw Hill.
- Mehta P.L, Managerial Economics - Text and Cases,13e(2007) S.Chand& Co.
- H. Craig Petersen, W. Cris Lewis and Sudhir K. Jain 4e (2005) , Managerial Economics, Pearson Education

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**First Semester**  
**MANAGERIAL ECONOMICS**  
**(2017-2018 Regulation Onwards)**

**Duration: 3 hours**

**Maximum Marks: 70**

**SECTION- A**

**Answer Any Five of the Following Questions**

**5×4=20 Marks**

**1. Write short notes on:**

- |                             |            |
|-----------------------------|------------|
| a) Theory of Demand         | (CO1) (L2) |
| b) Demand forecasting       | (CO1) (L2) |
| c) Measurement of Profit    | (CO1) (L2) |
| d) Monopolistic competition | (CO1) (L2) |
| e) Monetary policy          | (CO2) (L2) |
| f) Investment function      | (CO2) (L2) |
| g) Trade Cycles             | (CO2) (L2) |
| h) Inflation.               | (CO2) (L2) |

**SECTION – B**

**Answer All Questions**

**5×8=40Marks**

**2. a) Define Managerial Economics. Explain briefly the basic techniques. (CO1) (L1) (L2)**

**Or**

b) What is demand forecasting? Explain method of forecasting the demand of a new product.

(CO1) (L1) (L2)

3. a) What are the major propositions of behavioral theories of the firm? (CO1) (L1)

**Or**

b) What is “Returns to Scale”? Explain economies and diseconomies of “Return to Scale” (CO1) (L1) (L2)

4.a) What are the characteristics of monopolistic competition? Explain how price and output is determined under monopoly. (CO1) (L1) (L4)

**Or**

b) Briefly explain cost concepts in business organizations. Explain price-output relationship in monopolistic competition. (CO4) (L2)

5.a) What is inflation? Briefly discuss the implications of various types of inflation observed in emerging economies. (CO 5) (L5)

**Or**

b) What is monetary policy? Explain various actions taken under monetary policy. (CO2, CO4) (L2)

6.a) Briefly explain various types of trade cycles and their consequences in emerging economies. (CO2, CO5) (L2,L5)

**Or**

b) Explain the concept of economics of risk and uncertainty in developing economy like India. What are specific measures to control risk and uncertainty? (CO2, CO4) (L2, L5)

**SECTION C - (1 x 10 =10 marks)**

**Case study (Compulsory)**

7. Allied Surgical Ltd. manufacture surgical instruments. The normal production of an instrument is 2600 units per month at a total cost of Rs.32,000. At full capacity it can manufacture 3,400 units per month at a total cost of Rs.38,000. A dealer abroad offers to purchase 500 instruments over a month at a price of Rs.10 per instrument under a different brand name. Do you advise the company to accept the offer? (CO4) (L5)

## 20BA114:BUSINESS, GOVERNMENT & SOCIETY (4L + 1T + 1P)

Subject Code :	20BA114	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

### Course Outcomes:

By the end of the course, students will be able to

- CO-1 Understand the challenges and complexities faced by businesses and their leaders as they endeavor to maximize returns while responsibly managing their duties to all stakeholders of business.
- CO-2 Understand and appreciate the importance of Corporate Governance and to know the elements of governance in organizations’.
- CO-3 Understand the rationale for government interventions in market systems and to know various public policies and their impact.
- CO-4 Develop the skills needed to work through ethical dilemmas in a globalized economic era.
- CO-5 Understand the concepts of Corporate Social Responsibility and to know the CSR models and best practices that are in vogue in corporate sector.

### UNIT I

Introduction: Relationship among Business, Government and Society (BGS) – Importance of Business, Government and Society to Managers - Dynamic Forces Impacting Business Environment- Models of BGS Relationships - Market Capitalism Model, Dominance Model, Countervailing Forces Model and Stakeholder Model.

### UNIT II

Corporate Governance: Definition and Significance of Corporate Governance -  
Historical Perspective of Corporate Governance - International Perspective on Corporate Governance (Overview) - Elements of Governance in Organizations - Obligation to

Stakeholders of Business - Major Corporate Governance Failures in Domestic and MNCs - Whistle-blowing and Corporate Governance.

### **UNIT III**

Public Policies: The Role of Public Policies in Governing Business - Classification and Levels of Public Policy- Brief Overview: Trade Policy, Fiscal Policy, Monetary Policy, Industrial Policy; Regulatory framework impacting Business – Environmental, Social and Governance(ESG) Framework; Public Private Partnerships; India's Competitiveness in the World Economy.

### **UNIT IV**

Business Ethics: Concept and Definition of Business Ethics - Importance of Ethics, Values and Morals for Business Success - Evolution of Business Ethics - Unethical Issues in Business - Ethical Dilemmas and Decision Making – Managing Ethical Organizations.

### **UNIT V**

Corporate Social Responsibility : Importance of CSR in present day business context -Types and Nature of Social Responsibilities - Arguments for and Against CSR - CSR Principles and Strategies - Models of CSR - Best Practices of CSR - CSR in Indian Perspective - Movement from CSR to Shared Value and Beyond the Thinking of Social Progress.

#### **Case Study (Not Exceeding 300 words)**

#### **PRACTICAL COMPONENTS:**

- Students are expected to study any five CSR initiatives by Indian organizations and submit a report for the same.
- A group assignment on “The relationship between Business, Government and Society in Indian Context and relating the same with respect the models studied in unit-1.
- Case studies/Role plays related ethical issues in business with respect to Indian context.

#### **Reference Text Books:**

1. Douglas E. Geer, Business, Government and Society, 3rd Edition, Prentice Hall.
2. John Steiner and George Steiner, Business, Government and Society: A Managerial Perspective, TMH.
3. AC Fernando, Business Ethics: An Indian Perspective, Pearson publications, 2009.
4. Boatright, Ethics and the conduct of Business, fifth edition, Pearson publications, 2007
5. M. Friedman, The social responsibility of business is to increase its profits, Sept 13, 1970
6. New York Times Magazine
7. Manual G Velasquez ,Business Ethics: Concepts & Cases, sixth edition 2010 PHI publications

8. K.Aswathappa, Essentials of Business Environment, Himalya Publishing House. Page 14 of 56
9. Justin Paul, Business Environment, Tata McGraw Hill.
10. Francis Cherunilam, Business Environment - Text and Cases, Himalya Publishing
11. Recent Economic Survey Reports - Government of India
12. Praveen B Malla, Corporate Governance: Concept, Evolution and India Story, Routledge.
13. Bob Tricker, Corporate Governance: Principles, Policies and Practices, Oxford University Press.
14. Mathur, Corporate Governance and Business Ethics, Macmillan India Ltd.

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**First Semester**  
**BUSINESS, GOVERNMENT & SOCIETY**  
**(2017-2018 Regulation Onwards)**

**Duration: 3 hours**

**Maximum Marks: 70**

**SECTION- A**

*Answer Any Five of the Following Questions*

**5×4=20 Marks**

**1. Write short notes on:**

- a) Explain the importance of understanding Society to managers (L2)(CO1)
- b) Illustrate Dominance Model(L2) (CO1)
- c) What is Whistle Blowing (L1)? (CO2)
- d) Elements of Corporate Governance(L1) (CO2)
- e) What is public policy?(L1) (CO3)
- f) Define Business Ethics(L1) (CO4)
- g) Explain the concept of Corporate Social Responsibility(L2) (CO5)
- h) What is Value System?(L1) (CO4)

**SECTION – B**

*Answer All Questions*

**5×8=40Marks**

- 2.** (a) Examine the relationship between Business, Government and Society by using different models(L4) (CO1).

**(OR)**

- (b) Discuss the importance of Business, Government and Society to present day managers.(L6) (CO1)

- 3.** (a) Discuss different theories of Corporate Governance. .(L6) (CO2)

**(OR)**

- (b) Critically evaluate the role of Whistle Blowing in effective Corporate Governance.(L5) (CO2)

- 4.** (a) Examine the concept of Public Private Partnerships(PPP's) and their role in Emerging economies.(L4). (CO3)

**(OR)**

- (b) Explain the salient features of India's New Industrial Policy,2015.(L2). (CO3)

5. (a) Discuss the role and significance of Business Ethics in the success and sustenance of business organizations in 21<sup>st</sup> Century. .(L6) (CO4)

(OR)

(b) Explain various ethical dilemmas in managerial decision. Discuss different strategies to overcome ethical dilemma. .(L2) (CO4)

6. (a) Outline are various CSR activities implemented by business organizations in India. .(L2) (CO5)

(OR)

(b) Explain the concept of CSR and how it is transforming social progress.(L2). (CO5)

**SECTION C - (1 x 10 =10 marks)**  
**Case study (Compulsory) .(L4) (CO2)& (CO4)**

7.Rajat Gupta, the first non American CEO of a top 50 US company, was considered a living example of the American Dream. Born in India and orphaned at a young age, Rajat Gupta scaled great heights in his professional life. With Harvard Business School and the Indian Institute of Technology as his Alma mater, he rose to the top offices of the business world.

Hailed for his intelligence and generosity, Gupta was showered with laurels by the world. He stood as a beacon for many, before the dream came crashing down. Rajat Gupta was accused of insider trading and was sentenced. The case tries to give a gist of Rajat Gupta's life before the accusations surfaced and how his friendship with Rajaratnam and his greed for money brought down one of the most respected businessmen in history.

- a) Explain the implications of insider trading episode.
- b) What are the ethical lessons that can be learned from this case study?
- c) Describe the need of ethics in view of the above incident
- d) Give suggestions for improving ethical standards in Corporate sector.

## 20BA115:ACCOUNTING FOR MANAGERS (4L + 1T + 1P)

Subject Code :	<b>20BA115</b>	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

### Course Outcomes:

By the end of the course, students will be able:

- CO-1 To explain fundamental accounting concepts along with the elements of financial statements and basic accounting vocabulary.
- CO-2 To explain and use the accounting equation in basis financial analysis and explain how the equation is related to the financial statements.
- CO-3 To understand the meaning and various sources along with the applications of funds, cash flow statement analysis.
- CO-4 To calculate various ratios and inter-relationship of ratio.
- CO-5 To explain and use various cost management techniques.

**UNIT I: Introduction to Accounting:** Introduction to accounting-Concept-Importance and scope-Generally Accepted Accounting Principles: **Accounting Concepts and Conventions; Objectives,Nature and scope of financial accounting-Cost Accounting-Management accounting –** Single entry and double entry systems of accounting. (Theory)

**UNIT II: Accounting Process:** Journal - Ledger - Trial Balance - Construction of Income Statement and Company Balance Sheet, Inventory Valuation.(Theory & Problems)

**UNIT III: Financial Analysis: Analysis and Interpretation of financial statements- Horizontal Analysis and Vertical Analysis –** Construction and Analysis of Funds flow statement and Cash flow statement.(Theory & Problems)

**UNIT IV: Ratio Analysis:** Types of Ratios, Classification and analysis through Ratios, **Advantages and Limitations of Ratio Analysis** (Theory and Problems).

**UNIT V: Cost Management: Understanding and Classifying Costs - Cost Behavior, Cost-Volume-Profit (CVP) Analysis-** Calculation of Break Even Point – Application of Marginal Costing for cost control – Income determinants under Marginal Cost- **Absorption Cost Vs Marginal Cost.**(Theory & Problems)

**(Case Study/ Problem from either Unit-2, 3,4 or unit-5)**

**PRACTICAL COMPONENTS:**

- Collecting Annual reports of the companies and analyzing the financial statements using different techniques and presenting the same in the class.
- Analyzing the companies' cash flow statements and presenting the same in the class.
- Identify the sustainability report of a company and study the contents.

**REFERENCE BOOKS:**

1. **I.M.Pandey**, Management Accounting, 3<sup>rd</sup> revised edition, 1994  
Vikas Publishing House.
2. **Dr. S.N Maheshwari**, CA. Sharad K. Maheshwari & Dr. Suneel K. Maheshwari, 4<sup>th</sup>  
edition 2018, Vikas Publishing House.
3. **Dr. N.P. Srinivasan** and Dr. M. Sakthivel Murugan - Accounting for Management Revised Edition 2010 - S. Chand
4. **Robert S. Kaplan** and Anthony A. Atkinson, Advanced Management Accounting 3<sup>rd</sup>  
edition, 1998 (PHI), NewDelhi.
5. **Dr. M.S.V. Prasad G. Syamala Rao -Mohammed Jafrulla -K. Gowri Shankar Mrs. S. Vani** - Accounting for Managers, 1<sup>st</sup> edition 2016,  
Himalaya Publishing House.

**MODEL QUESTION PAPER**

**M.B.A. (REGULAR) DEGREE EXAMINATION**

**First Semester**

**BA 116 - ACCOUNTING FOR MANAGERS**

**(2019-2020 Regulation Onwards)**

**Duration: 3 hours**

**Maximum Marks: 70**

**SECTION- A**

*Answer Any Five of the Following Questions*

**5×4=20 Marks**

1.

- a. Explain about Going concern concept.(CO 1)(L2)
- b. What are the Limitations of Accounting?(CO 1)(L1)
- c. Illustrate the Format of Ledger.(CO 2)(L2)
- d. How do you compute Funds from operations?(CO 3)(L1)
- e. What is Depreciation?(CO2)(L1)
- f. What is Absolute Current ratio?(CO 4)(L1)
- g. Define Break-Even point.(CO 5)(L1)
- h. What are Variable costs?(CO 5)(L1)

**SECTION – B**

*Answer All Questions*

**5×8=40Marks**

2.a) Discuss the Objectives, Nature and Scope of Financial Accounting.(CO 1)(L 5)

**OR**

b) What is Double Entry System of Accounting? Explain its Principles.(CO 1)(L1)(L5)

3. a) Why Balance sheet is prepared? And explain about the contents of the Balance Sheet.  
(CO 2)(L1)(L6)

**OR**



b) From the following Trial Balance of M/s Sunny Traders as on 31-3-2014. Prepare the Profit and Loss Account and Balance sheet on 31-3-2014.

Particulars	Debit Balance(Rs.)	Credit Balance(Rs.)
Capital		1,00,000
Drawings	18,000	
Buildings	15,000	
Furniture	7,500	
Motor van	25,000	
Loan to Hariprasad	15,000	
Interest	450	
Sales		1,00,000
Purchases	75,000	
Stock on 1-4-2013	25,000	
Establishment expenses	15,000	
Freight inward	2,000	
Freight outward	1,050	
Bank overdraft		25,000
Commission received		7,500
Sundry debtors	28,000	
Bank balance	20,500	
Sundry Creditors		15,000
Total	2,47,500	2,47,500

Adjustments:

1. Closing Stock valued at Rs. 25,000
2. Depreciate building by 10% and furniture by 5%
3. Provide a Reserve for Bad debts @ 5%
4. Provide for discount on debtors and creditors @ 3%.(CO 2)(L 1)

4. a) What do you mean by financial analysis? Write the difference between Horizontal analysis and Vertical analysis? ( CO 3)(L1)

**OR**

b) What do you mean by cash flow statement? Write the format of cash flow statement? (CO 3)(L1)

5.a)What is meant by ratio analysis? Discuss its objectives and limitations. (CO 4 )(L1)(L5)

**OR**

b)The following information is given:

Current ratio: 2.5

Liquidity Ratio: 1.5

Net working capital: Rs. 3,00,000

Stock Turnover Ratio: 6 times

(Cost of sales / closing stock)

Gross profit Ratio: 20%

Fixed assets turnover ratio: 2 times

Average debt collection period: 2 months

Fixed Assets: Shareholders net worth: 1:1

Reserves: Share capital 0.5: 1

Draw up a Balance sheet from the above information. (CO 4)(L1)

6.a) What is Cost-Volume Profit analysis? Explain with the help of graphical representation. Distinguish between capital expenditure, revenue expenditure and capital income and revenue income. (CO 5)(L1)

**OR**

- b) Sales Rs.200000, Profit: Rs. 20000, Variable cost: 60%. You are required to calculate:
- P/V ratio
  - Fixed cost
  - Sales volume to earn a profit of Rs.50000 (CO 5)(L1)

**SECTION C - (1 x 10 =10 marks)**

**Case study (Compulsory)**

7. Merry manufacturer's ltd. has supplied you the following information in respect of one of its products. (CO5) (L1)

Total fixed cost	- Rs.18,000
Total variable cost	- Rs.30,000
Total sales	- Rs.60,000
Units sold	- 20,000

- Find out
- |   |                       |
|---|-----------------------|
| (i) Contribution per unit                         | (ii) Break Even Point |
| (iii) Margin of safety                            | (iv) Profit and       |
| (v) Volume of sales to earn a profit of Rs.24,000 |                       |

## 20BA116: QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS

Subject Code :	20BA116	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

### Course Outcomes:

- CO-1 To provide students with knowledge of mathematical models for quantitative analysis of managerial problems in Industry.
- CO-2 To improve skills in the use of descriptive statistics for business decisions
- CO-3 To develop the ability to evaluate the forecasting models like correlation, Regression and Time Series analysis
- CO-4 To enable the students understanding probability concepts, probability distributions and its applications in business.
- CO-5 To understand the significance of testing of hypothesis in managerial decision-making

### UNIT-I:

**Matrices, Differentiation, Permutations and combinations: Matrices –Basics concepts**, solving system of equations with Cramer’s rule and Inverse method - Differentiation and integration of simple functions and their applications- Permutations and Combinations. (Problems)

### UNIT-II:

**Descriptive Statistics – Diagrammatic and Graphical Representation of the data Measures of Central Tendency**, Measures of Dispersion, Skewness (Theory and Problems)

### UNIT-III:

**Correlation, Regression and Time Series: Correlation: Types of Correlation** - Simple and Rank Correlation coefficient in the case of two variables- **Regression: Meaning and importance of Regression Analysis**. Estimation of Lines of Regression in the case of two variables **Time Series – Components of Time Series** – Measurement of Trend (Linear Equation) (Theory and Problems).

### UNIT-IV:

**Probability and Probability distributions: Concept of Probability, Definitions of Probability**, Addition Theorem of Probability, Conditional Probability and Multiplication theorems of Probability, Baye’s Theorem of Probability and its **Applications**.

**Theoretical distributions:** Binomial Distribution, Poisson distribution and Normal distribution – their Properties and **Applications**.(Theory and Problems)

### UNIT-V:

**Testing of Hypothesis: – Introduction to Hypothesis – Procedure for Testing of Hypothesis – Large and Small Sampling Tests** – Z-Test, Single Proportion – Two Proportions – Single Mean – Two Means – t-Test

- Single Mean – Difference of Means – Paired t- test – Chi-square test – Goodness of Fit
- Independence of Attributes – (Problems)

**Suggested Books:**

1. S.C. Gupta., Fundamentals of Statistics, 7th Revised Edition (2013) Himalaya Publishing House, New Delhi..
2. Sharma, J.K.-, Fundamentals of Business Statistics, 2nd Edition (2000) Pearson Education, New Delhi..
3. Sancheti, Dc & V.K Kapoor, Business Mathematics, 3<sup>rd</sup> Edition (2014) Sultan Chand&Sons, New Delhi..
4. Arora, P. N., S. Arora- Comprehensive Statistical Methods, 2nd Edition (2007) S. Chand, New Delhi.
5. Sharma, J.K., Quantitative Methods- Theory & Applications, 3<sup>rd</sup> Edition (2010) Macmillan New Delhi.

**MODEL QUESTION PAPER**  
**M.B.A (REGULAR) DEGREE EXAMINATION**  
**First Semester**  
**BA 117: Quantitative Techniques for Business Decisions**  
**(2019-2020 Regulation Onwards)**

**Duration: 3 hours**

**Maximum Marks: 70**

**SECTION- A**

**1. Answer Any Five of the Following Questions**

**5×4=20 Marks**

- a) Explain permutations and combinations. (CO1)(L2)
- b) What is correlation and explain different types of correlation?(CO3)(L2)
- c) What are the properties of regression coefficients? (CO3)(L1)
- d) State Addition Theorem of Probability(CO4)(L2)
- e) What is Skewness? (CO2)(L1)
- f) What is the importance of Poisson distribution?(CO4)(L2)
- g) Distinguish between Type-I and Type-II errors(CO5)(L4)
- h) Explain the procedure for testing of hypothesis(CO5)(L2)

**SECTION – B**

**Answer All Questions**

**5×8=40Marks**

2. **a)** Solve the following Simultaneous Linear Equations by using Cramer's Rule (CO1)(L3)

$$2x+y-Z=3; x+y+z=1; x-2y-3Z=4$$

**OR**

- b)** A company has examined its cost structure and revenue structure and has determined that C the total cost, R total revenue, and X the number of units produced are related as: (CO1) (L3)  
 $C=100+0.015x^2$  and  $R=3x$   
 Find the production rate x that will maximise profits of the company. Estimate the profit when  $x=120$ .

3. **a)** What is Dispersion? Explain various measures of Dispersion. (CO2)(L2)

**OR**

- b)** Two workers on the same job show the following results over a long period of time:

	<b>Worker A</b>	<b>Worker B</b>
Mean time of completing the job (minutes)	30	25
Standard deviation (minutes)	6	4

- (i) Which worker appears to be more consistent in the time he requires to complete the job?  
(ii) Which worker appears to be faster in completing the job? Explain. (CO2)(L1)

4. a) Below are given the figures of production (in thousand tons) of a sugar factory: (CO3)(L6)

Year	13	14	15	16	17	18	19
Production							

- (i) Fit a straight line by the method of 'least squares' and show the trend values.  
(ii) Estimate the production for the year 2020.

**OR**

- b) The following data about the sale and advertisement expenditure of a firm is given below. (CO3)(L3)

	Sales(in Crores of Rupees)	Advertisement Expenditure(in Crores of Rs)
Means	40	6
Standard Deviation	10	1.5

Coefficient of Correlation  $r = 0.9$

- i. Estimate the likely sales for a proposed advertisement expenditure of Rs. 10 Crores.  
ii. What should be the advertisement expenditure if the firm proposes a sales target of 60 Crores of Rupees?

5. a) The contents of urns I, II and III are as follows: (CO4)(L3)

1 white, 2 black and 3 red balls,  
2 white, 1 black and 1 red balls, and  
4 white, 5 black and 3 red balls

One urn is chosen at random and two balls drawn. They happen to be white and red. What is the probability that they came from urns I, II or III?

**OR**

- b) What is Normal Distribution? Explain characteristics and importance of the normal distribution. (CO4)(L2)

6. a) In a sample of 400 parts manufactured by a factory, the number of defective parts was found to be 30. The company, however, claimed that only 5% of their product is defective. Is the claim tenable? (CO5)(L3)

**OR**

- b) Two types of batteries are tested for their length of life and the following data are obtained: (CO5)(L3)

	No. of Samples	Average life in Hours	Variance

pe A:		0	1
pe B:		0	4

Is there a significance difference in the two means? (Table value=2.131)

**SECTION C - (1 x 10=10 marks)**

**Answer the following question.**

7. From the following data, use  $\chi^2$ -test and conclude whether inoculation is effective in preventing Tuberculosis: (CO5)(L4)

	Attacked	Not attacked	Total
oculated	31	469	500
t inoculated	185	1,315	1,500
tal	216	1,784	2,000

## 20GE01A :GROWTH LAB (1L + 1T + 1P)GE01A

Subject Code :	20GE01A	I A Marks	50
No. of Lecture Hours / Week	03	End Exam Marks	-
Total Number of Lecture Hours	45	Total Marks	50
Practical Component	01 Hour/Week	Exam Hours	03

**Course Outcomes:** By the end of the course, students will be able

- CO-1 To develop orientation towards business etiquettes and the proper etiquette practice for different business scenarios.
- CO-2 To learn the etiquette requirements for meeting, telephone, entertaining, internet business interaction scenarios.
- CO-3 To minimize nervousness in social situations.
- CO-4 To understand various mechanisms of conflict resolution and to know the importance of interpersonal relationships.
- CO-5 To know the importance of time management and the techniques that cope up with Stress.

### UNIT I:

**Introduction to Personality:** Concept, Meaning and Definition of Personality – Physical Appearance and Body Language – **Voice Modulation and Diction** – Communication styles.

### UNIT II:

**Business Style and Professional Image:** Dress Code – Guidelines for Appropriate Business Attire – Multi-cultural Dressing – **Personal Grooming for Success – Business Etiquettes, Media Etiquettes, and Table Etiquettes.**

### UNIT III:

**Impression Management:** Impression Formation – Tactics – Self presentational Motive – Compass Qualities – Toxic Traits – **Social Context: Norms and Roles – Powerful Persuasion Strategies.**

### UNIT IV:

**Interpersonal Relations & Conflict Management:** Analysis of different Ego States – Analysis of Transactions – **Causes of Conflicts – Conflicts Resolution and Management.**

### UNIT V:

**Stress and Time Management:** Causes of Stress, Types of Stress – Coping with Stress and stress Management Techniques – Time as a Resource – Individual Time Management Styles – Better Time Management Techniques.

**Reference Text Books:**

1. Barun.K.Mitra, *Personality Development and Soft Skills*, I Edition, Oxford University Press. 2012.
2. E.H. McGrath, *Basic Managerial Skills for all*, 9<sup>th</sup> Edition, Prentice Hall. India Learning Private Limited , 2011.





## MARKETING MANAGEMENT (4L + 1T + 1P)

Subject Code :	BA211	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

**Course Outcomes:** By the end of the course, students will be able

- CO-1 To understand the role of marketing in underpinning the success of business organizations and to know the changing context of marketing environment.
- CO-2 To understand the role of marketing mix elements in the successful implementation of marketing strategies to satisfy target customer.
- CO-3 To understand the product management and pricing methods.
- CO-4 To understand the challenges of channel management and to know the various forms of effective marketing communications.
- CO-5 To know the types of marketing organizations and to understand the set of criteria to control the marketing plan.

### UNIT I:

**Introduction:** Basic marketing concepts -Understanding Customers - Company Orientation towards Marketing - Transaction Vs Relationship Marketing - Analysing Markets and Customers- Integrated Marketing Concept - Defining and Delivering Customer Value and Satisfaction-Value Chain - Marketing Environment: Macro and Micro Components and their Impact on Marketing Decisions - Marketing Research and Information - Adapting Marketing to New Liberalized Economy - Digitalization and Customization - Changing Marketing Practices: e-marketing, Tele Marketing, Societal Marketing, Rural Marketing, Green Marketing.

### UNIT II:

**Strategic Marketing Planning:** Buyer Behaviour - Consumer vs. Organizational Buyers - Market Segmentation and Targeting - Positioning and Differentiation Strategies - Marketing Mix -*Product Decisions:* Concept of a Product, and Classification of Products - Product Mix and Line Decisions - Product Life Cycle - Strategic Implications - New Product Development and Consumer Adoption Process.

### UNIT III:

**Price Setting:** Objectives, Factors and Methods, Price Adapting Policies, and Initiating and Responding to Price Changes. *Marketing Channel System:* Functions and Flows - Channel Design - Channel Management -Selection, Training, Motivation, and Evaluation of Channel Members - *Channel dynamics:* VMS, HMS.

### UNIT IV:

**Marketing Communication:** Concept, Definition, and Importance - Marketing Communication Mix - Promotion Decisions - Integrated Marketing Communication - IMC Planning Process - Integrated Communications Strategy - Recent trends in Marketing Communications

**UNIT V:**

**Marketing Organization and Control:** Types of Marketing Organization Structures, and Factors Affecting Marketing Organization - Control of Marketing Efforts: Annual Plan Control, Efficiency Control, Profitability Control and Strategic Control - Marketing Audit - *Consumerism* - Consumer Rights and Marketers' Responsibilities.

**Case Study (Not Exceeding 300 words)**

**Practical Components:**

- Analyze different needs and wants of consumers in your locality or region
- Analyze the prevalent marketing environment in your locality or region.
- Analyze Product Life Cycle of few Products like consumer durables (ex., Electronic goods, Computers, etc.).
- Analyze Packaging strategies used by FMCG companies
- Analyze Marketing strategies/planning used by automobile cosmetic and FMCG companies

**REFERENCE BOOKS:**

1. Aparna Tembulkar, Marketing Management, 2nd Edition. (2014) Nirali Prakashan, Pune.
2. Kazmi S H, marketing Management: Text and Cases, 1<sup>st</sup> Edition, (2007), Excel Books, New Delhi.
3. Philip Kotler, Kevin Lane Keller, Marketing Management –Global Edition, 15<sup>th</sup> Edition. (2016) Pearson India Education Services Pvt Ltd.
4. Rajan Suxsena, Marketing Management, 5th Edition.( 2017) McGraw Hill Education (India) Private Limited.
5. Ramaswamy, Namakumari, Marketing Management: planning, Implementation & Control, 6<sup>th</sup> Edition, (2018), Sage Publisher, New Delhi.
6. Sherlekar S.A, Marketing Management, 13<sup>th</sup> Edition, (2008), Himalaya Publishing House, Mumbai

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**Second Semester**  
**MARKETING MANAGEMENT-BA211**  
**(2017-2018 Regulation Onwards)**

**Duration: 3 hours**

**Maximum Marks: 70**

**SECTION- A**

*Answer Any Five of the Following Questions*

**5×4=20 Marks**

**1. Write short notes on:**

- a) Green Marketing(CO1)(L1)
- b) Channel Management(CO3)(L1)
- c) Pricing Objectives(CO3)(L2)
- d) E-marketing(CO1)(L2)
- e) Marketing Audit(CO5)(L3)
- f) Branding (CO2)(L1)
- g) Consumerism(CO5)(L1)
- h) Social Marketing(CO4)(L2)

**SECTION – B**

*Answer All Questions*

**5×8=40Marks**

2. (a) Discuss the concept of marketing. How is marketing orientation relevant to business?(CO1)(L6)

**(OR)**

(b) Explain the Micro and Macro components of marketing environment and their # impacts.(CO1)(L2)

3. (a) How do you analyze the consumers market with strategic mix components? Explain.(CO2)(L1,L2)

**(OR)**

(b) Explain the concept of a Product and also write about Product Life Cycle.(CO2)(L2)

4. (a) Explain about Channel Dynamics? Write about VMS, HMS systems.(CO3)(L2)

**(OR)**

(b) What is distribution strategy? Briefly explain different types of distribution strategies.(CO3)(L1,L2)

5. (a) Discuss Marketing Communication along with the definition and importance.(CO4)(L6)

**(OR)**

(b) Explain the recent trends in Marketing Communication.(CO4)(L2)

6. (a) Explain the types of organization structures. What are the factors affecting structure of Marketing Organisation?(CO5)(L2)

**(OR)**

(b) Define marketing control ? What are the different types of marketing controls?(CO5)(L1)

**SECTION C - (1 x 10 =10 marks)**

**Case study (Compulsory)**

7. Rotomatic Electronics was a small company with product line in accessories of medium to large computers. The company specialized in manufacture and sale of magnetic

disc drives. The product being a complex one required extensive electric controls. As the product required high quality control it has high unit cost and was manufactured to meet customer satisfaction.

Rotomatic's business in computer industry was highly competitive. Many larger companies manufactured their own magnetic disc drives and also there were quite a large number of small manufacturers who had entered in the field recently. Rotomatic disc drives offered large capacity and high speed and could interface with any existing computers. The company could expand its operations due to attractive features and flexibility.

However, as the company was not occupying leadership position in the market, the company had to constantly come up with innovations to increase sales. In order to attain more corporate ability the management decided to diversify into new product areas. They asked the R& D department to design the single board efficient computer. As a result of six months hard efforts the R&D department created the prototype.

**Question .(CO2)(L3)**

You are required to suggest the alternatives to reach the customers. Also suggest the ways and means of positioning the new product in a highly competitive market.

## HUMAN RESOURCES MANAGEMENT (4L + 1T + 1P)

Subject Code :	BA212	I A Marks	30
No. of Lecture Hours / Week	06	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

**Course Outcomes:** By the end of the course, students will be able to

- CO-1 To cover the basic concepts of Human Resource management.
- CO-2 To contribute the development of human resource planning, implementation, and evaluation of employee recruitment, selection, and retention plans and processes
- CO-3 To develop, implement, and evaluate employee orientation, training, and development programs
- CO-4 To administer and contribute to the design and evaluation of the performance management program
- CO-5 To develop the students' ability to learn concepts like compensation, employee welfare, and industrial relation issues

### **UNIT I:**

**Introduction:** Meaning, Definition, Nature, scope, and Importance of HRM - objectives and Functions of HRM- Organization of HRM - Role of HR manager - Models of HRM - HRM in a Changing Environment.

### **UNIT II:**

**Procurement:** HR Job Analysis - Human Resource Planning, Objectives, Importance, Factors Affecting HR Planning -Process of HR Planning - and Limitations of HRP - Recruitment: Definition, Objectives, Factors Affecting Recruitment - Recruitment Sources - Selection: Meaning, Definition, and Process of Selection – Placement and Induction.

### **UNIT III:**

**Development and Performance Management:** Objectives , Importance of Training ,Training methods, Executive Development Programmes, Evaluation of Training and Development Programmes -Performance Appraisal: Meaning, Need, Purpose, Objectives, Different Methods of Appraisal, Uses of Performance Appraisal, Limitations, of Performance appraisal.

### **UNIT IV:**

**Promotion and Reward Management:** Promotion, Transfer, Demotion, and Career planning and Development - Compensation Management: Definition, Need for Sound

salary Administration, Objectives, Factors Affecting Wages/ Salary administration, Job Evaluation - Employee Welfare Measures.

#### **UNIT V:**

**Maintaining:** HRM Approach to Employee - Quality of Work Life (QWL): Meaning, definition, Specific Issues in QWL, Strategies for Improvement of QWL - HRIS, HRM Accounting, and HR Audit - International HRM: Perspectives and Challenges - Grievance and Disciplinary Procedure.

#### **Case Study (Not Exceeding 300 words)**

#### **Practical Component:**

- Give a case and ask the students to prepare the recruitment advertisement for a newspaper.
- Expose students to standard selection tests followed in various sectors.
- Exploring training and development practices.
- Exploring performance appraisal practices in various sectors.
- Exploring employee separation practices.
- Give a job analysis case and ask the students to prepare job description and job specification.
- Ask the students to prepare an appointment letter for the post of office manager of a company known to you.

#### **Reference Text books:**

1. Aswathappa. Human Resource Management 6thEd (2010). Tata McGraw Hill, New Delhi.
2. BiswanathGhosh. Human Resource Development and Management (2005). Jain Book Depot , New Delhi
3. C.B.Mamoria. Personnel management (21<sup>st</sup>Ed). Himalaya Publishing House , (2012). New Delhi:
4. Edwin Flippo. Personnel management 5<sup>th</sup>Ed. (1994). Tata McGraw Hill, New Delhi.
5. RajashreeShinde, A.Abhilasha, A. Ramakumar (2017) Human Resource Management (1<sup>st</sup> Ed). Himalaya Publishing House, New Delhi.
6. Sahni. (2005). Personnel Management (5<sup>th</sup> Ed.),Kalyani Publisher ,New Delhi.
7. SubbaRao.. Human Resources management (12<sup>th</sup>Ed). (2011) Himalaya Publishing House, New Delhi.
8. V.S.P.Rao, Human Resources Management,3<sup>rd</sup> Ed., (2010) Excel Books,New Delhi.

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**Second Semester**  
**HUMAN RESOURCE MANAGEMENT**

(2017-2018 Regulation Onwards)

**Duration: 3 hours**

**Maximum Marks: 70**

**SECTION- A**

*Answer Any Five of the Following Questions*

**5×4=20 Marks**

**1. Write short notes on:**

- |   |  |
|---|--|
| a) Role of HRM (CO1, L1)                      | b) Job Analysis (CO2, L1)              |
| c) 360 Degree performance appraisal (CO3, L1) | d) Vestibule Training (CO3, L1)        |
| e) Job Evaluation (CO4, L1)                   | f) HRIS (CO5, L1)                      |
| g) Human Resource Audit (CO5, L1)             | h) Recruitment vs. Selection (CO2, L1) |

**SECTION – B**

*Answer All Questions*

**5×8=40Marks**

**2. a)** Define HRM. Explain the Nature and significance of HRM(CO1, L1 &L2)

**Or**

**b)** Explain the objectives and functions of Human Resource Management.(CO1, L2)

**3. a)** Why is human resource planning important? Discuss the process of human resource planning (CO2, L1 & L6)

**Or**

**b)** Describe steps in the process of selection of personnel (CO2, L2)

**4. a)** Identify and evaluate the methods of performance appraisal. CO3, L4)

**b)** Discuss the importance of training and Distinguish between employee training and development.(CO3, L2& L4)

**5. a)** Explain various employee welfare measures.(CO4, L2)

**Or**

**b)** Examine the importance of career planning and development (CO4, L4)

**6. a)** Define the concept of Quality of Work Life. Discuss the issues and strategies to improve QWL (CO5, L1, L6)

**Or**

**b)** Analyse the International HRM perspectives and challenges (CO5, L4)

**SECTION C - (1 x 10=10 marks)**

**Case study (Compulsory)**

7. Please read the following case and answer the questions given at the end.



In 2015, Greatest considered US-based tech giant Google Inc. (Google) as one of the 44 healthiest companies to work for in America. As a part of its corporate culture, Google provided an enabling environment at the workplace that took care of employees' health, happiness, and work/life balance. The wellness program of the company was based on the core idea that healthy employees were happy employees who could be put to more productive and innovative use by the company. Speaking on the wellness programs of Google, GopiKallayil, Google's Chief Evangelist of Brand Marketing, said, "Deals are after all made by humans and humans who feel better also build better companies. At Google fantastic new things pop up every day, like self-driving cars and Google maps. Innovation is driven by creativity so mentally healthy

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### Questions

- 1) Find Google's corporate wellness program to make its employees healthy and happy (CO5, L1)
  - 2) Are the wellness perks provided by Google at the workplace motivate the employees to be more creative and innovative? (CO5, L2)
  - 3) Show the link of workplace climate and employee's job satisfaction and productivity? (CO5, L1)
  - 4) Analyze the issues and challenges in designing an effective corporate wellness program (CO5, L4)
-

## FINANCIAL MANAGEMENT (4L + 1T + 1P)

Subject Code :	BA213	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

**Course Outcomes:** by the end of the course, students will be able

- CO-1 To give understanding and perspective on financial management function in the company and in its relation to domestic and international economy.
- CO-2 To develop knowledge on the type and characteristics of problems and the possibility of the occurrence of financial management problems, and to increase the ability to handle the problems through reliable approach and problem solving strategy development.
- CO-3 To develop knowledge on formation of capital structure and understand the impact of dividend decision on value of the firm.
- CO-4 To develop planning skill and monitoring skill in financial management functions effectively, so the students are able to apply the appropriate management strategy to face the company challenges.
- CO-5 To provide illustration on financial management practices and policies, processes, techniques and strategies those are used in the financial management.

### **UNIT I:**

**Financial Management:** Conceptual Overview, Scope, Functions, Roles, Goals - Changing Role of Finance Managers -Time value for money -Present Value - Risk and Return – Profit maximization Vs. Wealth Maximization (Theory only)

### **UNIT II:**

**Financial Leverages:** Types of Financial Leverages-EBIT and EPS analysis - Cost of Capital -Measurement of Specific Costs of Capital - Weighted Average Cost of Capital (Theory and Problems).

### **UNIT III:**

**Capital Structure:** Determinants of Capital Structure, and Optimum Capital Structure - Capital Structure theories: Traditional, NI, NOI and MM Theories -*Management of Profits:* Dividend Policy and Dividend Theories. (Theory and Problems)

### **UNIT IV:**

**Working Capital Management:** Meaning, Significance, Types of Working capital, Determinants of working capital, and Methods of Measuring working Capital Requirements - Operating cycle -Financing of Working Capital- Management of Cash, Receivables, and Inventory - (Theory and Problems).

**UNIT V:Capital Budgeting:** Capital Budgeting Process, Nature, Scope,Significance, and Risks in Capital Budgeting-Techniques of Capital Budgeting: Traditional andDCFtechniques– NPV vs. IRR (Theory and Problems).

**Case Study (Problem)**

**Practical Components:**

- Students are expected to study any five companies’ financial reports and submit a report on their financial planning and financial forecast.
- A group assignment on “capital structure of any three big domestic companies and any three MNCs with respect the models studied in unit-3.
- Case studies on dividend policies of various companies with respect to Indian context.

**References Text books:**

1. James C. Van Horne,Financial Management and Policy, 6th Edition (2009) Prentice Hall of India.
2. Chandra Bose D., Fundamentals of Financial Management, 2<sup>nd</sup>Edition (2006) Prentice Hall of India.
3. Khan M Y and Jain P. K., Basic Financial Management: Text and Problems, 2nd Edition (2005) Tata McGraw Hill.
4. Pandey I M.,Financial Management, 11<sup>th</sup> Edition (2015)Vikas Publishing House Pvt. Ltd.
5. .Pandey&Bhat, Cases in Financial Management, 2<sup>nd</sup> Edition (2000) Tata McGraw Hill.
6. Prasanna Chandra, Financial Management - Theory and Practice, 10th Edition (2019) Tata McGraw Hill.

**MODEL QUESTION PAPER  
M.B.A. (REGULAR) DEGREE EXAMINATION  
Second Semester  
FINANCIAL MANAGEMENT  
(2017-2018 Regulation Onwards)**

**Duration: 3 hours**

**Maximum Marks: 70**

**SECTION- A**

*Answer Any Five of the Following Questions*

**5×4=20 Marks**

**1. Write short notes on:**

- a. Financing function (CO 1) (L 1)
- b. NPV method (CO 5) (L 1)
- c. Operating leverage (CO 2) (L 1)

- d. Cost of equity (CO 2) (L 1)
- e. Stable dividend (CO 3) (L 1)
- f. Operating cycle (CO 4) (L 1)
- g. Gross Vs. Net working capital(CO 5) (L 1)
- h. Miller Orr Model (CO 3) (L 1)

**SECTION – B**

*Answer All Questions*

**5×8=40Marks**

**2. a)** Discuss in detail, the scope of Financial Management.(CO 1) (L 6)

**OR**

**b)** Do you support the concept of Profit Maximisation or Wealth Maximisation? Give reasons.(CO 1) (L 1)

**3. a)** Explain the concept of Financial leverage. Show the impact of financial leverage on earning per share.(CO 2) (L 2)

**OR**

**b)** A company needs Rs. 5,00,000 for construction of a new plant. It has EBIT of Rs. 1,00,000. The company has 2 alternatives

- 1) Raise entire amount by equity or
- 2) Issue 25000 equity shares of Rs. 10 each and 2500 numbers of 10% debentures of Rs.100 each

What will be the EPS under the two alternatives given?(CO 2) (L 1)

**4. a)** Explain Net Income and Net Operating Income approach of capital structure.(CO 3) (L 2)

**OR**

**b)** Show the implications of dividend policy according to Gordon’s Model for the give information:

Particulars	Growth Firm	Normal Firm	Declining Firm
R	15%	10%	8%

All the firms have  $k=0.10$  and  $EPS= Rs 10$ . Show the values when the firms adopt 40% and 60% pay-out ratio.(CO 3) (L 6)

**5. a)** Explain the concept of working capital and the factors that determine the working capital needs of the firm.(CO 4) (L 2)

**OR**

**b)** A cost sheet of a company provides the following data:

Particulars	Cost per unit Rs
Raw Material	52
Direct labour	19.5

Overheads	39
<b>Total Costs</b>	<b>110.5</b>
Profit	19.5
<b>Selling Price</b>	<b>130</b>

The following is the additional information available:

Average raw material in stock: one month;

Average materials in process: half a month

Credit allowed by suppliers: one month

Credit allowed to debtors: two months;

Time Lag in payment of wages: one and a half weeks.

Overheads: one month.

One fourth of sales are on cash basis.

Cash balance is expected to be Rs. 1,20,000. You are required to prepare a statement showing the working capital needed to finance a level of activity of 70,000 units of output. Assume that production is carried on evenly throughout the year and wages and overheads accrue similarly. (CO 4) (L 6)

**6. a)** The capital budgeting department of a company has suggested 2 investment proposals. The after tax cash flows for each are tabulated below. If the cost of capital is 12%, rank them on the basis of profitability index. (CO 5) (L 6)

Year	Project A	Project B
0	Rs 36000	Rs 60000
1	Rs 13000	Rs 12000
2	Rs 13000	Rs 20000
3	Rs 13000	Rs 24000
4	Rs 13000	Rs 32000

**OR**

**b)** What is Capital Budgeting? Explain briefly about techniques of Capital Budgeting? (CO 5) (L 1)

**SECTION C - (1 x 10=10 marks)**

**Case study (Compulsory)**

7. A company is considering an investment proposal to install new machine at a cost of Rs.50, 000. The machine will last for 5 years and has no salvage value. The estimated cash flows after taxes are:

Year	Estimated Cash flows after taxes
1	Rs. 10,000
2	Rs.10,450
3	Rs. 11,800

4	Rs. 12,250
5	Rs. 16,750

Compute the following:

- a) Payback period
- b) Average rate of return
- c) Internal rate of return
- d) Net present value at 10%.(CO 5) (L 6)

## OPERATIONS MANAGEMENT (4L + 1T + 1P)

Subject Code :	BA214	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

**Course Outcomes:** By the end of the course, students will be able

- CO-1 To identify the roles and responsibilities of operations manager and the boundaries of an operations system, and recognise its interfaces with other functional areas.
- CO-2 To examine the types of transformation processes and evaluate planning tools in the operations function.
- CO-3 To assess and formulate strategies in managing resources through maintenance and developing suitable waste disposal systems.
- CO-4 To evaluate approaches to in managing inventories by effective functioning of MRP, Procurement, and Storage. Able to deploy strategies for achieving good quality.
- CO-5 To apply the tasks, tools, and underlying principles of operations management in the manufacturing and service sectors to improve organizational performance.

### UNIT I:

**Operations Management:** overview, Concepts, Objectives, and Operations as a Function – Role and Responsibilities of Production Manager – Manufacturing Vs. Service Operation - Strategic Decision in Operations — Productivity and Factors Affecting Productivity – **Production Systems**– Jobbing, Batch, Mass or Flow, Factors Affecting the Choice of Manufacturing Process - **Facility Planning:** Importance, Facility Location Decisions - determinants, **Facility Layout Planning** – Principles of Layout Planning – Classification of Plant Layouts: Product layout, Process layout, Fixed Position Layout, Cellular Manufacturing Layouts, Hybrid Layouts – Materials Handling: Principles of Material Handling, and Different Material Handling Equipments. Operations Strategy – World Class Manufacturing

### UNIT II:

**Production Planning and Control:** Objectives, Importance, Functions, and Procedure of PPC –Product Design/Processes –Production planning in Continuous, Job/Unit, and Intermittent Production systems – Master Production Scheduling **Optimal Production Strategies:** Scheduling – Assignment and Sequencing of Operations - Capacity Planning: Capacity Planning Decisions – Aggregate Planning —**Automation:** Definition, Concept, Different Tools of Automation. — **Project Management Techniques:** PERT and CPM (theory).

### **UNIT III:**

**Work Study:** Method Study and Work Measurement – Method Study Process Tools for Method Analysis – Work Measurement Techniques: Time Study, Predetermined Motion Time Systems, Activity Sampling. **Maintenance Management:** Need for Maintenance, Types, Functions, and Procedure of Maintenance Management – Best Practices in Maintenance Management – Trends in Maintenance Management – Equipment Life Cycle, Total Productive Maintenance (TPM)– **Managing of Work Environment** – Waste Management: Concept, and Methods of Waste Disposal

### **UNIT IV:**

**Materials Management:** Meaning, Importance, and Functions – Purchase Management: Need, Objectives, Importance, and Process – **Stores Management:** Definition, System, and Procedures of Store Management – Stock Control: Concept, Need and Techniques of Stock Control – Inventory Management: Concepts, Types, Classification, Functions, and Costs of Inventory – Inventory Control Decisions – **Inventory Control Models:** Selective Inventory Control (ABC Analysis), EOQ Model, EBQ Model, MRP, JIT, Kanban, and Agile SupplyChain.

### **UNIT V:**

**Quality Management:** Concept, Dimensions, and Significance of Quality – Quality Assurance – Acceptance Sampling – Statistical Quality Control – Control Charts - **Quality Systems:** Need, Benefits, ISO 9000–2000, and Caterpillar QMS Approach – **Quality Improvement and Cost Reduction Techniques:** Quality Circles, Six Sigma, New QC Tools, PDCA Cycle, TQM, Kaizen – Lean Manufacturing.

### **Case Study (Not Exceeding 300 words)/ Problem (from unit 2,4,5 only)**

#### **Reference Books:**

1. 1 Chary, S.N., 2013, Production and Operations Management, Tata McGraw Hill, New Delhi.
2. 2 Elwood S. Buffa , Rakesh K. Sarin, 2013 Modern Production and Operations Management, John Wiley, New York.
3. 3Everett E. Adam, Jr., Ronald J. Ebert,2000, Production and Operations Management, 5<sup>th</sup> edition Prentice Hall of India, New Delhi.
4. 4 Gopalakrishnan P. and Sundaresan. M., 2012 Materials Management An Integrated Approach, Prentice Hall of Indian, New Delhi.
5. 8Krajewski, L.J. and Ritzman, L.P., 2005 Operations Management: Strategy and Analysis,7<sup>th</sup> edition Addison Wesley Longman Pvt. Ltd. Delhi
6. 13Pannerselvam R. 1999, Production and Operations Management, Prentice Hall of India, New Delhi.
7. 16K.AswathappaK.SridhdhanBhat 2017: Production and Operations Management 2<sup>nd</sup> edition, Himalaya Publishers.



8. 17 Chunnawala and Patel 2009: Production and Operations Management 7<sup>th</sup> edition, Himalaya Publisher.
9. James P Evans and David 2007: Operations Management , Cengage New Delhi.
10. Hamid mori and Russel 1995: Production and Operations Management, Mcgrawhill Newyork.
11. J.P. Saxena 2009: Production and Operations Management 2<sup>nd</sup> edition, TATA Mcgarahill.
12. Kanishka Bedi 2004: Production and Operations Management,Oxford university press NewDelhi.
13. Upendra Kachan 2007: Production and Operations Management Text and cases 1<sup>st</sup> edition, EXCEL BOOKS.
14. B.Mahadevan 2010: Operations Management theoty and practice 2<sup>nd</sup> edition, Pearson.

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**Second Semester**  
**OPERATIONS MANAGEMENT**  
**(2017-2018 Regulation Onwards)**

**Time: Three hours**

**Maximum Marks: 70**

**SECTION- A**

**(5X4 = 20 Marks)**

*Answer Any Five of the Following Questions*

**1. Write short notes on:**

- |  |         |
|--|---------|
| a) Advantage of process layout               | CO1, L2 |
| b) Mass and Batch production                 | CO1, L2 |
| c) Material Requirement Planning (MRP)       | CO2, L2 |
| d) Work Sampling                             | CO3, L4 |
| e) Objective of total productive maintenance | CO3, L4 |
| f) Quality assurance                         | CO5, L4 |
| g) Functions of store management             | CO4,L2  |
| h) Six Sigma                                 | CO5,L4  |

**SECTION- B**

**(5X8 = 40 Marks)**

*Answer All Questions.*

**2. a) Explain the role of production manager and Factors Affecting Productivity. (CO1, L2)**

**Or**

**b) Discuss the characteristics of different types of production systems. (CO1, L3)**

**3. a) What is PPC? Explain the techniques used in planning of Batch and mass production systems.((CO1, L3)**

**Or**

**b) Six jobs processed on 2 machines. The processing time for each job on each machine is**

given below. Decide the optimal sequence of jobs and decide the idle time of machines. (CO2, L4)

4. a) Define method study? Explain the procedure for conducting a method study?(CO3, L2)

**Or**

b) Explain the difficulties in implementing automation projects in small and start up businesses. How can these difficulties be overcome? ((CO3, L5)

5.a) What are the objectives of purchasing? Discuss various factors influencing purchase function? (CO4, L4)

**Or**

b) Discuss the various costs associated with the inventory. Derive the formula for Economic order Quantity. (CO4, L2)

6. a) The following are the mean lengths and ranges of lengths of a finished product from 10 samples each of size 5. Calculate the control limits for X and R charts and examine whether the process is under control and state your recommendations:(CO5, L4)

Sample number	1	2	3	4	5	6	7	8	9	10
Mean X	11.2	11.8	10.8	11.6	11.0	9.6	10.4	9.6	10.6	10.0
Range R	7	4	8	5	7	4	8	4	7	9

Use :  $A_2 = 0.58$  ;  $D_3 = 0$  ;  $D_4 = 2.11$ .

**Or**

b) Explain the following concepts. (i) ISO 9000. (ii) Kanban system (CO5, L4)

### **SECTION C – Case Study (Not Exceeding 300 Words)**

**(Compulsory) 1X10 = 10 Marks**

7. Read the following carefully and answer the questions at the end:(CO4, L4)

A diesel engine manufacturer buys an item in lots of 500 units which is a three month requirements. The cost per unit is Rs.90 and the ordering cost is Rs.180 per batch order. The inventory carrying cost is estimated at 20% of the average inventory investment.

- What is the annual total cost of the existing inventory policy?
- How much money can be saved by using economic order quantity?



## Entrepreneurship Development & Business Models (4L + 1T + 1P)

Subject Code :	BA216	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

**Course Objectives:**By the end of the course, students will be able:

- CO-1 To make the students aware of the entrepreneurship opportunities available in the society.
- CO-2 To enable the students to understand the sources of finance and preparation of business plan.
- CO-3 To familiarise with the concepts of business models and building blocks of canvas.
- CO-4 To analyse and evaluate various business models and their usefulness in emerging scenario.
- CO-5 To enable the student to develop new business models which are suitable to local conditions

### UNIT I:

**Entrepreneur:**Evolution, Characteristics, Types, Functions of Entrepreneur - Factors influencing entrepreneurship - Barriers to entrepreneurship - Growth of Entrepreneurship in India -Women entrepreneurship in India - Role ofEntrepreneurship in Economic Development

### UNIT II:

**Financing Of Enterprises:** Need for Financial Planning- Sources of finance, Capital Structure, Term-loan, - Sources of Short-Term Finance, Venture capital, Export Finance,- Institutional Finance To Entrepreneurs, - Preparation of Business Plans.

### UNIT III:

**Business Model:** Definition -- Generating a business model – Nine building blocks of a canvas (Value Propositions; Key Activities; Key Partners; Key Resources; Customer Relationships; Customer Segments; Channels; Cost Structure and Revenue Streams)

### UNIT IV:

**Planning and Execution:** Profitability potential of resources (VRISA analysis) – Cost drivers (Industry; Resource; Activity; Position)- Sources of competitive advantage (SevenCs model)– Model for execution (BS2PE framework).

## UNIT V:

**Business Excellence Models:** Core values and concepts – Business Excellence frameworks of USA (MBNQA); Europe (EFQM) and CII-EXIM Model of India.

### TEXT BOOKS

1. Osterwalder, Alexander and Yves Pigneur; “Business Model Generation”, John Wiley & Sons, New Jersey, 2012.
2. Roy Rajeev, “Entrepreneurship “ Oxford Latest Edition, 2008

### REFERENCE

1. Anilkumar, S., Poornima, S.C., Abraham, Mini K. and Jayasree, K.(2006), Entrepreneurship Development, New Age International Publishers, New Delhi.
2. Chakraborty, KiranSankar (2006), Entrepreneurship and Small Business Development, Mittal Publications, New Delhi.
3. Hisrich, Robert, Michael Peters, and Dean Shepherd, *Entrepreneurship*. 8<sup>th</sup> Ed., New York: McGraw-Hill, 2009.
4. Khanka, S.S. (2017), Entrepreneurial Development, 5<sup>th</sup> Ed., New Delhi: S. Chand and Co. Ltd.
5. Thomas W. Zimmerer, (2005) Essentials of Entrepreneurship and small business management, PHI 4th Edition
6. Vasant Desai (2011), Small Scale Industries and Entrepreneurship, 9<sup>th</sup> Edition Himalaya Publishing House;

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**Second Semester**  
**ENTREPRENEURSHIP DEVELOPMENT AND BUSINESS MODELS**

(2017-2018 Regulation Onwards)

**Duration: 3 hours**

**Maximum Marks: 70**

### SECTION- A

*Answer Any Five of the Following Questions*

**5×4=20 Marks**

**1. Explain the following :**

- a) Characteristics of the entrepreneur(CO1)(L2)
- b) Venture capital(CO2)(L2)
- c) Core values(CO5)(L2)
- d) Entrepreneurial motivation(CO1)(L2)
- e) Sources of finance(CO2)(L2)
- f) Customer relationship(CO3)(L2)
- g) Women entrepreneurship(CO1)(L2)
- h) Cost drivers(CO4)(L2)

## SECTION – B

*Answer All Questions*

**5×8=40Marks**

2. a) What is the role of entrepreneurship in Indian economy?(CO1)(L1)
- (Or)**
- b) What are the problems of women entrepreneurs in India?(CO1)(L1)
3. a) Explain the various stages involved in formulation of business plan?(CO2)(L2)
- (Or)**
- b) Discuss capital structure? What factors do determine the optimum capital structure?(CO2)(L6)
4. a) Explain in brief Nine Blocks of Canvas?(CO3)(L5)
- (Or)**
- b) Explain the various ways to generate new business ideas?(CO3)(L2)
5. a) Classify the various costs? Explain the cost behaviour?(CO4)(L2)
- (Or)**
- b) Explain the various sources of competitive advantage?(CO4)(L2)
6. a) Discuss MALCOM BALDRIGE National Quality Award of USA?(CO5)(L6)
- (Or)**
- b) Explain the importance of CII-EXIM Bank award for Business excellence?(CO5)(L5)

## SECTION C - (1 x 10=10 marks)

### Case study (Compulsory)

7. Apollo Tyres was established in 1976 when the Indian tyre industry, was highly competitive with both the domestic and international players competing for the market share; and the license raj still prevalent. However, Apollo, a family-run business, transformed itself over generations under the changing leaderships and continuous innovations, emerging as the leading player in the industry. It further strengthened its position in the market with many

innovative marketing techniques. In addition, to understand and cater to the customers' needs, the company focused on training its employees and imbibed team spirit in them by inculcating the concept of 'WE' rather than 'I'. In 2005, after attaining the leading position in the Indian tyre industry, Apollo decided to go global. However, it remains to be seen whether Apollo retains its position in the Indian market while carving a niche on the global front.

**Explain the following questions(CO1&CO3)(L2)**

1. Find the business dynamics and Critical Success Factors of the tyre industry
2. Analyse the factors for what it takes for a tyre manufacturing company to go global
3. Advise the Apollo tyres weather to go global or nor if yes suggest global entry strategies

## BUSINESS RESEARCH METHODS

Subject Code :	BA 217	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

**Course Outcomes:**By the end of the course, students will be able:

- CO-1 To understand basic concepts of research and formulate research problems and process.
- CO-2 To generate an awareness of research design and data collection methods.
- CO-3 To develop and understand of sampling design and techniques.
- CO-4 To understand how to analyse and interpretation of the data.
- CO-5 To provide expert knowledge about to write a research report and thesis.

**Unit –I :** Introduction-Importance of Research, Types of research , Research Process- Problem Identification- Formulation-Classification, Concept and Construction of Hypothesis – Steps in Testing Hypothesis.

**Unit-II:** Research Design-Meaning, purpose and Principles – Types of Research Design – Exploratory- Descriptive- Experimental, Data Collection-Sources of Data-Methods of Data Collection-Questionnaire Design and Pre Testing of Questionnaire.

**Unit-III:** Sampling & Sampling Designs-Determination of Sample Size-Census Survey Vs Sample Survey –Advantages of Sampling-Sampling Methods-Probability Sampling-Non Probability Sampling.

**Unit-IV:** Data Tabulation-Analysis and Interpretation: Tabulation of data and general rules of tabulation Graphic and Diagrammatic Representation of Data-ANOVA-One way and Two way classification.

**Unit-V:** Research Report Writing and Presentation: Concept, Purpose, Guidelines for Research Report Writing –Steps in Report Writing-Layout of Report-Types of Research Reports-Presentation of Research Report.

### **Text Book**

Kothari, C.R., *Research Methodology - Methods and Techniques*. New Delhi: New Age International Publishers.

### **Reference Books:**

1. PanneerSelvam-Research Methodology, PHI 2<sup>nd</sup> Edition (2014)
2. Bhattacharya D.K., “ Research Methodology” ,Excel Books, New Delhi. 2<sup>nd</sup> Edition



(2006)  
Cooper, “ Business Research Methods”, Tata McGraw Hill, New Delhi.11<sup>th</sup> Edition (2012).

**MODEL QUESTION PAPER**  
**M.B.A (REGULAR) DEGREE EXAMINATION**  
**Second Semester**  
**BUSINESS RESEARCH METHODS**  
**(2019-2020 Admitted Batch Onwards)**

**Time: Three hours**

**Maximum Marks: 70**

**SECTION- A**

*Answer Any Five of the Following Questions* **(5X4 = 20 Marks)**

**1. Write short notes on:**

- a) Importance of Research (L1) (CO1)
- b) Simple Random Sampling (L1) (CO3)
- c) Research Problem (L1) (CO1)
- d) Primary Vs Secondary data (L1) (CO2)
- e) Procedure for Testing of Hypothesis (L1) (CO1)
- f) Bar and Pie charts (L1) (CO2)
- g) Layout of report (L1) (CO5)
- h) Types of Tabulation (L1) (CO4)

**SECTION- B**

*Answer All Questions.* **(5X8 = 40 Marks)**

2. a) What is Research? Explain the research process in details.(L1, L2)(CO1)

**OR**

b) Explain different types of research.(L2)(CO1)

3. a) What is Research Design ? Distinguish between diagnostic and Exploratory Research designs. (L1, L4)(CO2)

**Or**

b) Briefly explain various techniques of data collection in business research (L2)(CO2)

4. a) Explain Principal steps in a Sample Survey?(L2)(CO3)

**Or**

b) Distinguish between Systematic and Stratified Sampling.(L4)(CO3)

5. a) What are different parts of statistical table? Give an example to illustrate.(L1)(CO4)

**Or**

b) Explain the procedure for analysis of variance (ANOVA) two-way classification.(L5)(CO4)

6. a) Explain various types of research reports used in business research?(L5)(CO5)

**Or**

b) Explain the significance of research report and narrate the various steps involved in writing such a report.(L5)(CO5)

**SECTION C - (1 x 10=10 marks)**

**Answer the following question.**

7. a) Set up an analysis of variance table for the following per acre production data for three varieties of wheat, each grown on 4 plots and state if the variety differences are significant.(L3)(CO4)

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

**OR**

b) Explain the criteria of Good Research and also explain problems encountered by researchers in India.(L2)(CO1)



## **LIFE SKILLS LAB (1L + 1P + 1T)**

Subject Code :	GE04	I A Marks	50
No. of Lecture Hours / Week	02	End Exam Marks	-
Total Number of Lecture Hours	45	Total Marks	50
Practical Component	01 Hour/Week	Exam Hours	03

**Course Outcomes:**By the end of the course, students will be able:

- CO-1 To make the students to understand what is life and the concept of life skills
- CO-2 To make the students to understand the importance personal management and managing the finance and family
- CO-3 To make them aware of the importance of self-awareness, self-confidence and Socially Responsible behaviour
- CO-4 To make them aware of the importance of occupational skills, knowing & exploring occupational possibilities
- CO-5 To make them understand the importance of Coping, Coping Strategies and Moral Development and Social Exclusion

### **UNIT I:**

Introduction: Definition of Life Skills – Assumptions about Life Skills – Concept of Skill in Life Skills – Concept of Skill in Life Skills – Primary Goal of Life Skills Program – Life Skills Process Model– Group Development and Group Behaviors.

### **UNIT II:**

Personal Management: Managing Personal Finance – Selecting and Managing a Household – Caring for Personal Needs – Raising Children and Meeting Marriage Responsibilities – Buying, Preparing, and Consuming Food – Buying and Caring for Clothing – Exhibiting Responsible Citizenship – Using Recreational Facilities and Leisure Time – Getting Around the Community (Mobility).

### **UNIT III:**

Personal-Social Skills: Achieving Self-Awareness – Acquiring Self-Confidence –Achieving Socially Responsible Behavior – Maintaining Good Interpersonal Skills – Achieving Independence, Achieving Problem-Solving Skills – Communicating with Others.

### **UNIT IV:**

Occupational Skills: Knowing & Exploring Occupational Possibilities – Selecting and Planning Occupational Choice – Exhibiting Appropriate Work Habits and Behaviors – Seeking, Securing, and Maintaining Employment – Exhibiting Sufficient Physical-Manual Skills – Obtaining a Specific Occupational Skills.

## **UNIT V:**

Coping Strategies: Concept of Coping – Types of coping strategies: 1) appraisal focused (adaptive Cognitive) 2) problem focused (adaptive behavior) 3) emotion focused Empathy – Fundamentals of Moral Development – Interpersonal Influences on Moral Development – Moral Development and Social Exclusion – Morality and Culture – Morality and Intergroup Attitudes – Moral Emotions.

### **Practical Components:**

1. Each student will work on personal goals within our Life Skills class.
2. Each student will respect the different levels of reading/writing competency toward their peers, and work to help others.
3. Opinions will be respected, honored, listened to, and considered when making decisions that affect the entire class.
4. Mrs. Faulkner will choose all recipes (excluding Open Labs).
5. No inappropriate language or illustrations will be used in any of the projects within this Life Skills class.

### **Reference Text Books:**

1. Glencoe, *Applying Life Skills*, McGraw Hill, 2010.
2. Louise A. Liddell and Yvonne S. Gentzler, *Building Life Skills*, Goodheart - Wilcox Publishers, 6th Edition
3. Glencoe, *Managing Life Skills*, McGraw Hill, 2010.
4. Glencoe, *Discovering Life Skills*, McGraw Hill, 2010.
5. Peter Nicholls, *Enjoy Being Proud Of Who You Are: 52 Inspirational Life-Skills Messages for Teenagers*, Kindle Edition.
6. ShipraVaidya, *Developing Entrepreneurial Life Skills: Creating and Strengthening Entrepreneurial Culture in Indian Schools*, Springer Publishers, New Delhi.

## **SPREAD SHEET & COMPUTERISED ACCOUNTING PACKAGE (1L + 1P + 1T)**

Subject Code :	GE15	I A Marks	50
No. of Lecture Hours / Week	03	End Exam Marks	-
Total Number of Lecture Hours	45	Total Marks	50
Practical Component	01 Hour/Week	Exam Hours	03

**Course Outcomes:** By the end of the course, students will be able:

- CO-1 To familiarize Students with basic to intermediate skills for using Excel in the classroom vis-à-vis Business Applications,
- CO-2 To provide students hands on experience on MS Excel Utilities,
- CO-3 To gain proficiency in creating solutions for Data Management and Reporting,
- CO-4 To provide hands on experience on accounting tally and gain proficiency in creating solutions in financial account and management.
- CO-5 To familiarize Students with basic knowledge about final accounts in tally

### **UNIT I:**

**Introduction:** Understanding Excel's Files, Ribbon and Shortcut - Create a workbook – Enter data in a Worksheet - Format a Worksheet, Format Numbers in a Worksheet – Create an Excel Table - Filter Data by Using an AutoFilter, Sort Data by using an AutoFilter - Essential Worksheet Operations: Using Help (F1), Key Board Shortcuts – Working with Cells and Ranges: Formatting Cells, Name Manager - Visualizing Data Using Conditional Formatting: Apply Conditional Formatting - Printing Your Work: Print a Worksheet , Using Print Preview & Other Utilities -

### **UNIT II:**

**Lab based Evaluation-1:** Working with Dates and Times & Text: Working with Dates & Time, Creating Formulas that Manipulate Text - Upper, Proper, Lower, Concatenate, Text to Column - Creating Formulas That Look Up Values: VLookup, HLookup, Match & Index -

### **UNIT III:**

**Lab based Evaluation-2:** Creating Formulas for Financial Applications: Introduction to Formulas e.g. PV, PMT, NPV, RATE, Creating Balance Sheet, Investment Calculations, Depreciation Calculations - Creating Charts and Graphics: Chart Your Data, Creating Sparkline Graphics, Using Insert Tab Utilities - Using Custom Number Formats: Right Click, Format Cells Window - Using Data Tab and Data Validation: Getting external Data, Remove Duplicates, Apply Data Validation & using Utilities from Data Tab - Analyzing Data with the Analysis Tool Pak: ANOVA, Correlation, Covariance, Descriptive

Statistics, Histogram, Random Number Generation, Rank and Percentile, Regression, t-Test, Z Test.

#### **UNIT IV:**

**Computers and Accounting:** Fundamentals of Computerised Accounting - Computerized Accounting Vs Manual Accounting - Features of Tally - Procedure for Creating a New Company - Directory Name / Mailing Name / Address / Groups Creation – Editing and Deleting Groups - Display of Predefined Vouchers - Voucher Creations and Alteration of Vouchers while or after Entering Transaction - Types of Vouchers - Payment Voucher - Receipt Voucher - Sales Voucher - Purchase Vouchers.

#### **UNIT V:**

**Accounting Tally:** Ledger - Groups in Tally - Primary Groups, Sub-groups, Creation of Ledger - process of Creation of Ledger - Balance Sheet at the Gateway of Tally - Method of Showing Trading, Profit and Loss account and Balance Sheet Creation of Inventory Reports - Creation of Stock Categories - Stock Items - Stock Groups.

#### **References:**

1. Tally - Accounting software S. Palanivel - Marghan Publications
2. Computer Applications in Business - Dr. Rajkumar

#### **Learning Resources:**

- 1 Text Books Excel 2010 Bible [With CDROM] by John Walkenbach, John Wiley & Sons, 2010 Edition
- 2 Reference Books Excel 2007 for Dummies by Greg Harvey New Perspectives on Microsoft Office Excel 2007
- 3 Supplementary [www.hrdiap.gov.in/Downloads/04.MS%20Excel.pdf](http://www.hrdiap.gov.in/Downloads/04.MS%20Excel.pdf)  
Reading Material [www.stern.nyu.edu/~jsimonof/classes/1305/pdf/excelreg.pdf](http://www.stern.nyu.edu/~jsimonof/classes/1305/pdf/excelreg.pdf)  
[www.goodwin.edu/computer\\_resources/pdfs/excel\\_2010\\_tutorial.pdf](http://www.goodwin.edu/computer_resources/pdfs/excel_2010_tutorial.pdf)  
[www.microagecs.com/apps/training/courseware/excel.pdf](http://www.microagecs.com/apps/training/courseware/excel.pdf)  
[www.lfpl.org/jobshop/docs/Intermediate-Excel.pdf](http://www.lfpl.org/jobshop/docs/Intermediate-Excel.pdf)

#### **4 Websites**

- <http://office.microsoft.com/en-us/>  
<http://office.microsoft.com/en-us/excel-help/excel-help-and-how-to-FX102693827.aspx>  
<http://office.microsoft.com/en-us/excel/>  
<http://office.microsoft.com/en-us/excel-help/excel-functions-by-category-HP005204211.aspx>

### 20BA311: STRATEGIC MANAGEMENT

Subject Code :	20BA311	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

#### Course Outcomes:

- CO-1 To develop the student's ability to think strategically and understand theoretical framework of Strategic Management.
- CO-2 To analyze the knowledge and abilities in formulating strategies and strategic plans.
- CO-3 To develop the ability to identify and evaluate strategic issues and design appropriate courses of action.
- CO-4 To implement strategic plans that takes into account the functional, behavioral and organizational issues.
- CO-5 To evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and cultural differences.

#### UNIT-I

**Concept, Definition, Need, Objectives, and Importance of Strategic Management – Types of Strategies – Guidelines for Crafting Strategies – Basic Model of Strategic Management – Stages of Strategic Management – Strategy Formulation, Strategy Execution and strategy Evaluation and Control – Tailoring Strategies to Fit Specific Industry and Company Situations.**

#### UNIT-II

**Strategic Analysis and Choice – Environmental Threat and Opportunity Profile (ETOP), Organizational Capability Profile – Strategic Advantage Profile – Value – Chain Approach – Corporate Level Analysis: BCG, GE Nine – Cell Matrix – Industry Level Analysis: Porters' Five Forces – Concept of Strategic Business Units (SBUs).**

#### UNIT-III

**Resource Allocation – Budgets, Organization Structure, Matching Structure and Strategy, and Behavioural issues – Leadership Style – Corporate culture – Values – Power – Social Responsibilities – Ethics – Functional Issues – Functional Plans and Policies – Michael Porter's Generic Strategies – Stability Strategies-Defensive Strategies.**

#### UNIT-IV

**Strategy Execution/Implementation – 7S Framework for Understanding Implementation Issues – The concept of Balanced Score Card – Triple Bottom Line Approach – Strategy Control – Purpose of Strategic Control, Strategic Control Process, Budgetary and Operational Control – Strategic Audit.**

#### UNIT-V

**Expansion and Growth Strategies – Types of Expansion Strategies – Intensification Strategies – Market Penetration, Market Development and Product Development – Diversification Strategies – Vertically Integrated, Concentric and Conglomerate Diversification Strategies Growth Strategies – Mergers, Acquisitions, Joint Ventures, Strategic Alliances, and Collaborative Partnerships.**



## Case Study (Not Exceeding 300 words)

### Practical Component:

- Business Plan: Students should be asked to prepare a Business Plan and present it at the end of the semester. This should include the following:
  - Executive Summary
  - Overview of Business and industry analysis
  - Description of recommended strategy and justification
  - Broad functional objectives and Key Result Areas.
  - Spreadsheet with 5-year P&L, Balance Sheet, Cash Flow projections, with detailed worksheets for the revenue and expenses forecasts.
- Analyzing Mission and Vision statements of a few companies and comparing them
- Applying Michael Porter's model to an industry (Retail, Telecom, Infrastructure, FMCG, Insurance, Banking etc.
- Pick a successful growing company. Do a web-search of all news related to that company over a one-year period.
- Analyze the news items to understand and write down the company's strategy and execution efficiency.
- Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company's failure in the market? Analyze the internal and external factors.
- Map out GE 9-cell matrix and BCG matrix for some companies and compare them.
- Conduct SWOT analysis of your institution and validate it by discussing with faculty.
- Conduct SWOT analysis of companies around your campus by talking to them.

### References:

- Azhar Kazmi, Strategic Management and Business Policy, 3<sup>rd</sup> Edition, 2010. Tata Mc Grawhill, Pvt. Ltd, New Delhi.
- 2. Fred R David, Strategic Management: Concepts and Cases, Edition 2014, Phi Learning Pvt. Ltd-New Delhi.
- S.P. Rao & V Hari Krishna, Strategic Management Text & Cases, Excel Books.
- Vipin Gupta, Gollakota & Srinivasan, Business Policy and Strategic Management Concepts and Applications, 2<sup>nd</sup> Edition, 2007, Prentice Hall of India.

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**THIRD SEMESTER**  
**BA311 – STRATEGIC MANAGEMENT**  
**(2019-2020 Regulation Onwards)**

**Time: Three hours**

**Maximum Marks: 70**

**SECTION –**

**1. Answer any Five of the Following Questions (5X4 =20 Marks)**

- a) Outline the Basic Model of Strategic Management(CO1)(L2)
- b) What is the purpose of ETOP concept?(CO2) (L1)
- c) How to Allocation Resources? (CO3)(L1)
- d) Explain the concept Stability Strategies(CO4) (L2)
- e) Show the importance of Strategic Alliances (CO5)(L2)
- f) Illustrate the model of Balanced Score Card (CO4)(L2)
- g) Choose the Triple Bottom line Approach as a performance evaluation tool(CO4)(L1)
- h) Define Strategic Business Units (SBUs) (CO3)(L1)

**SECTION B**

**Answer All Questions**

**(5X8 = 40 Marks)**

**2. a) Define Strategic Management. Explain the objectives and Importance of Strategic Management (CO1) (L2)**

**Or**

**b) Describe the Stages of Strategic Management (CO1) (L2)**

**3. a) Analyse the BCG matrix(CO2)(L4)**

**Or**

**b) Examine the Porters' Five Forces Model (CO2) (L3)**

**4. a) Discuss the Behavioural issues in strategic implementation (CO3)(L5)**

**Or**

**b) Identify the Michael Porter's Generic Strategies (CO3) (L3)**

**5. a) Explain the Intensification Strategies in detail.(CO4)(L3)**

**Or**

**b) Classify the types of Growth Strategies. (CO4)(L3)**

**6. a) Apply the 7S Framework for Understanding Implementation of strategies(CO5)(L3)**

**Or**

**b) Explain the Strategy Control Process (CO5) (L5)**

**SECTION – C**

**Case Study (Not Exceeding 300 Words)**

**(Compulsory) 1X10 = 10 Marks**

**Read the following case and answer the questions given at the end.**

Maruti Suzuki India Limited (Maruti), India's largest car company by production and sales, was

preparing to strengthen its export base in Africa. One of the first Indian automobile manufacturers to gain popularity in the overseas market, Maruti had been exporting cars to European markets since mid-1980s. However, with the changed dynamics between 2009 and 2012, the company had decided to target the African market to spread its geographic risk. By 2013, Africa had become Maruti's largest export destination, overtaking Europe. In fiscal 2012-13, Maruti's exports to Africa registered a 50% growth compared to the previous fiscal and contributed to 30% of the company's total exports. With many African countries trailing India's economic development by over two decades, analysts commented that Maruti's strategies in India since its inception in 1981 would help it achieve similar success in Africa. But it may or may not be possible to achieve with the same type of strategy.

**Answer the Following:**

1. Analyse the strategies adopted by Maruti in the international markets. (L3)
2. Assume if Maruti's strategies in Europe could be replicated in Africa.(L4)  
Debate on how Maruti's experiences in India over the years would help it in Africa (L5)
3. As a strategist of the company would you follow the same strategy across all the countries of the globe. (L5)

## 20BA312A: INNOVATION MANAGEMENT

Subject Code :	20BA312A	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

### Course Outcomes:

#### By the end of the course, students will be able to

- CO-1 Appreciate the concepts of Creativity, Invention, Innovation, Lateral Thinking and importance of Innovation Management in present day organizational context.
- CO-2 Be able to know the Critical Success Factors in Innovation Management Cycle.
- CO-3 Understand the different metrics of Innovation that are in practice and also understand the process of diffusion of innovation.
- CO-4 Understand the unique set of qualities of the design thinking problem solving approach and identify how design tools like visualization and right-brain thinking are used in design thinking.
- CO-5 Understand the premises for building innovation culture with in organizations and establish linkages with external eco system.

### UNIT – I

Fundamentals of Innovation : Concepts of Invention, Innovation, Creativity, Lateral Thinking; Drivers of Innovation – Characteristics of Innovation – Types of Innovation – Sources of Innovation; Designing the Process of Innovation – National Level, Enterprise Level, Individual Level - Stages of Innovation Process - Managing Innovation Process – Innovation Funnel; Innovation Process Models – Linear Innovation Process Model, Flexible Innovation Process Model; Innovation and Competitive Advantage – Innovation Strategy;

### UNIT – II

Innovation and Entrepreneurship : Relationship between Innovation and Entrepreneurship – Identifying, Evaluating, and Moving Innovative Ideas, Support Systems for Entrepreneurial Innovations – Protection of Entrepreneurial Rents – Start-up Eco System in India – Definition of Start-up – Eco System – Start-ups, Mentors, Investors, Incubators, Accelerators, Government Bodies, International Agencies, Benefits of start-ups; Managing Intellectual Property – Patents, Copyrights, and Trademarks – Intellectual Ventures, Issues, and Challenges.

### UNIT – III

Innovation Metrics : The Arthur D. Little Innovation Metrics Framework – Steps in developing an Innovation Metrics Suite; *Innovation Measurement* – Indicators of Innovative Performance – Input measures, Process measures, and Output measures; *Innovation Indices* – Brief overview of Global Innovation Index (GII), Bloomberg Innovation Index, *Assessing Innovation Impact* – Innovation Diffusion – Innovation Diffusion Process – Diffusion of Innovations Theories and Models.

### UNIT – IV

Design Thinking: Introduction to Design Thinking, Concept, Purpose, Process, Principles, Stages of Design Thinking, Benefits of Design Thinking, Design Thinking and Innovation, Applications of Design Thinking -Innovation in Social Sector.

## **UNIT –V**

Learning Organizations: Definition of a Learning Organization (LO), Need for building Learning organisation, Benefits of Learning organisation; Peter Senge's Concept of LO – Five Disciplines of LO – Learning Disabilities – The eleven laws of The Fifth Discipline – Challenges in transformation to Learning Organisation – Corporate Transformation

### **Practical Component:**

- Present Innovation Management Plan for a medium size organization in your locality.
- Discuss about Business Model Innovation through Present Innovation Management Plan for a medium size organization in your locality.
- Discuss about Business Model Innovation through corporate examples such as Apple, DELL, 3M, Rolls Royce, etc.
- List out how innovation can add value from small contributions throughout the organization.
- Identify five innovative practices adopted in Government Sector.
- Identify five innovation practices that are implemented successfully in rural context.

### **References:**

1. Joe Tidd and John Besant, *Managing Innovation: Integrating Technological, 5<sup>th</sup> Edition*, Wiley 2013, Market and Organizational Change,
2. Edward de Bono, *Lateral Thinking : Creativity Step by Step*, 1970, Harper & Row
3. Paul Trott, *Innovation Management, and New Product Development*, 5<sup>th</sup> edition, FT Prentice Hall.
4. Peter M.Senge, *The Fifth Discipline – The Arts & Practice of The Learning Organization*, 1990, Random House.
5. Joseph Tidd and John Besant, *Strategic Innovation Management*, Wiley 2014.
6. Tim Brown-“Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation”Published by Harper Business, First Edition, September 2009
7. ShlomoMaital and D V R Seshadri, *Innovation Management: Strategies, Concepts and Tools for Growth and Profit*, Response Books.
8. C Christensen, *The Innovator's Dilemma*, Harvard Business School.
9. Peter F. Drucker, *Innovation and Entrepreneurship: Practice and Principles*, Harper Collins.

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**Third Semester**  
**BA312A – INNOVATION MANAGEMENT**  
**(2019-2020 Regulation Onwards)**

**Duration: 3 hours**

**Maximum Marks: 70**

**SECTION- A**

**1. Answer Any Five of the Following Questions**

**5×4=20 Marks**

- |                                   |           |
|-----------------------------------|-----------|
| a) Creativity                     | (CO1)(L2) |
| b) Incubators                     | (CO2)(L2) |
| c) Design thinking and Innovation | (CO4)(L2) |
| d) India Innovation Index         | (CO3)(L2) |
| e) Copy Rights                    | (CO2)(L2) |
| f) Learning Disabilities          | (CO5)(L2) |
| g) Innovation Funnel              | (CO1)(L2) |
| h) Competitive Advantage          | (CO1)(L2) |

**SECTION – B**

**Answer All Questions**

**5×8=40Marks**

2. a) Define Innovation. Explain about the various drivers of Innovation. (CO1)(L2)  
**OR**  
b) Explain the challenges in managing innovation and its competitive advantages. (CO1)(L2)
3. a) Describe the evolution of Startup Eco system in India. Elucidate the role of Startups' in economic development of India. (CO2)(L2)  
**OR**  
b) What are the challenges in acquiring and managing Intellectual Assets? Explain. (CO2)(L2)
4. a) What are the various metrics available for assessing innovative performance in an organization? (CO3)(L1)  
**OR**  
b) What are the steps in developing an Innovation Metric Suite? Briefly explain. (CO3)(L1, L2)
5. a) Define Design Thinking. Explain various applications of design thinking in social sector. (CO4)(L1,L2)  
**OR**  
b) Explain various principles of design thinking. (CO4)(L2)
6. a) Explain the five disciplines of Learning Organization envisaged by Peter Senge. (CO5)(L2)  
**OR**  
b) Describe the challenges in executing Corporate Transformation process with suitable examples. (CO5)(L2)

**SECTION C - (1 x 10 =10 marks)**

**Case study (Compulsory)**

7. Future competition no longer occurs between products or processes, but between business models. One of the best-known examples of successful business model innovation is the "power-by-the-hour" business model of the British aircraft turbine manufacturer Rolls-Royce. Before the introduction of the innovation, the construction of engines for Rolls Royce was exclusively a product business: For a comparatively large one-off sum, the engine became the property of the aircraft manufacturers.

The new business model does not sell engines, but thrust hours to the airlines: The airlines pay only for the operating hours of the engines and are no longer obliged to buy the turbine engines. The engine remains the property of Rolls-Royce, and the company is also responsible for the maintenance and repair of the engines.

The Rolls Royce business model is based on a performance-based contracting approach, i. e. performance-related remuneration. It is not the value of the engines per se that is calculated, but the flight performance hours that can be achieved with the engine. Cost factors such as operation, maintenance and repair are already included in the price. With this innovation, Rolls Royce has not only created advantages for itself and its customers, but also made it possible for low-cost airlines such as Southwest Airlines.

**Questions :**

- a) How business model innovation can be successfully implemented in other organizations?
- b) What is the benefit for the various stakeholders with the changed Business Model adopted by Rolls Royce?
- c) Explain how the benefit created and delivered in the present case? (CO1)(L1,L2)

**20BA314:OPERATIONS RESEARCH ( 4L + 1T + 1P)**

Subject Code :	20BA314	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

**Course Objectives:**

- CO-1 To provide students with knowledge of formulating mathematical model for quantitative analysis of managerial problems in industry.
- CO-2 To impart skills in the use of network models in solving real problems in industry and business.
- CO-3 To develop the ability to identify transportation and assignment models in solving real business problems.
- CO-4 To understand the significance of game theory and decision theory models for facilitates the managerial decision-making.
- CO-5 To enable the students understand the queuing and simulation concepts that yield a competitive advantage through operational excellence.

**UNIT I:**

Operations Research and Linear Programming Problem: **Introduction, Uses, Scope, and Applications of Operation Research in Managerial Decision-making - O.R. Models - Formulation of Models - Using Models for Problem Solving-Techniques of Operations Research - Limitations of Operations Research** – Linear Programming: Mathematical Formulations of LP Models for Product-mix Problems-Graphical Method-Simplex Method and its Applications. (CO1)

**UNIT II:**

**Duality and Network Techniques:Duality in Linear Programming** - Technical Issues in Simplex Method - **Project Management - Network Models:** PERT, and CPM and its Applications. (CO2)

**UNIT III:**

**Transportation&Assignment Problem:Transportation-Introduction** - Methods for Finding Initial Solution - Optimum Solution-MODI Method - **Assignment Problem- Introduction-** Hungarian Method. (CO3)

**UNIT IV:**

**Game Theory & Decision Theory: - Introduction - Two Person Zero sum games - Pure and Mixed Strategies** - Dominance Principles - Graphical method - Decision Theory and its Applications. (CO4)

**UNIT V:**



**Queuing Theory & Simulation: Queuing model (M / M / I ONLY): Components, Basic Structure, and Assumptions** - waiting line Decision Problem - **Simulation: Types,** Random variable, Monte-Carlo Technique. (CO5)

**REFERENCE BOOKS:**

1. S.D.Sharma., Operation Research Theory, Methods & Applications, 17th Revised Edition,(2014) KedarNathRamnath, New Delhi.
2. Kantiswarup, P.K.Gupta and Manmohan, Operations Research, 15<sup>th</sup> Edition (2010) Sultan Chand & Sons New Delhi.
3. Kapoor, V.K., Operation Research Techniques for Management, 4th Edition, (2001), Sultan Chand & Sons, New Delhi. Sharma, J. K., Operation Research - Theory and Applications, 5<sup>th</sup> Edition (2013) MacMillan.
4. R. Paneerselvam, Operation Research – 2<sup>nd</sup> Edition,(2009) PHI learning private ltd.,

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**Third Semester**  
**BA-314: OPERATIONS RESEARCH**  
**(2017-2018 Regulation Onwards)**

**Time: Three hours**

**Maximum Marks: 70**

**SECTION A – (5X4 = 20 Marks)**

*Answer any Five of the Following Questions*

**1. Write Short Notes on:**

- a) Scope of O.R. (CO 1) (L 1)
- b) Slack and Surplus variables(CO 1)
- c) Characteristics of a queuing system (CO 5)
- d) Total and free floats(CO 2)
- e) Unbalanced Assignment Problem(CO 3)
- f) Pure and Mixed Strategy(CO 4)
- g) Decision Theory(CO 4)
- h) Duality in L.P. (CO 2)

**SECTION- B**

**(5X8 = 40 Marks)**

*Answer All Questions.*

**2. a) Solve by Graphical method(CO 1)(L 3)**

(i) Maximise  $z = 5x_1 + 7x_2$

Subject to constraints:

$$2x_1 + 3x_2 \leq 15$$

$$2x_1 + x_2 \leq 12$$

$$x_1 + 3x_2 \leq 10, \text{ and } x_1, x_2 \geq 0.$$

**Or**

b) Solve the following problem by using Big M method(CO 1)(L3)

$$\text{Maximize } Z = 3x_1 + 2x_2 + 3x_3$$

Subject to constraints:

$$2x_1 + 3x_2 \geq 24$$

$$3x_1 + x_2 \geq 12$$

$$2x_1 + 2x_2 \geq 16, \text{ and } x_1, x_2 \geq 0.$$

3. a) One unit of A contributes Rs. 7 as profit and requires 3 units of Raw material and 2 hours of labor. One unit of product B contributes Rs. 5 as profit and requires 2 units of raw material and one hour labor. Availability of raw material at present is 45 units and that of labor as 40 hours. Formulate it as linear programming problem and write its dual. (CO 2)(L6)

**Or**

b) Explain briefly the network models and its applications? (CO 2)(L2)

4. a) Solve the following transportation problem starting with the initial solution obtained by VAM(CO 3)(L3)

	D1	D2	D3	D4	Supply
O1	2	2	2	1	3
O2	10	8	5	4	7
O3	7	6	6	8	5
Required	4	3	4	4	

**Or**

b) A company has 4 machines to do 3 jobs. Each job can be assigned to one and only one machine. The cost of each job on each machine is given below. Determine the job assignments which will minimize the total cost. (CO 3)(L5)

	M1	M2	M3	M4
Job 1	18	24	28	82
Job 2	8	18	17	18
Job 3	10	15	19	22

5. a) Solve the following game using principle of dominance(CO 4)(L3)

Player B

	B1	B2	B3	B4	B5	B6
A1	4	2	0	2	1	1
A2	4	3	1	3	2	2

Player A

A3	4	3	7	-5	1	2
A4	4	3	4	-1	2	2
A5	4	3	3	-2	2	2

**Or**

b) A and B play a game in which each has three coins, a 5 paise, a 10 paise and a 20 paise. Each selects a coin without the knowledge of the others choice. If the sum of the coins thus elected by them is an odd amount, A wins B's coin. If the sum is even B wins A's coin. Find the best strategy for each player and the value of the game. (CO 4)(L1)

6. (a) A TV repairman finds that the time spent on his jobs has an exponential distribution with mean 30 minutes. If he repairs sets in the order in which they come in, and if the arrival of sets is approximately Poisson with an average rate of 10 per 8-hour day, what is repairman's expected idle time each day? How many jobs are ahead of the average set just brought in? (CO 4)(L1)

**Or**

(b) What is simulation? Discuss the advantages and limitations of Simulation. (CO 5)(L1)

**SECTION C – (Compulsory) 1X10 = 10 Marks**

7. Construct the Network for the following Project and determine the following: (CO 2)(L3)

(i) Critical Path

(ii) Earliest Slack, Earliest Finish, Latest Slack, Latest Finish

(iii) Total Float, Free Float.

Activity	1-2	2-3	2-4	3-5	3-6	4-6	4-7	5-8	6-8	7-8
Duration	2	3	5	4	1	6	2	8	7	4

## 20BA322: PRODUCT AND BRAND MANAGEMENT

Subject Code :	20BA322	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

### Course Outcomes:

- CO-1 To explain the importance of product concept and to bridge the gap between theory and practice.
- CO-2 To explain the importance of product and brand development that are of immediate and practical importance to a product manager.
- CO-3 To explain the worth of the brand and the birth of the brand from its nascent stage to the end of its journey.
- CO-4 To explain the efficient management of brands and looking it as brands rather than products.
- CO-5 To explain the framework and the main factors determining success of a brand in the market and introduces techniques and tools necessary for management of brands, such as: development of vision for the brand, identify the correct market niche.

#### **UNIT-I**

**Product** – Concepts – Product Levels – Product Hierarchy and Product Classification – Product Life Cycle – Portfolio Management – **Market Potential – New Product – Planning – Development Strategies and Launching Strategies.**

#### **UNIT-II**

**Product Mix** – A Strategic Choice – Product Mix Decisions – Product Line Decision – Concept of Product Positioning – **Elements of Positioning – Positioning Methods** – Communicating the Positioning Strategy and Developing Positioning Strategy – Product Research – Importance – Tools and Analysis.

#### **UNIT-III**

**Brand** – Meaning – Definition – Evolution of Brands – Different Types of Brands – Functions of Brand to Consumer – **Role of Brand – Advantages of Brand – Product Vs Brand** – Brand Life Cycle – Creation of Brands – Branding Decisions – Strategic Brand Management Process – Concept of Brand Equity – Customer Based Brand Equity

#### **UNIT-IV**

**Branding Strategies** – Multiple Branding – Brand Extension – Co-branding Strategies – Brand Personality – **Brand Image Building – Brand Repositioning – Brand Leveraging** – Branding Impact on Buyers and Competitors – Methods for Measuring Brand Equity – Measuring Brand Performance – Brand Audit.

#### **UNIT-V**

**Brand Rejuvenation** – Brand Re-launch – Brand Development through Acquisition – Take over and Merger – **Brand Licensing and Franchising – Role of Packaging and Labelling** – Brand Success Strategies – Brand Loyalty Programs – Building Global Brands – Brand Failures.

### **Case Study (Not Exceeding 300 words)**

#### **Practical Component:**

- Students can choose any consumer durable products or FMCGs and identify their elements of positioning.
- Students can do a mini project on product mix decisions of FMCG/Consumer durables/automobile companies in India.
- Students can discuss about PLCS of any consumer durable or FMCG product
- Students can go to a supermarket and find the brand elements in various brands of soaps, mobiles, consumer durables and other products
- Students can pick a multiproduct company and as completely as possible analyze its brand portfolio and brand extensions? Consider some groups like Tata's , Birla's, Infosys etc – what is their branding strategy

- Students are supposed to assess the product life cycle and appraise alternative approaches to luxury brand management.
- Students can select any two popular brands, identify, and examine the criteria for success in the luxury brand industry.
- Students form brand management teams and conduct a brand audit. Every team must study a different brand, and brands are assigned as fairly as possible.

**References:**

1. Kapferer, Jean-Noel . (1994). *Strategic brand Management*. New York, US: The Free Press.
2. Kevin Lane Keller, K. (2013). *Strategic brand Management* (4th ed.). Harlow, United Kingdom: Pearson Education.
3. Ramesh Kumar, S. (2003). *Managing Indian Brands* (2nd ed.). New Delhi, India: Vikas publishing House (P) Ltd.
4. Rosenbaum-Elliott , R., Percy , Larry , & Pervan, S. (2011). *Strategic Brand Management* (2nd ed.). Oxford, United Kingdom: OUP.
5. Temporal, P. (2001). *Branding in Asia: The Creation, Development, and Management of Asian Brands for the Global Market*. New York, US: John Wiley & sons (P) Ltd.

**MODEL QUESTION PAPER**

**M.B.A. (REGULAR) DEGREE Examination**

**Third Semester**

**BA322-PRODUCT AND BRAND MANAGEMENT**

**(2017-2018 REGULATION Onwards)**

Duration: 3 hours

Maximum Marks=70

**SECTION-A**

**1. Answer Any Five of the Following Questions**

**5X4=20Marks**

- a) Product concept (CO-1)( L2)
- b) Product Vs. Brand(CO-1)( L2)
- c) Branding(CO-3)( L3)
- d) Repositioning(CO-4)( L3)
- e) Brand Equality(CO-3)( L1)
- f) Brand re-launch(CO-4)( L2)
- g) Franchising(CO-5)( L3)
- h) Brand loyalty(CO-5)( L3)

**SECTION-B**

**Answer All Questions**

**5x8=40 Marks**

- 2. a) Explain the concept of product and its philosophies (CO-1)( L2)  
**OR**  
b) Explain product life cycles (L2) (CO-1)
- 3. a) Discuss the importance of product mix decisions(CO-2)( L2)  
**OR**  
b) Explain the importance of brand positioning (CO-2)( L2)
- 4. a) Explain the evolution of brands and branding decisions (CO-3)( L3)  
**OR**  
b) Discuss strategic brand management process (CO-3)( L4)
- 5. a) Explain the advantages of brand extensions (CO-4)( L3)  
**OR**  
b) Discuss the importance of brand image building programmes (CO-4) (L2)
- 6. a) Discuss the circumstances of brand re-launch (CO-5)( L3)  
**OR**  
b) Explain brand licensing and franchising (CO-5)( L3)

**SECTION-C**  
**marks)**

**(1x10=10**

**Case study (Compulsory)**

7. Read the following case and answer the questions given at the end

The case discusses brand management practices at the world-renowned Singapore Airlines(SIA).while building the brand ,SIA focused on innovation ,best technology, and offering genuine quality and excellent customer service. SIA had been known through its brand icon the ‘Singapore Girl’ since 1972.Over the years, this icon had become synonymous with the airlines and

was highlighted in every promotional activity.

The Singapore Girl was portrayed as being gentle, warm, and caring; Singapore Airlines concentrated on offering personalized customer services. It was honoured with many prestigious awards for its exceptional customer services, even during the economic crisis post 2008, SIA preferred to launch a low-cost airlines-Scoot-rather than dilute its established customer services.

Understand the various brand management practises at Singapore Airlines and how the brand was built and maintained over the years. Explain the brand icon-the Singapore Girl, her creation, evolution, and importance.

Questions:

1. Examine the various initiatives taken by Singapore Airlines to revamp the brand.
2. Discuss whether the new branding methods can benefit SIA. (L2) (CO4 CO5)



## 20BA323: SERVICES MARKETING

Subject Code :	20BA323	I A Marks	30
No. of Lecture Hours / Week	06	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

### Course Outcomes:

- CO-1 To explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.
- CO-2 To understand the expectations of customers and know how to translate this knowledge into genuine value for customers.
- CO-3 To interpret service behavior and service consumption in the light of service-dominant marketing logic and articulate the outcome to service marketing management.
- CO-4 To provide an idea about service quality and its position in a service marketing strategy.
- CO-5 To apply new approaches to managing customer satisfaction and loyalty and managing service failure and recovery, handling customer complaints and customer relationship marketing.

### UNIT-I

**Introduction** – Meaning, Nature, Scope, Characteristics, Classification and Growing Significance of Services Marketing – Difference between Goods and Service in Marketing – Environment of Service Marketing (Micro as well as Macro) – Concept of Service Marketing Triangle and its Implications –

The Service Marketing Mix Framework – Myths about Services Marketing – Recent Trends & Opportunities in Services Marketing.

#### **UNIT-II**

**Consumer Behavior in Services** – Search, Experience and Credence Property, Customer Expectation of Services, Two levels of Expectation, Zone of Tolerance, Factors influencing Customer Expectation of Services, The Three – Stage Model of Consumer Behavior Applied to Services – Customer Perception of Services: Factors influencing Customer Perception of Service, and Strategies for Influencing Customer Perception – Market Segmentation and Positioning Services in Competitive Markets.

#### **UNIT-III**

**Services Marketing Mix** – Product – Service Continuum, product Differentiation and Product Levels, and Service Life Cycle – Pricing of Services and Revenue Management – Pricing Concepts, Pricing Strategies for Services – Communications Mix for Services – Service Distribution: Components of Service Delivery System, and Distribution Strategies for Services – Role of Employees and Consumers in Services – Integrated Communication and Service Branding – Concept of Service Encounter – Moment of Truth – Concept of Services cues and Physical Evidence – Concept of Process – Types of Process – Role of Process in Various Services – Customer Role in Service Process – Developing and Managing Service Processes.

#### **UNIT-IV**

**Customer Satisfaction & Service Quality Management** – Concept of Customer Satisfaction, Determinants of Customer Satisfaction, Monitoring, and Measuring Customer Satisfaction – Service Quality Models – Parsuraman – Zeithamal-Bitner (PZB) Gaps Model, SERVQUAL, and SERVPERF – Greenrooms Model – Technology & Service Strategy: Applying Technology to Service Settings, e-services.

#### **UNIT-V**

**Relationships, Complaining & Service Recovery** – Building and Managing Customer Relationships – Human Service Interfaces – Services Marketing Effectiveness – Service Deficiencies – Service Failure, and Recovery Services Strategies – Service Innovation and Design – Cost – Effective Service Excellence – Customer Profitability and Lifetime Value – Managing Customer Loyalty – Churn Diagnostic and Customer Retention – Service Audit.

Case Study (Not Exceeding 300 words)

#### **Practical Component:**

- Ask students to choose a service industry of their choice at the beginning of the semester.
- Ask them to do an in-depth study of the industry and give a presentation at the end of the every Module relating to the concepts of that Module to the industry
- Students can prepare service blueprints for any service of their choice
- Students can do a role play on service recovery
- Identify any existing services. Locate loopholes in their design and suggest modifications

#### **References:**

1. Lovelock. Christopher H., Services Marketing, Pearson Education, New Delhi.
2. Valeri Zeithmal and Mary Jo Bunter, Services Marketing, Tata McGraw Hill, New Delhi.

3. Ravi Shankar, Services Marketing, Excel Books, New Delhi.
4. K. Ram Mohan Rao, Services marketing, Pearson Education, New Delhi.
5. Newton M P Payne, A., The Essence of Services Marketing, New Delhi, Prentice Hall of India.
6. Apte, Services Marketing, Oxford University Press.
7. Christian Gronrose, Services Management and Marketing, Maxwell Macmillan.
8. Kenneth E.Clow & David L.Kurtz, Servies Marketing, Wiley India, New Delhi

## 20BA 331: HUMAN RESOURCE PLANNING

Subject Code :	20BA331	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

### Course Outcomes:

- CO-1 To analyze the essential elements of human resources planning (HRP) processes in organizations.
- CO-2 To examine the methods used in forecasting human resources and their relative implications.
- CO-3 To understand the concept of talent development and importance of talent engagement in the organization;
- CO-4 To develop conceptual as well as practical understanding of career management.
- CO-5 To familiarize the students with the information system, accounting, and audit system required for managing HR functions.

### UNIT-I

**Human Resource Planning** – Concept – Importance – Objectives – Types of HR Plan – Factors Affecting Human Resource Planning – Need for Human Resource Planning – Dimensions of Human Resource Planning – Five Steps in Human Resource Planning – Importance of Human Resource Planning – Obstacles in Human Resource Planning – Approaches to Human Resource Planning (Social Demand Approach – Rate of Return Approach and Manpower Requirement Approach).

### UNIT-II

**Human Resource Forecasting and Developing HR Planning Process** – Necessity for Forecasting – Steps in Forecasting – Demand and Supply Forecasting – Demand Forecasting Techniques – Forecasting Accuracy – Benefits of Forecasting – Methods of Demand Forecasting and Supply Forecasting at Micro Level – Macro Level and National Level – Managing Surplus and Shortages – Evaluating human resource planning Effectiveness – Developing a HR Plan: Qualitative Side of HR Planning – Behavioural Event Interviewing – Standard Interviews – Competency Mapping (Skill Inventory) – Problems in HR Planning – Sample HR Plan

### UNIT-III

**Talent Development and Engagement** – Policies and Approaches – Organizational Training – Role of Training Managers in Talent Development – Talent Engagement and Fully Engaged Talent – Importance of Talent Engagement – Driving Factors of Talent Engagement – Engagement Levels – Talent Engagement Model – Process for Improving Talent Engagement. – Talent Engagement vs. Performance and Retention – Talent Engagement – Entrepreneurship – Intrapreneurship

### UNIT-IV

**Career Management** – Introduction – Career management process – Career dynamics – Career management policies – Career planning process – Tips for successful career planning – Talent management – Succession planning.

### UNIT-V

**Human Resource Accounting** – Introduction – Definition of Human Resource Accounting – Need – Significance – Objectives for HRA – Advantages of HRA – Methods of HRA – Objections to HRA – Controlling Manpower Costs – True Costs of Planning and Recruitment – Human Resource Accounting in India – Human Resource Information System – Emerging Trends and Issues in Human Resource Planning – Manpower Planning in 21 century – Impact of Globalization on Manpower Planning policies and practices.

**Case Study (Not Exceeding 300 words)**

**Practical Component:**

- Ask students to study HR Planning policies and practices of any three product and service oriented organizations.
- Ask students to prepare a blue print of HR forecasting and developing HR Plan.
- Ask students to present innovation HR planning practices adopted by Indian and Western business organizations.

**References:**

1. James W. Walker – Human Resource Planning – 1st edition 1980, McGraw-Hill, New Delhi.
2. Cascio. – Managing Human Resources – 10<sup>th</sup> edition 2016, McGraw-Hill New Delhi.
3. Mirza S Saiyadain&TriptiPande Desai – Emerging Issues in Human Resource Management – 2007, Excel Books.
4. Noe& Raymond. – Fundamentals of Human Resources – 6<sup>th</sup> edition 2015, McGraw-Hill.

Gary Dessler & Biju vakkey, Human Resource Management

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**Fourth Semester**  
**BA331- HUMAN RESOURCE PLANNING**  
**(2019-2020 Regulation Onwards)**

**Duration: 3 hours**

**Maximum Marks: 70 marks**

**SECTION - A**

**1. Answer Any Five of the Following Questions**

**5 x 4 = 20 Marks**

- a. Define Need for HRP.(CO1)(L1)
- b. Define Problems in HRP.(CO1) (L1)
- c. Define Driving factors of talent engagement.(CO4) (L1)
- d. Define Succession Planning.(CO4) (L1)
- e. Define Competency mapping.(CO3) (L1)
- f. Define HR Accounting.(CO5) (L1)
- g. Define importance of HRP.(CO1) (L1)
- h. How to develop HR plan?(CO1) (L1)

**SECTION - B**

**Answer All Questions.**

**5 x 8 = 40 Marks**

2. a) Discuss the importance and types of HR Planning. (CO1) (L6)  
(Or)  
b) Explain in detail about approaches to Human resource planning. (CO1) (L5)
3. a) Critically explain the methods and procedural steps in forecasting. (CO2) (L2)  
(Or)  
b) Explain in detail about behavioral event interviewing. (CO2) (L2)
4. a) Define Talent engagement and identify the process for improving talent engagement. (CO3) (L2)  
(Or)  
b) Define Organizational Training. Explain different methods of Organizational Training. (CO3) (L1)(L2)
5. a) What is Career Management and explain the career planning stages in detail. (CO4) (L1)(L2)  
(Or)  
b) Define Career Planning. Discuss the tips for successful career planning. (CO4) (L1)(L6)
6. a) Explain the impact of globalization on manpower planning. (CO5) (L2)  
(Or)  
b) Explain the concept and methods of Human resource accounting. (CO5) (L2)

**SECTION C - (1 x 10 = 10 marks)**  
**Case study (Compulsory)**

Magnum Financial Services Ltd. (MFSL) is a large financial services company with over 4,000 employees scattered all over India in their 12 branches. In view of ups and downs in the stock market, which affect the demand for and supply of qualified finance graduates from time to time. In different cities, it has been decided sometime back to centralize manpower planning activities at the corporate head quarters viz. New Delhi itself.

The company has trading terminals spread over the whole of India. In addition to collecting fixed deposits from corporate houses and general public, it has also been managing funds from high net worth individuals. It has plans to launch a number of mutual fund products for which approval has come from securities Exchange Board of India. It has considerable reputation in the market as a merchant banker and as a money changing agent.

Hiring people with requisite skills, especially after the induction of the online trading mechanism, is proving to be a tough job. The stock indices have been galloping day by day. Looking at the increasing number of trading centres that are opening in various parts of the country the company wanted to hire 25 trading assistants by offering competitive salaries. While assessing manpower needs at various locations, the following things are generally taken into account. Man power needs.

1. Details of previous selection in each centre.
2. Current employee strength in each centre.
3. Sanctioned posts for each centre.
4. No. of vacancies, likely to arise due to competition unforeseen events expansion etc.
5. Surplus if any, from other centres.

Over and above the next vacancies that are likely to arise in each centre, two additional posts have been earmarked so as to serve as a cushion to absorb sudden fluctuations. The actual details about trading assistants in various centres were details of employees and

1. No. of people with 2 years' experience.

2. No eligible for promotion to next grade - 28.
3. No. of vacancies on hand - 25.
4. No. on rolls - 142.
5. Anticipated needs to be filled up owing to Market conditions – 24
6. Reserve to be kept over and above sanctioned Posts - 5

Total requirement over a period of 12 months - 54. In the I batch, it was planned to hire 25 people having one year's exposure to online market operations, in the Rs.5,000 - 8,000 grade. The chief HR Manager arrived at Mumbai to coordinate the recruitment activity. The Mumbai office got the tax message from H.Q. On Monday advocating caution and restraint while hiring trading assistants around 150 short listed graduates have been called for the interview on that day.

**Questions:**

- a) Prepare a comprehensive HR. plan for each centre of MFSL.(L1)
- b) Looking at the scenario what should the chief HR manager do.(L1)
- c) Is it advisable to decentralize the hiring process so as to avoid problems of the nature mentioned above why? Why not?(L1)

## 20BA332: INDUSTRIAL RELATIONS AND EMPLOYMENT LAWS

Subject Code :	20BA332	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

### Course Outcomes:

- CO-1 To familiarize the student with the concepts of industrial relations, industrial disputes and trade unions.
- CO-2 To provide an insight in the basic features of collective bargaining and workers participation in management.
- CO-3 To impart knowledge on role of judiciary and its impact on industrial relations.
- CO-4 To provide conceptual understanding about factories act and industrial disputes act.
- CO-5 To develop an understanding of various labour laws related to wages and social security.

### UNIT-I

**Industrial Relations – Definition – Nature – Scope – Determinants – and Significance of IR**  
– Factors Influencing IR in Changing Environment – IR Approaches – Causes and Consequences of Industrial Disputes – Recent Trends in Industrial Relations – Trade Union – Functions of Trade Union – Types & Structure of Trade Union.

### UNIT-II

**Collective Bargaining – Meaning – Characteristics – Need – Importance – Essential Conditions for Success of Collective Bargaining** – Process of Collective Bargaining – Causes for Failure of Collective Bargaining – Workers Participation in Management – Concept – Pre-Requisites – Levels of Participation – and Benefits of Participation.

### UNIT-III

**Salient Features of Labour Legislations – I:** The Factories Act – 1948 – Industrial Disputes Act – 1947 – and Trade Unions Act – 1926

### UNIT-IV

**Salient Features of Labour Legislations – II: Workmen’s Compensation Act – 1923 – Employees’ State Insurance Act – 1948 – Industrial Employment (Standing Orders) Act 1946**

### UNIT-V

**Salient Features of Labour Legislations – III: Payment of Wages Act – 1936 – Minimum Wages Act 1948 and Payment of Bonus Act – 1965.**

**Case Study (Not Exceeding 300 words)**



**Practical Component:**

1. Students are asked to identify the problems in implementing the employment laws.
2. Students are asked to prepare an effective mechanism for implementing the labor laws in business organizations.

**References:**

1. .Amar deep Kaur, Industrial Relations.2nd Ed, 2010, Kalyani Publishers, New Delhi
2. C.B. Mamoria and Gankar,Dynamics of Industrial Relations 3rd Ed,2013,— Himalaya Publi
3. PL Malik, Hand Book of Labour and Industrial Law, 12th Ed, 2009, Eastern Book Company .Luck now.
4. Srivastava SC Industrial Relations and Labour Laws,5th Ed,2009,Vikas Publishing House Pvt Ltd,New Delhi.

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**Third Semester**  
**BA332 – INDUSTRY RELATIONS AND EMPLOYMENT LAWS**  
**(2019-2020 Regulation Onwards)**

**Duration: 3 hours**

**Maximum Marks: 70**

**SECTION- A**

**1. Answer Any Five of the Following Questions**

**5×4=20 Marks**

- a. Define Industrial relations. (CO1)(L1)
- b. Explain the procedure for Recognition of Trade Union. (CO1)(L2)
- c. Explain the duties of Safety Officer. (CO3)(L2)
- d. Define Strikes and Lock-outs. (CO3)(L1)
- e. Importance of Standing Orders. (CO4)(L5)
- f. Define Partial and Total Disablement. (CO4)(L1)
- g. Explain Deductions from Wages. (CO5)(L2)
- h. Importance of Bonus (CO5)(L5)

**SECTION – B**

**Answer All Questions**

**5×8=40Marks**

2. a) hat is the significance of industrial relations? Also discuss the factors influencing IR in changing environment. (CO1)(L1)  
OR  
b) plain the impact of globalization on trade union movement. (CO1)(L2)
3. a) alyze the reasons for the failure of collective bargaining in India? Give some suggestions to make collective bargaining, a success. (CO2)(L4)  
OR  
b) scuss the schemes of workers participation in management in India. (CO2)(L6)
4. a) scuss the provisions of Industrial Disputes Act 1947 relating to settlement of disputes. (CO3)(L6)

OR

- b) Explain the safety measures required to be provided by the employer under Factories Act 1948. (CO3)(L2)
5. a) Analyze the importance of Employees State Insurance Act 1948. (CO4)(L4)  
OR  
b) Explain when the employer is liable and when the employer is not liable to pay compensation under Workmen's Compensation Act 1923. (CO4)(L2)
6. a) What is minimum Wage? Explain how minimum wage is determined under Minimum Wages Act 1948. (CO5)(L1)  
OR  
b) Explain the conditions for eligibility of bonus under Payment of Bonus Act 1965? (CO5)(L2)

**SECTION C - (1 x 10 =10 marks)**

**Case study (Compulsory)**

7. A Multinational Company specialized in food processing has been operating in India for about 3 decades. The Company has recently decided to expand its production. It was decided to shift the factory to a new location about 20 kms. away from its present site. As the workers transferred to the new site were living in town, the union demanded an increase of Rs. 60/- per month in the salary, but the Company offered to give Rs. 25/- only to cover the transport cost. When the plant was being shifted to the new site, negotiations went on uninterrupted between the Management and the Union on this issue. However both the parties could not come to a settlement even after 6 months. The Management was firm on their decision even though the union indicated some flexibility. The Union refused to compromise fully on the issue. They adopted go-slow tactics to pressurize the Management. The production went down drastically, but still the Management was firm on their stand. In the meanwhile the Management charge-sheeted some of the Trade Union leaders and suspended them pending enquiry.

**Questions : (CO3)**

- a) Analyze the case given above and elucidate the problem and causes. (L4)  
b) What is the Management's decision? If Yes/No- why?(L1)  
c) Explain the workers right in their approach? Comment.(L2)  
d) How can you resolve the problem as a General Manager – HR of this Company. (L1)

## 20BA341: FINANCIAL INSTITUTIONS & MARKETS

Subject Code :	20BA341	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

**Course Outcomes:**By the end of the course, students will be able:

- CO-1 To familiarize with the Indian financial system through knowing the types of various financial institutions, instruments and financial markets.
- CO-2 To understand the various constituents of capital markets, functioning of capital markets and regulatory mechanisms associated with capital markets.
- CO-3 To understand the various types of Financial Services and to appreciate the role of financial services in economic development.
- CO-4 To understand the various types of Non-Banking Financial Companies (NBFCs) and to appreciate the role of financial services in economic development.
- CO-5 To know various legislations relating with financial sector and the recommendations of various committees suggesting financial reforms.

### UNIT-I

**Financial System** – An Overview of Indian Financial System – Constituents of Indian Financial System – **Role and Functions of Participants in the Financial Markets** – **Factors Impacting the dynamics of Financial System** (Theory).

### Unit - II

**Financial Institutions** – Indian Banking System – An Overview – Recent Developments – Banking Institutions – **Classification of Banks** – **Role of Reserve Bank of India** – **NABARD; Regulatory issues of banking institutions** – Non-Banking Financial Institutions – Role of NBFCs in economic development – Types of NBFCs – Regulatory framework of NBFCs. (Theory)

### UNIT-III

**International Financial Institutions** – Overview of Global Financial Institutions – **Role of International Bank for Reconstruction and Development (IBRD)** – **International Monetary Fund (IMF)** – Asian Development Bank (ADB) – European Central Bank (ECB) – Bank for International Settlements (BIS) – New Development Bank (NDB) formerly referred to as the BRICS Development Bank.(Theory)

### UNIT-IV

**Financial Markets – I** – Capital Market – Evolution and development of Capital Market – Future Trends – Components of Capital Markets – Primary Market and Secondary Market – **Equity and Debt** – **Domestic Institutions and foreign Institutions** – **Role of Stock Exchanges** – **Depositories** – **Regulatory Framework** – Role of SEBI – RBI – Ministry of Finance and IRDA.(Theory)

### UNIT - V

**Financial Markets – II** – Introductory Concepts: Money Market – Importance – **Composition and Constituents** – **Instruments of Money Markets** – **Commodity Markets** – **Structure – Operations** – **Trends** – Derivatives Market – Structure – Operations – Trends; Foreign Exchange Market – Structure – Operations – Trends.(Theory)

**Case Study (Not Exceeding 300 words)**

**Practical Component:**

- Students are asked to examine the financial system in any two product and service oriented companies and present brief report on the same in seminar periods.
- The class will be divided into small groups (consisting of 6 students). The groups are to discuss and present their views on variety of financial instruments used in corporate sector.
- Students are asked to identify any three financial markets and financial intermediaries in their region/locality; compare and contrast the role of and functions of organized financial markets and financial intermediaries.

**Reference Books:**

1. Avadhani V A – “Marketing of Financial Services” 3<sup>rd</sup> revised edition 2019– Himalaya Publishing House – Mumbai.
2. Bharti V Pathk– “The Indian Financial System”3<sup>rd</sup> edition 2010 – Pearson Education – New Delhi.
3. L M Bhole and Jithendra Mahakud– “Financial Institution and Markets”5<sup>th</sup> edition 2009 – TMH – New Delhi.
4. Dr R. Shanmugham - Financial Services 2<sup>nd</sup> edition 2017 - Wiley.
5. Shashi K. Gupta, Nisha Aggarwal, Neeti Gupta- Financial Institution and Markets 3<sup>rd</sup> edition,2015 Kalyani Publishers

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**Third Semester**  
**BA341 – FINANCIAL INSTITUTIONS & MARKETS**  
**(2019-2020 Regulation Onwards)**

**Duration: 3 hours**

**Maximum Marks: 70**

**SECTION- A**

**Answer Any Five of the Following Questions**

**5×4=20 Marks**

**1.**

- a. Explain about Indian financial system.(CO1)(L2)
- b. Define Reserve Bank of India.(CO 2)(L1)
- c. What is a Banking institution?(CO 2)(L1)
- d. Define ECB. (CO 3)(L1)
- e. What are the functions of IRDA? (CO 4)(L1)
- f. What is Primary market?(CO 4)(L1)
- g. Define Foreign exchange market.(CO 5)(L1)
- h. What is Commodity market?(CO 4)(L1)

**SECTION – B**

**Answer All Questions**

**5×8=40Marks**

2. a) What is financial system? What are the various functions of financial system?(CO 1)

(L1)

OR

- b) Explain the role and functions of participants in the financial markets.(CO 2)(L5)
3. a) Discuss about non-banking institutions. What is the role of NBFCs in economic development.(CO 2)(L6)(L1)
- OR
- b) What is the role of NABARD in economic development?(CO 2 )(L1)
4. a) What is International Monetary Fund (IMF)?And also explain the role of IMF.(CO 3)(L 1)(L6)
- OR
- b) Describe about Global Financial Institutions.(CO 3)(L2)
5. a) What is capital market? What are the components of capital market? (CO 4)(L1)
- OR
- b) Discuss about the stock exchanges. How are the stock exchanges regulated?(CO 4)(L6)( L1)
6. a) What is the money market? What are the various instruments of money markets?(CO 5)(L1)
- OR
- b) Discuss about foreign exchange market and also explain about its structure and operations.(,CO 5)(L6)(L2 )

**SECTION C - (1 x 10 =10 marks)**

**Case study (Compulsory)**

7. ABC machine tool Co Ltd is considering the acquisition of a large equipment to set up its factory in a back ward region for Rs.12,00,000/-. The equipment is expected to have an economic useful of 8 years. The equipment can be financed either with an 8 years term loan at 14% interest, repayable in equal instalments of Rs.2,58,676/- per year or by an equipment amount of lease rent per year. In both cases, payments are due at the end of the year. The equipment is subject to the straight-line method of depreciation for tax purposes. Assuming no salvage value after the 8 years useful life and 50% tax rate, which of the financing alternatives should it select? (L6)( CO 5)



## 20BA342: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Subject Code :	20BA342	I A Marks	30
No. of Lecture Hours / Week	06	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

### Course Outcomes:

By the end of the course, students will be able to

- CO-1 Understand the various forms of investment, security Markets and other concepts
- CO-2 Understand risks associated with investment
- CO-3 Measure risk and return of different security instruments and portfolio
- CO-4 Analyze the fundamental strength of stocks and predict the price trends of securities using technical analysis and valuation of stocks and fixed income securities
- CO-5 Evaluate the performance of portfolio.

### UNIT-I

**Investment** – Meaning, Characteristics, Objectives of Investment, Investment Vs. Speculation and Gambling, Types of Investors – Investment Avenues – Traditional and Modern – Risk – Meaning, Elements of risk, Systematic and Unsystematic Risk – Capital Allocation Between Risky & Risk Free Assets – Measurement of Risk – S.D, Variance, Correlation, Regression and Beta coefficients – Risk Returns Trade-off.

### UNIT-II

**Valuation of Shares and Bonds** – Concept of Present Value – Share Valuation Model – Constant Growth Model, Multiple Growth Model – Discount Rate – Multiplier Approach to Share Valuation – Regression Analysis – Bond Valuation – Bond Returns – Bond Prices – Bond Pricing Theorems – Bond Risks and Bond Duration.

### UNIT-III

**Fundamental Analysis & Technical Analysis of Equity Stock** – Economic – Industry and Company Analysis Framework – Economic Forecasting Techniques – Technical Analysis – Basic Principles and Assumption of Technical Analysis – Chart Patterns, and Technical Indicators – Dow Theory – Elliot Wave theory – ROC – RSI – MACD – Moving Average Analysis, and Japanese Candlesticks.

### UNIT-IV

**Portfolio and Management** – Random walk Theory – Efficient Market Hypothesis, and Forms of Market Efficiency – Portfolio Management – Process of Portfolio Management – Portfolio Analysis – Portfolio Risk and Return Calculation – Diversification of Risk – Portfolio Selection – Feasible Set of Portfolio – Efficient Frontier— Utility Analysis -- Selection of Optimal portfolio using Markowitz and Sharpe Single Index model.

### UNIT-V

**Capital Market Theory** – CAPM – Capital Market Line - Security Market Line – Arbitrage Pricing Theory – Methods of Portfolio Performance Evaluation – Sharpe, Traynor, and Jensen – Measures Portfolio Revision – Need for Revision – Revision Strategies – Formula Plans.

**Practical Component:**

- Developing a table representing the returns of each fixed income securities for the current year.
- Calculation of risk return of few securities based on market prices.
- Identify market / security price trends using technical analysis.
- Calculation of portfolio return and risk with two or more securities.

**References:**

1. Reilly and Brown, Investment Analysis & Portfolio Mgmt, Thomson Learning.
2. Fisher and Jordan, Security Analysis & Portfolio Management, Pearson, PHI.
3. David G.Luenberger, Investment science, Oxford.
4. Alexander, Sharpe, Bailey, Fundamentals of Investment - Pearson / PHI.
5. Barua, Verma and Raghunathan, Portfolio Management, TMH.
6. S. Kevin, Portfolio Management, Prentice Hall India.
7. Ranganathan&Madhumathi, Investment Analysis & Portfolio Management, PHI.
8. V A Avadhani., Securities Analysis & Portfolio Mgmt., HPH.
9. [Chandra Prasanna](#), Investment Analysis and Portfolio Management Tata McGraw- Hill Education
10. [P. Pandian](#), **Security Analysis and Portfolio Management**, Vikas Publishing House Pvt Limited.

**MODEL QUESTION PAPER  
M.B.A. (REGULAR) DEGREE EXAMINATION**

**Third Semester  
BA342 – SECURITY ANALYSIS & PORTFOLIO MANAGEMENT  
(2017-2018 Regulation Onwards)**

**Duration: 3 hours**

**Maximum Marks: 70**

**SECTION- A**

**1. Explain Any Five of the Following Questions**

**5×4=20 Marks**

- |   |            |
|---|------------|
| a) Types of investors                     | (CO1) (L2) |
| b) Bond Risks                             | (CO2) (L2) |
| c) Multiplier Approach of share valuation | (CO1) (L2) |
| d) Elliot Wave Theory                     | (CO4) (L2) |
| e) Efficient frontier                     | (CO1) (L2) |
| f) Capital market Line                    | (CO1) (L2) |
| g) Arbitrage pricing theory               | (CO1) (L2) |
| h) Beta Coefficient                       | (CO1) (L2) |



**SECTION – B**

*Answer All Questions*

**5×8=40Marks**

2. Explain different investment avenues and their characteristics. (CO1) (L2)

**(OR)**

Calculate the expected return and the standard deviation of returns for a stock having the following probability distribution of returns. (CO3) (L4)

Possible returns (in per cent)	Probability of occurrence
-25	0.05
-10	0.05
0	0.15
15	0.25
20	0.30
30	0.15
35	0.05

3. Explain different types of bond risks and bond pricing theorems. (CO2) (L2)

**(OR)**

Joan wants to buy Morning Star Co., shares that have paid a dividend of Rs.1.50 during the last financial year. Joan traditionally requires 18 per cent return from his investment. Analyst suggests that earnings and dividends on the stock will grow at a rate of 15 per cent for the next five years and thereafter at a rate of 10 per cent. What is the fair price expected by Joan? (CO4) (L4)

4. Explain the fundamental analysis of stocks. (CO1) (L2)

**(OR)**

Explain the basic principles of technical analysis and explain about Dow theory. (CO4) (L2)

5. Explain different forms of EMH and provide at least one empirical evidence to support each form of EMH. (CO1) (L2)

**(OR)**

The variance-covariance matrix for three securities is given below:

Security	P	Q	R
P	108	-56	94
Q	-56	214	137
R	94	137	180

Calculate the standard deviation of a portfolio constructed with these three securities, the proportion of investment in each being P(0.20) : Q(0.50) : R(0.30). (CO3) (L4)

6. Explain different portfolio revision strategies and constraints in revision. (CO1) (L2, L4)

**(OR)**

Given below are the historical performance of different mutual funds. The market return is 12% having a standard deviation of 9% and risk free return is 7%.

Year	Mutual fund return (percent)	Mutual fund beta	Standard deviation

1	13.85	1.25	10.00
2	28.00	1.20	21.00
3	35.00	1.18	11.05
4	11.25	1.20	7.50
5	20.0	1.02	12.00

Calculate the following risk adjusted return measures for the mutual fund and rank them using: (CO5) (L5)

- a) Sharpe ratio                      b) Treynor ratio              c) Jensen differential return

**SECTION C - (1 x 10 =10 marks)**

**Case study (Compulsory)**

7. An investor wants to build a portfolio with following four stocks. With the given details, find out his portfolio return and portfolio variance. The investment is spread equally over the stocks. (CO3) (L4)

Company	$\alpha$	$\beta$	Residual Variance
Sneha	0.17	0.93	45.15
Neha	2.48	1.37	132.25
Asha	1.47	1.73	196.28
Priya	2.52	1.17	51.98

Market return ( $R_m$ ) = 11

Market return variance = 26

## 20GE10: MOOCs

Subject Code :	20GE10	I A Marks	50
No. of Lecture Hours / Week	03	End Exam Marks	-
Total Number of Lecture Hours	45	Total Marks	50
Practical Component	01 Hour/Week	Exam Hours	03

### Course Outcomes:

- CO-1 To provide students with audio and video content relating with the contemporary subjects.**
- CO-2 To improve the self-learning capabilities of the students**
- CO-3 To help the students to learn continuously while doing the programme and after the course completion.**
- CO-4 To provide opportunity for learners to interact directly with world class teachers who are offering courses on MOOCs platform.**
- CO-5 To expose the learners with peer learning facility.**

**MOOCs:** NPTEL/SWAYAM/edX/Coursera/Stanford Online/Udacity/ OpenClassrooms/ Open2Study/ ALISON/ Khan Academy/ NSE-NCFM/IRDA/NISM/ Any course related to MBA from the authentic sources with prior permission.

**Typical Structure of a MOOC:** The common duration of a MOOC is from 6 to 12 weeks. A MOOC is accessible 24 hours a day, 7 days a week. The majority of the content is delivered asynchronously (meaning students can access it in their own time and at their own pace). However, sometimes there can be optional synchronous events such as 'live' webinars (interactive sessions) which require participants to join in at specific dates/times.

## 20 BA411: INTERNATIONAL BUSINESS

Subject Code :	20 BA411	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

**Course Outcomes:**By the end of the course, students will be able:

- CO-1 To assess the role of social, cultural, political, legal, and technological environment in aiding or hindering international business.
- CO-2 To understand the theoretical relationship underlying international business barriers and the integration of markets through Trading Blocs, and WTO.
- CO-3 To understand the monetary environment and management of BOP crises by countries.
- CO-4 To analyse the market potentiality of each country and able judge suitable strategy for doing International business.
- CO-5 To lead and implement internationalization by adopting the export import procedures and obtaining the financial resources in international markets at optimum cost.

### UNIT -I

**International Business** – An overview – Types of International Business – International Business Environment – Globalization: Forces, Meaning, Dimensions and Stages in Globalization – The External Environment – Economic, Political, Socio-cultural, and Technological Environment – Introduction to Theories of International Trade by Adam Smith, Ricardo and Ohlin & Heckler.

### UNIT – II

**Trade and Investment** – International Trading Environment – Influence on Trade and Investment Patterns – Govt. Influence on Trade & Investment – Tariff and Non-tariff Barriers – Trade Blocks – Regional Blocks – General Agreement on Trade and Tariffs (GATT), World Trade Organization -- Ministerial Conferences, IPR, TRIPS, TRIMS, GATS – W.T.O. Implications – **Global Competitiveness of Economies** – Rise of New Economies like Japan, South East Asia and China as Compared to India

### UNIT –III

**International Financial Management** – Balance of Trade and Payments – Macro Economic Management – **International Financial Bodies** – UNCTAD, International Monetary Fund, Asian Development Bank and World Bank – Financial Markets and Instruments – Introduction to Export and Import Finance – Methods of payment in International Trade – Current EXIM Policy and Its Implications – Bilateral and Multilateral Trade Laws

#### **UNIT –IV**

**Global Strategies** – Country Evaluation and Market Selection, and Modes of Entry – Licensing, Joint ventures and Export Management – International Business Negotiations & Diplomacy – Barriers and Exit Strategies – Global Production, Outsourcing and Logistics – Global Supply Chain Management – Global Manufacturing Strategies – Global Marketing and R&D – Globalization and Indian Reform Process – India’s Competitive Advantage in Industries like IT, Textiles, Gems & Jewellery etc.

#### **UNIT-V**

**Social Responsibilities and Ethics** – MNE Social Responsibilities, Efficiencies, Perspectives, Ethics, Technological Perspective, Foreign Corrupt Practices Act -- Accounting in International Business – Rise of International Accounting Standards.

Case Study (Not Exceeding 300 words)

#### **Practical Component:**

- Conduct group project: The Group project is an analysis of a country, multinational firm or theory discussed in class. The topic is left for the group to decide and must be done in groups of 3-4.
- International Business Plan: Students should be asked to prepare a International business plan and present it at the end of the semester. This should include the following:
  - Executive Summary
  - Overview of Business and industry analysis
  - Description of recommended strategy and justification
  - Broad functional objectives and Key Result Areas.
  - Spreadsheet with 5-year P&L, Balance Sheet, Cash Flow projections, with detailed worksheets for the revenue and expenses forecasts.
  - Analysing Mission and Vision statements of a few companies and comparing them
  - Applying Michael Porter’s model to an industry (Retail, Telecom, Infrastructure, FMCG, □ Insurance, Banking etc.
- Pick a successful growing company. Do a web-search of all news related to that company over a one-year period.
- Analyze the news items to understand and write down the company’s strategy and execution efficiency.
- Pick a company that has performed very badly compared to its competitors. Collect information on why the company failed. What were the issues in strategy and execution that were responsible for the company’s failure in the market? Analyze the internal and external factors.
- Map out GE 9-cell matrix and BCG matrix for some companies and compare them.
- Conduct SWOT analysis of your institution and validate it by discussing with faculty.
- Conduct SWOT analysis of companies around your campus by talking to them.

#### **References:**

1. Francis Cherunilam 2010, International Business 5<sup>th</sup> edition ,NewDelhi, PHI Learningprivate Ltd.
2. John D.Daniels& Lee H. Radebaugh., International Business 15<sup>th</sup> edition, Pearson Education.
3. P. SubbaRao 2010, International Business 4th Edition , Himalaya Publishing House
4. P.SubbaRao 2017 , International Business Text and Cases, 2<sup>nd</sup> Revised & Enlarged Edition , Himalaya Publishing House
5. [SakOnkvisit](#)1997,International Marketing: Analysis and Strategy, Prentice Hall,
6. VyuptakeshSharam,2010, International Business 3<sup>rd</sup> edition , Pearson Education.
7. Bhattacharya, International Business, Excel Books.
8. K.Awathappa 2012, International Business Environment, 5<sup>th</sup> edition Tata McGraw Hill.
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10. RogerBennet,1999, International Business, 2<sup>nd</sup> edition. Financial Times Press, Pitman Publishing, London.
11. Bhattacharya, B. 1996, Going International: Response Strategies of the Indian Sector, 1st edition Wheeler Publishing, New Delhi.
12. Czinkota, Michael R., et. al., 2010 International Business 8<sup>th</sup> edition , Wiley.
13. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, Addison Wesley, Readings.
14. Hill, Charles W. L.,1994 International Business,10<sup>th</sup> edition McGraw Hill, New York
15. Global Business Management, 2000,ManabAdhikary, Limited edition,MACMILLAN Business Books

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**Fourth Semester**  
**20BA411-INTERNATIONAL BUSINESS**  
**(2017-2018 Regulation Onwards)**

**Duration: 3 hours**

**Maximum Marks: 70 marks**

**SECTION - A**

*Answer Any Five of the Following Questions* 5 x 4 = 20 Marks

**1. Write short notes on:**

- |                                       |          |
|---------------------------------------|----------|
| a) Importance of consumer behavior    | (CO1,L2) |
| b) Forces behind globalization        | (CO1,L3) |
| c) Absolute cost advantage theory     | (CO2,L2) |
| d) TRIPs                              | (CO2,L2) |
| e) Customs union                      | (CO2,L2) |
| f) UNCTAD                             | (CO3,L2) |
| g) Indian reforms                     | (CO4,L2) |
| h) International accounting standards | (CO5,L2) |

**SECTION - B**

*Answer All Questions.*

**5 x 8 = 40 Marks**

2. What are basic environmental differences between domestic and international business?(CO1,L3)

(Or)

Explain different theories proposed by ADAM Smith and David Ricardo(CO1,L2)

3. Discuss the barriers influence international Trade.(CO2,L4)

Or

Discuss the functioning of WTO and its influence on trade.(CO2,L2)

4. Explain the practices followed by countries in managing their BOP problems.(CO3,L4)

(or)

Discuss various options available for raising the short term and long term resources for organisations doing international business.(CO3,L4)

5. Explain different entry strategies to do international business.(CO4,L2)

(or)

Enlist the competitive advantages of Indian IT industry over neighbouring Nations.(CO4,L4)

6. Multinational enterprises are poor in discharging social responsibility. Comment on the above statement.(CO5,L4)

(or)

List the issues in implementing global accounting standards by developing country's firms.(CO5,L5)

### **SECTION C - (1 x 10 = 10 marks)**

#### **Case study (Compulsory)**

Please read the following case study carefully and answer the questions given at the end:

Electrolux is Sweden's largest manufacturer of electrical household appliances and was one of the world's pioneers in the marketing of vacuum cleaners. However, not all the products the Electrolux name are controlled by the Swedish firm. Electrolux vacuum cleaner sold and manufacturer in the United States, for example, have not been connected with the Swedish Firm since the U.S subsidiaries were sold in the 1960s. The Swedish Firm reentered the U.S. market in 1974 by purchasing National Union Electric, which manufacturers Eureka vacuum cleaners.

Electrolux pursued its early international expansion largely to gain economies of scale through additional sales. The Swedish market was simply too small to absorb fixed costs as much as the home markets for competitive firms from larger countries. When additional sales were not possible by exporting, Electrolux was still able to gain certain scale economies through the establishment of foreign production. Research and development expenditures and certain administrative costs could thus be spread out over the additional sales made possible by foreign operations. Additionally, Electrolux concentrated on standardized production to achieve further scale economies and rationalization of parts.

Until the late 1960s, Electrolux concentrated primarily on vacuum cleaners and the building of its own facilities in order to effect expansion. Throughout the 1970s, though, the firm expanded largely by acquiring existing firms whose product lines differed from those of Electrolux. The compelling force was to add appliances lines to complement those developed internally. Its recent profits (\$220 million in 1983) have enabled Electrolux to go an acquisitions binge. Electrolux acquired two Swedish firms that made home appliances and washing machines. Electrolux management felt that it could use its existing foreign sales networks to increase the sales of those firms in 1973, Electrolux acquired another Swedish firm, Facit, which already had extensive foreign sales and facilities. Vacuum cleaner producers were acquired in the United States and in France; and to gain captive sales for vacuum cleaner. Electrolux acquired commercial cleaning service firms in Sweden and in the United States. A French Kitchen



equipment producer, Arthur Martin, was bought, as was a Swiss home appliance firm. Therma, and a U.S. cooking equipment manufacturer, Tappan.

Except the Facit purchase, the above acquisitions all involved firms that produced complementary lines that would enable the new parent to gain certain scale economies, However, not all the products of acquired firms were related, and Electrolux sought to sell off unrelated businesses. In 1978 for example, a Swedish firm, Husqvarna, was bought because of its kitchen equipment lines. Electrolux was able to sell Husqvarna's motorcycle line but could not get a good price for the chain saw facility. Reconciled to being in the chain saw business. Electrolux then acquired chain saw manufacturers in Canada and Norway, thus becoming one of the world's largest chain saw producers. The above are merely the most significant. Electrolux acquisitions: the firm made approximately fifty acquisitions in the 1970s.

In 1980, Electrolux announced a takeover that was very different from those of the 1970s. It offered \$175 million, the biggest Electrolux acquisition, for Granges Sweden's leading metal producer and fabrication Granges was itself a multinational firm (1979 sales of \$ 1.2 billion) and made about 50 percent of its sales outside of Sweden. The managing Directors of the two firms indicated that the major advantage of the takeover would be the integration of Granges aluminum, copper plastic, and other materials into Electrolux production of appliances. Many analysts felt that the timing of Electrolux's bid was based on indications that Baijerinvest, a large Swedish conglomerate, wished to acquire a non--ferrous metals mining company. Other analysis felt that Electrolux would be better off to continue international horizontal expansion as it had in the 1970s. The analysts pointed to large appliance makers such as AEG Telefunken of West Germany that were likely candidates for takeover because of recent poor performance.(CO2,CO4,L4)

### **Questions:**

1. What are Electrolux's reasons for direct investment?
2. How has Electrolux's strategy changed over time? How has this affected its direct investment activities?
3. Which of Electrolux's foreign investments would be horizontal and which would be vertical? What are the advantages of each?
4. What do you see as the main advantages and possible problems of expanding internationally primarily through acquisitions as opposed to building one's own facilities?
5. Should Electrolux take over Granges?

## 20 BA421: SALES AND DISTRIBUTION MANAGEMENT

Subject Code :	20 BA421	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

**Course Outcomes:**By the end of the course, students will be able:

- CO-1 To acquaint the students with the concepts which are helpful in developing and managing sales force to gain competitive advantage.
- CO-2 To tackle the threats and capitalize on opportunities by forecasting sales and operations.
- CO-3 To provide an understanding of the concepts, attitudes, techniques and approaches required for effective decision making in the areas of Sales and Distribution.
- CO-4 To identify different components like transportation, concepts, techniques and the practical aspects of the key decision making variables.
- CO-5 To develop an understanding of logistics and Supply chain Management for improving the efficiency of distribution.

### UNIT-I

**Sales Management** – Concept, Nature and Scope, Objectives and Functions – Organization Framework of the Field Sales Force – Types and Methods – Field Sales Manager: Tasks and Responsibilities, Relation with Salesman, and Relationship with Top Management – Coordinating and Controlling the Marketing Mix –Trends and Challenges.

### UNIT-II

**Sales Forecasting & Operations** – Methods and Procedural Steps in Forecasting – Prospecting for Customers – Modes of Sales Presentation – Designing and Delivering of Sales Presentation – Sales Budgeting – Allocation of Field Sales Resources – Design Sales Territories – Sales Quota – Control of Sales , Sales Meeting and Sales Contest, Organizing Display , Showroom and Exhibitions – Planning Manpower Requirements – Recruiting and Selecting Sales Personnel.

### UNIT-III

**Sales force Management** – Developing Sales Training Programs – Executing and Evaluating Sales Training Programs – Motivating Sales Personnel – Compensating Sales Personnel – Designing and Administering Various Compensation Plans – Controlling Sales Personnel and Managing – Sales Evaluation Programs – Comparing Standards with Actual Performances of Sales Personnel – Sales Audit and Analysis.

### UNIT-IV

**Distribution Management** – Role of Distribution in Marketing Mix – An Overview of Marketing Channels – Structure, Functions, and Relationships of Channels of Distribution – Channel Dynamics and Conflicts–Channel Design Process and Channel Management Decisions – Channel Intermediaries – Role and Types – Wholesaling – Types of Wholesalers, and

Wholesaler marketing decisions – Retailing – Types of Retailers, and Retailer Marketing Decisions.

## **UNIT-V**

**Market Logistics** –Logistics Objectives, Market Logistics Decisions for Distribution Channels – Transport and Handling – Economic of Transportation, Organizing Transport Facilities, Transport Procedure and Documentation – Role of Information System in Distribution Channel Management.

Case Study (Not Exceeding 300 words)

### **Practical Component:**

- Interview a salesperson and write a brief report about what they like and dislike about their jobs, their salary, travelling allowances, sales quotas, why chose sales career, and what does it take to succeed in this profession.
- Ask your friends if they would buy certain goods like groceries, vegetables, socks, mobile, pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behaviour also depend on the personality of the individual doing the buying? Or the one doing the selling?
- Students can make a presentation on any product or the services of student choice, covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where the institute is operating. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.
- Roles and functions of sales manager and sales people are different in every organization. Sales people view the roles of sales managers in their own way and vice versa. You are the sales manager of a company. You make an analysis of what you feel should be roles of a sales manager and a salesperson for maximizing sales of the organization.
- Your company is active in internet trading. A current issue in internet trading is: how to make internet selling safe. Different methods have been suggested for safety or security of internet trading. You have to analyze different methods and recommend a method for your company.

### **References:**

1. Krishna K. Havaladar & Vasant M Cavale - Sales & Distribution Management: Text & Cases, Third Edition -Tata McGraw Hill Education Pvt Ltd – 2011.
2. Still, Cundiff and Govani - Sales Management - Decisions, Strategies and Cases – Fifth Edition - Prentice Hall – 2007.
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4. Anderson. R - Professional Sales Management – Second Edition - Prentice Hall Inc, Englewood Cliffs, New Jersey – 1991.
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**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**Fourth Semester**  
**BA421: SALES AND DISTRIBUTION MANAGEMENT**  
**(2017-2018 Regulation Onwards)**

**Duration: 3 hours**

**Maximum Marks: 70 marks**

**SECTION - A**

*Answer Any Five of the Following Questions*

**5 x 4 = 20 Marks**

**1. Write short notes on:**

- a) Marketing mix(CO1)(LI)
- b) Sales forecasting.(CO2)(LI)
- c) Sales quota.(CO2)(LI)
- d) Compensation.(CO3)(LI)
- e) Sales audit.(CO3)(LI)
- f) Channel dynamics.(CO4)(LI)
- g) Supply chain operations(CO5)(LI)
- h) Logistics management.(CO5)(LI)

**SECTION - B**

*Answer All Questions.*

**5 x 8 = 40 Marks**

- 2.a) Illustrate the interface of sales with different functions.(CO1)(L2)**

**(Or)**

b) Who is a field sales manager? What are his tasks and responsibilities?(CO1)(L1)

3.a) Critically explain the methods and procedural steps in forecasting.(CO2)(L2)

**(Or)**

b) Explain the procedure for designing sales territories.(CO2)(L2)

4.a) Define sales training. Explain the procedure for evaluating the effectiveness of sales training programme. (CO3)(L1, L2)

**(Or)**

b) Explain the various compensation plans for managing the sale force.(CO3)(L2)

5.a) Explain different types of channels of distribution involved in marketing of goods.(CO4)(L2)

**(Or)**

b) Define channel conflicts. Discuss the causes and consequences of conflicts within channel.(CO4)(L1, L6)

6.a) Define market logistics. Discuss its objectives.(CO5)(L1, L6)

**(Or)**

b) Critically explain the new developments in supply chain management.(CO5)(L5)

### **SECTION C - (1 x 10 = 10 marks)**

#### **Case study (Compulsory)(CO3)(L2)**

7. Teksons Co. (Pvt.) Ltd., a Hyderabad-based Company, manufactures and sells industrial Fastening equipment and supplies through fifty representatives and distributors throughout Andhra Pradesh. The Company which is 15 years old, has experienced its most dynamic growth in the past two years with the development of heavy-duty equipment which could cross into many areas: the construction industry, packaging and crafting, furniture manufacture, mill-work, mobile homes and many others. In and around Hyderabad area, the equipment was selling well to contractors and builders, but not to mills or furniture manufacturers. In other parts of Andhra Pradesh, 92% of the sales was confined to the packaging and furniture industries.

The sales force was doing a good job. Their competence was unquestioned their sales were up substantially each year. But when the company developed the heavy-duty equipment that could expand their sphere of experience-they balked.

The problem was that the sales representatives had grown comfortable selling to only one or two of these industries. The problem facing Mr. P. N. Reddy, the salesmanager, was how to shake long-time competent sales representatives out of their regular routine and get them out selling in new markets when new product development indicated a market expansion.

**Questions:**

1. Suggest suitable guidelines which could cause sales force to expand their efforts into new categories of customers.
2. Outline the advantages and disadvantages of expanding the sales force at this time.

## 20BA422: RETAIL MANAGEMENT

Subject Code :	20BA422	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

**Course Outcomes:** By the end of the course, students will be able:

- CO-1 To develop an understanding of the contemporary retail management.
- CO-2 To explain the role of retailing industry in Indian Economy and its contribution
- CO-3 To Understand the role played by Human Resource strategies and retailing sector issues.
- CO-4 To explain the changing trends of fashion and ever changing customer tastes and preferences.
- CO-5 To highlight the significance of retailing and its role in the success of modern business houses. To explain the importance of location and store management activities..

### UNIT-I

**Introduction to Retailing** – Concept – Meaning – Nature – Scope and Importance – and Functions of Retailing – Overview of Indian & Global Retailing –Types of Retailing – Store Based and Non-store Based Retailing – Changing Trends of Consumerism and Retail Consumer Purchase Decision Making Process – Concepts of Cross-shopping – Opportunities and Challenges of Retailing in India – Innovative Business Models in Indian Retailing – e-tailing.

### UNIT-II

**Retail Market Strategy** – Concept – Definition – and Need for Retail Market Strategy – Developing a Sustainable Competitive Advantage – Strategic Retail Planning Process – Opportunities and Challenges for Domestic and International Expansion – Retail Location – Concept – Types – and Importance of Retail Location – Market Potential Considerations – Integrating and Controlling Retail Strategy.

### UNIT-III

**Retail –HR Management** – Retail HRM – Policies – Practices – and Managing of Human Resources in Retailing Business – Financial Strategies in Retailing: Objectives and Goals - Financial Performance Assessment in Retailing – Retail Merchandising: Process of Category Management – Emergence of Private Labels (Store Brands).

### UNIT-IV

**Retail Pricing & Promotion: Policies** – and Strategies of Retail Pricing – Techniques for Increasing Retail Sales – Retail Promotion Mix – Retail Advertising and Sales Promotions – In-store Price promotions – Retail Communication Budget – Process and Methods of Budgeting – Emergence of Multichannel Retailing – Issues and Challenges

## UNIT-V

**Store Management** – Concept – Scope and Importance of Store Management – Store Layout – Design – Visual Merchandising – Retail Customer Service – Managing Service Quality – Complaint Handling – Service Recovery Strategies – Customer Relationship Management – Retail Customer Satisfaction – Loyalty – and Retention Strategies – Retail Information System – Supply Chain Management in Retailing – Ethical Issues in Retailing – Retail Audit – Retailing Research in India.

Case Study (Not Exceeding 300 words)

### Practical Component:

- Interview a salesperson in a retail store and write a brief report about what they like and dislike about their jobs – their salary – travelling allowances – sales quotas – why they chose a sales career – and what does it take to succeed in this profession.
- Go to a kirana store and a supermarket and compare the following: a) store arrangement b) No of brands carried c) pricing policies – are discounts given? d) Service – personal or impersonal? Etc.
- Go to at least three kirana stores in your neighborhood (around 2 kms) and discuss with them the importance of location – pricing – credit policy – etc. What percentages of goods are sold 'loose' in each locality and compare this with the approximate income range of the customers? What are the retailer's losses when a customer defaults in payment? Does he make up for it by increasing his prices to other customers?
- Ask your friends if they would buy certain goods like groceries – vegetables – socks – mobile – pens etc from the roadside vendor as against a regular shop. Group the products into low risk and high risk ones. Does this buying behavior also depend on the personality of the individual doing the buying? Or the one doing the selling?
- Student can make a presentation on any product or the services of student choice – covering selling strategies and one day work exposure towards merchandising in any big retail outlets of respective places where institute is operating. Rural colleges can send the students to the city nearby to observe the merchandising planning in retail outlets and to make a small report.

### References :

1. Levy & Weitz 2012 8<sup>th</sup>ed– Retailing Management – TMH New Delhi.
2. A.J.Lamba 2012 1<sup>st</sup>ed– The art of Retailing – TMH New Delhi.
3. Barry Berman Joel & R Evans 2012 6<sup>th</sup>ed -.Retailing Management-A strategic Approach- PHINew Delhi
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**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**Fourth Semester**  
**BA422 – RETAIL MANAGEMENT**  
**(2017-2018 Regulation Onwards)**

**Duration: 3 hours**

**Maximum Marks: 70**

**SECTION- A**

*Answer Any Five of the Following Questions*

**5×4=20 Marks**

**1. Write short notes on**

- a. Cross Shopping (CO1)(L1)
- b. E-retailing(CO1 )(L1)
- c. Consumerism (CO1 )(L1)
- d. Retail Advertising(CO4 )(L1)
- e. Multi-channel retailing. (CO4 )(L1)
- f. Merchandising (CO5 )(L1)
- g. CRM(CO5 )(L1)
- h. Retail Audit (CO5 )(L1)

**SECTION – B**

*Answer All Questions*

**5×8=40Marks**

2. a) Discuss the role played by retailing industry in Indian Economy. (CO1)(L6)

OR

- b) Explain the opportunities and challenges in retail industry. (CO1 )(L2)

3. a) Explain retail-marketing strategy. (CO2 )(L5)

OR

- b) Discuss the importance of retail location and its prerequisites. (CO2 )(L6)

4. a) Explain Retail HRM strategies. (CO3 )(L5)

OR

- b) Explain the process of category management. (CO3 )(L2)

5. a) Explain retail pricing strategies. (CO4 )(L2)
- OR
- b) Discuss any two sales promotion techniques followed by retailers. (CO4 )(L6)
6. a) Discuss the major factors to be considered in store management. (CO5 )(L6)
- OR
- b) Explain the importance of supply chain management in retailing. (CO5 )(L5)

**SECTION C - (1 x 10 =10 marks)**

**Case study (Compulsory)**

7. Survival in today's economic climate and competitive retail environment requires more than just low prices and innovative products. To compete effectively, businesses must focus on the customer's shopping experience. To manage a customer's experience, retailers should understand what “customer experience” actually means. Customer experience includes every point of contact at which the customer interacts with the business, product, or service. Customer experience management represents a business strategy designed to manage the customer experience. It represents a strategy that results in a win–win value exchange between the retailer and its customers. Inturn it focuses on the role of macro factors in the retail environment and how they can shape customer experiences and behaviors(e.g., promotion, price, merchandise, supply chain and location) to deliver a superior customer experience are identified which should result in higher customer satisfaction, more frequent shopping visits, larger wallet shares, and higher profits.

Write a note on customer experience management in Indian retailing industry by taking two famous retail chains in India.

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**Fourth Semester**  
**BA422 – RETAIL MANAGEMENT**  
**(2017-2018 Regulation Onwards)**

**Duration: 3 hours**

**Maximum Marks: 70**

**SECTION- A**

*Answer Any Five of the Following Questions*

**5×4=20 Marks**

**2. Write short notes on**

- i. Cross Shopping (CO1)(L1)
- j. E-retailing(CO1 )(L1)
- k. Consumerism (CO1 )(L1)
- l. Retail Advertising(CO4 )(L1)
- m. Multi-channel retailing. (CO4 )(L1)
- n. Merchandising (CO5 )(L1)
- o. CRM(CO5 )(L1)
- p. Retail Audit (CO5 )(L1)

**SECTION – B**

*Answer All Questions*

**5×8=40Marks**

2. a) Discuss the role played by retailing industry in Indian Economy. (CO1)(L6)

OR

- b) Explain the opportunities and challenges in retail industry. (CO1 )(L2)

3. a) Explain retail-marketing strategy. (CO2 )(L5)

OR

- b) Discuss the importance of retail location and its prerequisites. (CO2 )(L6)

4. a) Explain Retail HRM strategies. (CO3 )(L5)

OR

- b) Explain the process of category management. (CO3 )(L2)

5. a) Explain retail pricing strategies. (CO4 )(L2)
- OR
- b) Discuss any two sales promotion techniques followed by retailers. (CO4 )(L6)
6. a) Discuss the major factors to be considered in store management. (CO5 )(L6)
- OR
- b) Explain the importance of supply chain management in retailing. (CO5 )(L5)

**SECTION C - (1 x 10 =10 marks)**

**Case study (Compulsory)**

7. Survival in today's economic climate and competitive retail environment requires more than just low prices and innovative products. To compete effectively, businesses must focus on the customer's shopping experience. To manage a customer's experience, retailers should understand what “customer experience” actually means. Customer experience includes every point of contact at which the customer interacts with the business, product, or service. Customer experience management represents a business strategy designed to manage the customer experience. It represents a strategy that results in a win–win value exchange between the retailer and its customers. Inturn it focuses on the role of macro factors in the retail environment and how they can shape customer experiences and behaviors(e.g., promotion, price, merchandise, supply chain and location) to deliver a superior customer experience are identified which should result in higher customer satisfaction, more frequent shopping visits, larger wallet shares, and higher profits.

Write a note on customer experience management in Indian retailing industry by taking two famous retail chains in India.

## 20BA423: INTERNATIONAL MARKETING

Subject Code :	20BA423	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

**Course Outcomes:**By the end of the course, students will be able :

- CO-1 To enable the Students understanding an increasing importance of global awareness.
- CO-2 To analyse various international environmental risks and constraints of global business.
- CO-3 To equip the Students with the knowledge of Marketing products and services across cultures.
- CO-4 To make the students familiar with international product promotion and distribution.
- CO-5 To create awareness among the students to develop self-employment through understanding of export procedures and documentation.

### UNIT-I

**Introduction to International Marketing** – Nature, Scope and importance of International Marketing – Different Entry Modes and Market Entry Strategies – Joint Ventures – Strategic Alliances – Direct Investment – Manufacturing and Franchising – International Marketing vs. Domestic Marketing.

### UNIT-II

**Constraints on international marketing** – Tariff and Non-Tariff barriers – Trading partners – Bilateral trading agreements – Commodity agreements, and GSP – Challenge of international marketing – The dynamic environment of international marketing.

### UNIT-III

**International Marketing Mix** – Product – Product standardization and Adoption – Brands, Trademarks, international product life cycle – Pricing for international markets – Factors, International Pricing Strategies, Dumping, and Counter Trade.

### UNIT-IV

**International promotion** – Integrated Marketing Communication – International Promotion mix tools – International – Distribution – Overseas marketing channels – Multinational retailers and Wholesalers – Global Logistics.

### UNIT-V

**India and world trade:** Import and Export policies –Exports Institutional infrastructure for export promotion – Export promotion councils – Public sector trading agencies – Export Procedure and documents.

### Practical Component:

- The students have to study various marketing procedures of entering into international markets to promote products or services.

- A group of students has to collect commodity agreements and bilateral agreements in relation with international trade.
- All the students are divided into groups. Each group of student has to develop marketing mix components for various international brands.
- All the students are divided into groups. Each group of student has to develop export and import documentation procedures for various products or services to market them in various international markets.

**References:**

1. B. Bhattacharyya, R. L. Varshney International Marketing Management: An Indian Perspective 24th Edition, (2014), Sultan Chand And Sons Publishers, New Delhi.
2. Francis Cherunilam, International Marketing- Text and Cases (15th Edition), (2017)Himalaya Publishing House, Mumbai.
3. .Philip R. Cateora, John Graham, International Marketing, (12th Ed) (2005) Tata McGraw Hill, New Delhi.
4. S.A.Sherlekar,VirendraSharadSherlekar,2<sup>nd</sup> Ed.(2010) Global Marketing Management, Himalaya publishing House, ,Mumbai
5. P.K.Vasudeva, International Marketing,4th Edition (2010) Excel Books, New Delhi.
6. Warren J. Keagan, Mark Green, Global Marketing (3/e),3rd Edition(2002) Prentice Hall

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**FOURTH SEMESTER**  
**BA423 - INTERNATIONAL MARKETING**  
**(2018-2019 Regulation Onwards)**

**Time: Three hours**

**Maximum Marks: 70**

**SECTION – A**

**Answer any Five of the Following Questions**

**(5X4 =20 Marks)**

**1. Write Short Notes on:**

- a) Joint Ventures ( CO1,L1 )
- c) Counter Trade (CO3, L1)

- b) Commodity agreements( CO2,L1)
- d) International Promotion mix (CO4, L1)

- e) Import and Export policies (CO5, L1)f) Global Logistics (CO4, L1)
- g) International Marketing vs. Domestic Marketing (CO1, L1)
- h) Product standardization Vs. Adoption (CO3, L1)

## **SECTION B**

*Answer All Questions*

**(5X8 = 40 Marks)**

2. **A)** Define International Marketing. Explain the Scope and Importance of International Marketing. (CO1, L1 & 2)  
**Or**  
**B)** Examine different Entry Modes and International Market Entry Strategies. (CO1, L4)
3. **A)** Discuss the Tariff and Non-Tariff barriers of international trade.(CO2, L6)  
**Or**  
**B)** Analyse the dynamic environment of international marketing (CO2, L4)
4. **A)** Define Product Life Cycle. Discuss the stages in international PLC. (CO3, L1& 6)  
**Or**  
**B)** Define Pricing. Explain the influencing Factor for international Pricing (CO3, L1 & 5)
5. **A)** Outline the Integrated Marketing Communication and its tools. (CO4, L2)  
**Or**  
**B)** Discuss the Overseas marketing channels.(CO4, L6)
6. **A)** Explain the Exports Institutional infrastructure support for export promotion. (CO5, L2)  
**Or**  
**B)** Identify the Export Procedure and documentation.(CO5, L3)

## **SECTION C**

**Case Study (Not Exceeding 300 Words)**

***(Compulsory) 1X10 = 10 Marks***

The 'Incredible India' campaign, launched in 2002, was a major initiative by the Government of India, to promote India as a tourist destination. The 'Incredible India' campaign was an integrated marketing communication effort to support the Indian tourism industry's efforts to attract foreign

tourists to the country. The fact that India was able to earn around half of what China could, in spite of attracting only a fraction of the number of tourists that its neighbour managed to lure, indicated that the campaign had been successful in achieving its objective. The campaign projected India as an attractive tourist destination by showcasing different aspects of Indian culture and history like yoga, spirituality, etc. The campaign was conducted globally and received appreciation from tourism industry observers and travellers alike. However, the campaign also came in for criticism from some quarters. Some observers felt that it had failed to cover several aspects of India which would have been attractive to the average tourist.

**Analyse the case carefully and answer the following questions**

1. Analyse an understanding of integrated marketing communication campaigns and their components. (CO4, L4)
2. Examine the factors that contribute to the success of a communication campaign. (CO4, L4)
3. Identify the unique challenges in conducting a worldwide campaign to promote a country as a tourist destination? (CO4, L3)



## 20BA431: STRATEGIC HUMAN RESOURCE MANAGEMENT

Subject Code :	20BA431	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

**Course outcomes:** By the end of the course, students will be able

- CO-1 To explain how HR strategy is going to be a game changer in organizations effectiveness.
- CO-2 Strategy formulation, Strategies for performance and development with knowledge of global economy factors.
- CO-3 The purpose of this course is to understand Strategic HRM, Aligning HR systems with business strategy.
- CO-4 To sensitize the students how organizations human resources is going to be an assets of the organization.
- CO-5 To understand the importance of evaluation and measuring the impact of strategies.

### UNIT-I

**SHRM** – Meaning, Nature and Scope of SHRM – Strategic Framework for HRM— Corporate Strategy and SHRM Approaches- Business Strategy and Organizational Capability – Developing SHRM Plans and Strategies – Strategic HR Planning – Acquisition and Development.

### UNIT-II

**Strategy Formulation** – Strategic planning – Multinational Strategies – Strategic alliance – Managerial issues in strategic formulation – Importance and methods of forecasting the supply of HR – Key HR activities in Mergers and Acquisition (M & A) – Ensuring alignment – Ensuring strategic flexibility for the future.

### UNIT-III

**HR Strategy Implementation** – Human Aspects of Strategy Implementation – Behavioral Issues in Strategy Implementation, Matching Culture with Strategy – Leadership, Power and Politics, Employee Morale – Retrenchment Strategies – Downsizing – Voluntary Retirement Schemes (VRS) – Early Retirement Plans, and Project Based Employment.

### UNIT-IV

**Employee Empowerment** – Employee Involvement – Employee Empowerment – Creating a Learning Organization – Autonomous Work Teams – Training – Performance Strategies – Flexi Timing – Work-life Balance Practices – Competency Mapping – Multi-Skilling Succession Planning – Cross Cultural Training.

## **UNIT-V**

**HR Strategy Evaluation** – HR evaluation process – Overview – Scope – Strategic Impact – Ethical Dimensions – Bench marking – Evaluating Strategic Contribution in Emerging areas such as Management of Diversity and Quality Readiness.

Case Study (Not Exceeding 300 words)

### **Practical Component:**

- Ask the students to find out the best employer surveys conducted during the past one year and make a presentation.
- Consider some groups like Tata's, Birla's, Infosysetc – what is their HR strategy.
- Hold a debate in the classroom about downsizing the workforce.
- Ask the students to collect data about the position of principal, director, and other teachers in your college and prepare a competency dictionary for the said positions.

### **References:**

1. Mello, A. Jeffrey. (2008). *Strategic Human Resource Management*. New Delhi: CengageLearning Indian Pvt. Ltd.
2. Belcourt, Monica &McBey, J., Kenneth. (2008, 2<sup>nd</sup> Ed). *Strategic Human Resource Planning*.New Delhi: Cengage Learning Indian
3. Srinivasan, R. (2002). *Strategic Management- The Indian Context*. New Delhi: Prentice Hall of India Pvt. Ltd.
4. Venugopal, R. (2000). *Contemporary Strategic Management*. Vikas Publishing House Pvt. Ltd.

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**Fourth Semester**  
**BA431 – STRATEGIC HUMAN RESOURCE MANAGEMENT**  
**(2017-2018 Regulation Onwards)**

**Duration: 3 hours**

**Maximum Marks: 70**

**SECTION- A**

*Answer Any Five of the Following Questions*

**5×4=20 Marks**

- 1. Write short notes on**
- a. Strategic Alliance. [CO2] )(L1)
  - b. Strategic Flexibility. [CO2] )(L1)
  - c. Business Strategy. [CO1] )(L1)
  - d. Corporate Strategy. [CO1] )(L1)
  - e. Leadership. [CO3] )(L1)
  - f. Politics. [CO3] )(L1)
  - g. Morale. [CO3] )(L1)
  - h. Cross Cultural Training[CO4] )(L1)

**SECTION – B**

*Answer All Questions*

**5×8=40Marks**

2. a) Explain the nature and scope of SHRM. [CO1] )(L2)
- OR
- b) Explain the alignment of corporate strategy and SHRM. [CO1] )(L)
3. a) Explain the multi-national HR strategies. [CO2] )(L5)
- OR
- b) Discuss the important factors to be considered while going for mergers. [CO2] )(L6)
4. a) Discuss the human side of HR strategy implementation. [CO3] )(L6)
- OR
- b) Explain retrenchment strategies. [CO3] )(L5)
5. a) Discuss the importance of employee empowerment plans. [CO4] )(L6)

OR

b) Explain work life balance practices. [CO4] )(L2)

6. a) Explain HR evaluation process. [CO5] )(L5)

OR

b) Discuss the importance of management of diversity. [CO5] )(L6)

**SECTION C - (1 x 10 =10 marks)**

**Case study (Compulsory)**

7. The comfort drugs (a chain of medical shops) established in the year 1985 provided employment to over 1000 people across undivided Andhra Pradesh with its strong retail network of 400 branches. In the year 2016 Comfort drugs was acquired by a German based drug retailer to introduce their brand into India.

In 2017, the new management team implemented a massive revamping exercise in which more than 200 managers and their juniors were asked to quit. The company decided to stop further recruitment. The management started offering salaries to their employees based on their performance.

In this context, if you are the HR manager of this company how would you deal with this painful decision taken by the new management team. Also, state the reasons behind this decision, keeping in view of culture and other possible HR Interventions.

## 20BA432: LEADERSHIP & TEAM MANAGEMENT

Subject Code :	20BA432	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

**Course outcomes:** By the end of the course, students will be able

CO-1 To familiarise the students the importance of advanced leadership.

CO-2 To provide an insight about the various theories of leadership.

CO-3 To enable the students to understand the importance of leadership and change management

CO-4 To provide expert knowledge about the use of teams and role of teams in decision making

CO-5 To impart knowledge on effective team work and promoting team success

### UNIT-I

**Introduction to Leadership** – Definition – Importance of advanced leadership – Roles of a leader – Leadership Traits and Ethics – Personality Traits and Leadership – Traits of Effective Leaders – Leadership Attitudes – Ethical Leadership – Achievement Motivation Theory.

### UNIT-II

**Leadership Behavior and Motivation** – Leadership Behavior and Styles – University of Michigan and Ohio Studies, Leadership Grid – Leadership and Motivation – Content and Process Theories – Reinforcement Theory – Contingency Leadership Theories and Models – Leadership Continuum theory.

### UNIT-III

**Leader-follower Relations** – Followers, Evolution of Dyadic Theory – Leader Member Exchange Theory, Fellowship, Delegation, Coaching, and Managing Conflict – Leadership and Change Management.

### UNIT-IV

**Team Leadership, Organizational Leadership** – The Use of Teams in Organizations – Types of Teams, Decision Making in Teams – Leadership Skills for Effective Team Meetings – Ginnet's Team Effectiveness Leadership Model – Virtual and Self-Managed Teams.

### UNIT-V

**Team Dynamics** – Nature of Teams – Team Vs Groups – Team Issues – Effective Team Work – Changing Role of Leadership in Self-Managed Teams – Implementing Teams in organizations, promoting team success.

Case Study (Not Exceeding 300 words)

### Practical Components

- Choose 3 successful & 3 failed leaders and identify the contributing factors and present your findings to the class.

- Across domains like sports & business & religion, develop an essay on the underlying trends and how these brands can leverage them.
- Write a comprehensive essay on management vs. leadership
- Interview 5 thought & practice leaders about their life learning's on leadership. Present your findings to a panel of these leaders
- Choose 3 leaders who tasted success after failures and 3 who tasted failure after early successful and develop the lessons from both groups. Present your findings to a panel of these leaders.

### References:

1. Andrew J Durbrin, Leadership-Research findings, Practice, and skills, 7<sup>th</sup> Ed.,(2012) Publisher -Cengage Learning.
2. Christopher F. Achua,Robert N. Lussier, (2013)5<sup>th</sup> Ed., Effective Leadership, South Western/Cengage Learning India
3. Gary Yukl, Leadership in Organizations,8<sup>th</sup> (2013) Pearson Education
4. Griffin & Moorhead, Organizational Behaviour, 10<sup>th</sup>Ed(2012).,Cengage Learning India Pvt. Ltd.
5. 5.Richard L Hughes, Robert C. Ginnett, CurphyPresidentGordonJ , Leadership-Enhancing the Lessons of experience,8<sup>th</sup> Ed.,(2014) TMH.

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**Fourth Semester**  
**BA432 – LEADERSHIP AND TEAM MANAGEMENT**  
**(2017-2018 Regulation Onwards)**

**Duration: 3 hours**

**Maximum Marks: 70**

**SECTION- A**

*Answer Any Five of the Following Questions*

**5×4=20 Marks**

1. **Explain the following**
  - a. Ethical Leadership.(CO1)(L2)
  - b. Leadership Grid. .(CO2)(L2)
  - c. Delegation. .(CO3)(L2)
  - d. Conflict Management. .(CO3)(L2)
  - e. Attitude. .(CO4)(L2)
  - f. Virtual Teams.(CO3)(L2).
  - g. Team Vs Group. .(CO5)(L2)

h. Quality Circles. .(CO4)(L2)

## SECTION – B

*Answer All Questions*

**5×8=40Marks**

2. a) What is Leadership. Explain its importance? Discuss the roles of a leader. .(CO1)(L1,L2)

OR

b) What is the relationship between personality traits and leadership? Explain the traits of effective leaders. .(CO1)(L1,L2)

3. a) What are the styles of leadership? Also, explain the relationship between leadership behaviour and styles. .(CO2)(L1)

OR

b) Explain briefly the contingency leadership theories. .(CO2)(L2)

4. a) Explain Leader Member Exchange Theory. .(CO3)(L2)

OR

b) Discuss the interface between leadership and change management. .(CO3)(L6)

5. a) What is team leadership? Explain leadership skills for effective team meetings. .(CO4)(L1,L2)

OR

b) What is leadership model? Explain charismatic and transformational leadership. .(CO4)(L1,L2)

6. a) How to make teams more effective in the organizations. .(CO5)(L1)

OR

b) How are other organizational characteristics different from a team based organization? .(CO5)(L1)

## SECTION C - (1 x 10 =10 marks)

### Case study (Compulsory)

7. Prakash hails from a hardworking immigrant family. Right from his childhood he wanted to achieve something and acquire power for himself. Unfortunately, he could only, a low-paid job in the assembly line in a large manufacturing firm. It is a charmless job having no promotional opportunities. Since he had to support a large family, he needed a well-paid job and all his efforts in this direction had gone waste. To blow off his steam and to relieve himself from worldly woes, he started living in a “fools paradise” and spent most of his days in day-dreaming. Not surprisingly, he fell a prey to drinking and other vices. After exhausting his, meagre financial resources, he would get depressed and start worrying about his family. It has been a vicious circle and he wants to come out of it. Unable to bear with this miserable situation, one fine morning, he wanted to seek advice and counsel from his supervisor. But since his relationship with his supervisor is not-too intimate, he sought help from his union leader. The union leader listened to Prakash's woes patiently. He told Prakash in a sympathetic tone: “There is no use working in this company. We have innumerable problems, and not a single problem is solved by management so far. The work's conditions are pathetic. Our salary is too low. And let's not talk about our benefit plans. After our contract finishes let's unite together and fight with management for better salary and working conditions”.

Explain the following questions(CO3,CO4 )(L2)

1. Analyse the nature of role conflict experienced by Prakash in this case.
2. What type of conflict resolution strategy is the union leader, suggesting in this case?
3. How do you advice Mr.Prakash?





## 20BA433: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Subject Code :	20BA433	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

**Course outcomes:** By the end of the course, students will be able

- CO-1 To gain an understanding on basics of International HRM.
- CO-2 To understand the procedures of recruitment and selection for identifying the need and importance of expatriation.
- CO-3 To enable the student in understanding international compensation components and programmes by examining the key issues involved in international labor relations.
- CO-4 To develop an understanding of IHRM practices in different countries.
- CO-5 To develop the key competencies and to demonstrate the contribution of special issues in IHRM.

### UNIT-I

**Basics of IHRM** – Definition – Nature – Importance – Objectives & Problems of IHRM – Difference between IHRM and Domestic HRM – Growing interest in IHRM -Three Dimensions of IHRM activities-Cultural issues in IHRM.

### UNIT-II

**Recruitment** – Selection – Staffing and Training in International context: Issues in International Selections – International Staffing Policies – Advantages & Disadvantages of Staffing Policies – Expatriate Selection-Expatriate Failures & Reasons – Need & Importance of Expatriate Training – Cultural Awareness Programs – Current scenario in international training and development.

### UNIT-III

**International Compensation** – Performance Management & Labour Relations: Objectives and Key

Components of an International compensation program – Approaches to International compensation – Performance Management of Expatriates- International Labour Relations – Key issues in International Labour Relations.

### UNIT-IV

**IHRM Practices in Selected Countries** – HRM practices in different countries- Japan – America, Britain – Germany – China and India.

### UNIT-V

**Special Issues in IHRM** – Information Technology and International HRM – Human Resource Out-Sourcing – Women Expatriates and their problems – Ethics in IHRM – Future challenges in IHRM.

### Case Study (Not Exceeding 300 words)

#### **Practical Components:**

- Write an essay on the challenges faced by Indian multinational companies in deploying employees from one country to another.
- Give a MNC recruitment case and ask the students to design and present a recruitment strategy.
- Debate on the challenges involved in measuring performance of employees in multinational context.
- Give a case and role play it – to negotiate the compensation of a software engineer to be posted from Bangalore to Seattle.
- Debate the Visa policy of India for hiring foreign workers.

#### **References:**

1. K Aswathappa – Sadhna Dash-International Human Resource Management Text and Cases - First Edition -Tata McGraw Hill Publishing Company Ltd-2010.
2. S.P.S. Bedi –Minakshi Kishore- – Global Human Resource - First Edition -Wisdom Publications – Delhi.2008.
3. R.V.Badi& S.G. Hundekar– International Human Resource Management- First Edition – VrindaPublications – Delhi.2015
4. P. SubbaRao – International Human Resource Management – Second Edition - Himalaya Publishing House -2017.
5. Peter J. Dowling &Denice E. Welch – International Human Resource Management– Fourth Edition – Thomson Learning USA – 2011.
6. Dr. NilanjamSengupta- International Human Resource Management - Fourth Edition-Excel Books – New Delhi -2007.
7. SujataMangalal – Globalization and Human Resource Management - Fourth Edition-Excel Books – New Delhi -2007.

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**Fourth Semester**  
**BA433: INTERNATIONAL HUMAN RESOURCE MANAGEMENT**  
**(2017-2018 Regulation Onwards)**

**Duration: 3 hours**

**Maximum Marks: 70 marks**

**SECTION - A**

*Answer Any Five of the Following Questions*

**5 x 4 = 20 Marks**

**1. Write short notes on:**

- (a) Cross cultural value. (CO2)(LI)
- (b) Objectives of IHRM. (CO1)(LI)
- (c) Expatriate. (CO2)(LI)
- (d) HR challenges at International level. (CO3)(LI)
- (e) Global HR Manager. (CO4)(LI)
- (f) Cultural clash. (CO5)(LI)
- (g) Host country. (CO4)(LI)
- (h) Ethics in IHRM.(CO5)(LI)

**SECTION - B**

*Answer All Questions.*

**5 x 8 = 40 Marks**

2.a) Define 'IHRM'. Discuss the nature, importance, objectives and problems of IHRM.(CO1)(L1,L6)

**(Or)**

b) Distinguish between IHRM and Domestic HRM.(CO1)(L4)

3.a) Explain the need for training for employees at International level. Give some examples.(CO2)(L2)

**(Or)**

b) Explain the process involved in selection of employees at International level.(CO2)(L5)

4.a) Write briefly about various approaches of compensation in global assignments.(CO3)(L1)

**(Or)**

b) Discuss the role of trade unions in maintaining Industrial relations at International level.(CO3)(L6)

5.a) Explain the HRM practices in Japan.(CO4)(L2)

**(Or)**

b) Discuss the components of compensation considered by Germany and India. Outline the problems involved in Global sourcing of labor.(CO4)(L2,L6)

**(Or)**

6.a) Outline the problems involved in Global sourcing of labor.(CO5)(L2)

**(Or)**

b) Discuss the women expatriates and their problems.(CO5)(L6)

**SECTION C - (1 x 10 = 10 marks)**

**Case study (Compulsory)(CO2)(LI)**

7. You are recruited into an International recruiting firm Dinosaur.Com; the first assignment given to you is to develop content for their website titled "Expatriate selection" After pursuing your MBA with IHRM as your specialization, use all your theoretical foundation on this assignment and try meeting the following aspects in the overall frame work of the content designed by you.

(a) What are the things that an expatriate is selected against?

(b) List and discuss at least seven traits that an expatriate must have in order to succeed on a foreign assignment.

(c) What type of goal/talk orientation should an expatriate have to improve his or her success on a foreign assignment?

## 20BA441 : FINANCIAL SERVICES

Subject Code :	20BA441	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

**Course outcomes:** By the end of the course, students will be able

- CO-1 To create awareness among the students about the significance of investment particularly strategic investment and finance decision-making.
- CO-2 The objective of the course is to provide students with the knowledge of merchant banking services along with guidelines of SEBI.
- CO-3 To understand Mutual Funds and the origin of venture capital.
- CO-4 To understand the types of lease agreements and factoring services in India.
- CO-5 To examine the emerging trends in financial services.

### UNIT– I

**Financial Services** – Range of services – Characteristics – Institutions offering different services – Characteristics of financial services market – Problems and challenges in financial services marketing.

### UNIT– II

**Merchant Banking** – Nature and scope of merchant banking services – Management of public issues and support services – Depository services – Marketing of services – SEBI guidelines.

### UNIT– III

**Mutual Funds** – Meaning – Origin – Types/Classification of Funds – Importance – Mutual Funds Industry in India – Venture Capital – Meaning – Origin – Importance – Methods – India Scenario.

### UNIT IV

**Leasing** – Concept – Types – Lease Agreements – Potentiality of Leasing as a means of financing – Advantages and Disadvantages – Lease Financing in India – Factoring – Meaning – Modus operandi – types – functions – Factoring services in India.

### UNIT V

**Trends in Financial Services** – Financial technology firms (Fintech Firms) – Data-Driven Product Development – Digital Transformation – AI (artificial intelligence)& Block Chain – Big Data – Cyber Security – Mobile Banking – OMNI – Channel – Investor Education.

### Practical Components:

- Students are asked to examine the any two financial service oriented companies and present brief report on the same in seminar periods.

- The class will be divided into small groups (consisting of 6 students). The groups are to discuss and present their views on variety of financial instruments used in corporate sector.
- Students are asked to identify any three financial services and financial intermediaries in their region/locality; compare and contrast the role of and functions of organized financial services and financial intermediaries.

**References:**

1. David and Zenoff – Marketing of Financial services – Ballinger publishing.
2. Avadhani – V.A. – Marketing of Financial Services – Himalaya Publishing House, Mumbai.
3. J.C. Verma – Merchant Banking – Tata McGraw- Hill.
4. Bhalla. V.K. Management of Financial Services – Anmol Publications – New Delhi.
5. ChinmaoySahu – Management of Financial Services – Excel Books – New Delhi.
6. M.Y.Khan – Financial Services – Tata McGraw Hill – New Delhi.
7. Gordon E and Natarajan K. – Financial Markets and Services – Himalaya Publishing House – New Delhi.
8. Verma – J.C Merchant Banking – Tata McGrawHill – New Delhi.
9. Ramesh – S and Arun Gupta: Venture Capital – Oxford University press.

**MODEL QUESTION PAPER  
M.B.A. (REGULAR) DEGREE EXAMINATION  
Fourth Semester  
20 BA441 – FINANCIAL SERVICES  
(Regulation Onwards)**

**Duration: 3 hours**

**Maximum Marks: 70**

**SECTION- A**

*Answer Any Five of the Following Questions*

**5×4=20 Marks**

1. **Write short notes on**
  - a. Define Financial Services
  - b. Characteristics of Financial Services
  - c. Public issue
  - d. Depository Services
  - e. Importance of Mutual funds
  - f. Factoring
  - g. Big data
  - h. Venture capital

**SECTION – B**

*Answer All Questions 5×8=40Marks*

2. a) List out various Financial Services.

OR

- b) Briefly explain the problems and challenges in Financial Services marketing.
3. a) Explain the nature and scope of Merchant banking Services.  
OR  
b) Explain SEBI guidelines regarding Financial Services.
4. a) How open ended mutual funds are differed with close ended mutual funds.  
OR  
b) What are the stages involved in Venture capital financing.
5. a) What is Leasing? Explain different types of Leasing.  
OR  
b) What are the various factoring services in India?
6. a) Explain latest trend in Financial Services in India.  
OR  
b) Explain. (i) Cyber security (ii) Mobile banking.

**SECTION C - (1 x 10 =10 marks)**

**Case study (Compulsory)**

7. Industry specific funds and sectorial funds go against the principle of “high return-low risk”. Do you agree it? Justify your answer.



## 20BA442: COMMODITY MARKETS & DERIVATIVES

Subject Code :	20BA442	I A Marks	30
No. of Lecture Hours / Week	05	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

**Course Outcomes:** By the end of the course, students will be able

- CO-1 To understand the derivative products and the development of derivative trading in India.
- CO-2 To Familiarise with the characteristics of the derivative products and hedging strategies.
- CO-3 To identify specific option trading strategy suitable to market movement.
- CO-4 To calculate option price using binomial model and BS model.
- CO-5 To develop knowledge about functioning of SWAPs & credit derivatives and design Swaps.

### UNIT-I

**Financial Derivatives** – Concept – Definition – Nature – Functions – and Types of Derivative instruments – Different underlying assets – Types of Traders – Economic Role of Derivatives market(Overview) – Risk Management – Price Discovery – and Transactional Efficiency – Trading in Commodities in India (Cash & Derivative Segment) Types of Commodities Traded – Structure of Commodities Market in India – Participants in Commodities Market – Commodity Exchanges in India & Abroad – Reasons for Investing in Commodities

### UNIT-II

**Futures and Forwards** – Meaning – Importance – Futures Exchanges Market Participants – Clearing House and Margins – Futures Pricing – Stock Index Futures – Forwards Vs Futures – Hedging strategy Using Future – Basic Principle – Arguments for and Against Hedging – Basic Risk – Minimum Variance Hedge Ratio – Hedging through Stock Index Futures.

### UNIT-III

**Options** – Meaning and Features of Options – Equity Options – Currency Option – Benefits of Options – Basic principles of options – Option strategies – Option spreads – Mechanism of Option Specification of Stock Option – Trading – Commission – and Margin.

### UNIT-IV

**Option Pricing Models** – Factors Affecting Option Prices – Application of Option Pricing Models – Black-Scholes Model – Binomial Model – Option Greeks and Hedging Strategies – Estimating Volatilities.

### UNIT-IV

**Financial Swaps and Warrants** – Meaning – and Uses – Types of Financial Swaps – Interest Rate Swaps – Currency Swaps – and Swap Pricing – Warrants – Other Derivatives - Value-at-Risk – Credit Derivatives – Exotic Options – and Derivative Mishaps.

## Case Study (Not Exceeding 300 words)

### Practical Component:

- Analyzing Various Derivative Contract Specifications from Exchanges
- Mark to Market Margin Calculation on Real time data from Exchanges
- Understanding the trading and settlement process and other documentary requirements at Brokers' office to open the trading account
- Calculating the futures and options price with cost of carry – binomial and BS Models on real time data from Exchange & analyzing them with current market price
- Forming of different futures and options trading strategies with the real time data from Exchange
- Forming of Hedging with real time data from commodities and currency Exchanges
- Valuation of equity forwards.
- Bond and interest forward contracts
- Pricing of commodity forwards
- Future - trading
- Delivery and cash settlement.
- Valuation of options and futures.
- Analysis and Management of risk.

### References :

1. John C. Hull 2006 – Options ,Futures & other derivatives 6<sup>th</sup> edition Printice Hull of India private Limited
2. Robert McDonald 2005 – Derivatives market 2<sup>nd</sup> edition – Pearson education
3. John Hull 2018– Fundamentals of futures & options 9<sup>th</sup> edition Pearson.
4. Ankit Gala & Jitendra Gala – Guide to Indian Commodity market – Buzzingstock publishing house
5. K.Sasidharan & Alex K. Mathews – Option trading - bull market strategies – McGraw Hill publication
6. NitiChatnani 2016 – Commodity markets – McGraw Hill Publication
7. S. Kevin 2015 – Commodities & financial derivatives 2<sup>nd</sup> edition , PHI learning Pvt ltd.
8. S. S. S. Kumar 2007- Financial Derivatives - PHI Learning Pvt. Ltd
9. S. L. Gupta 2005- Financial Derivatives: Theory, Concepts And Problems - PHI Learning Pvt. Ltd
10. Bharat Kulkarni 2011-Commodity Markets & Derivatives - Excel Books
11. Sundarum and Das 2013-Derivatives principles & practice ,Indian edition MegrawHillNewDelhi.
12. Sundaram J 2011-Derivatives & Risk Management.
13. Andrew Kasapi 2000-Mastering Credit Derivatives First print Addesin Wesleylongman

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**Fourth Semester**  
**BA442 – COMMODITY MARKETS & DERIVATIVES**  
**(2017-2018 Regulation Onwards)**

**Duration: 3 hours**

**Maximum Marks: 70**

**SECTION- A**

**1. Answer Any Five of the Following Questions**

**5×4=20 Marks**

- |                                       |          |
|---------------------------------------|----------|
| a. CBT and CBOE                       | (CO1,L2) |
| b. Clearing House                     | (CO3,L2) |
| c. Cross Hedge                        | (CO2,L2) |
| d. Straddle                           | (CO4,L2) |
| e. Basis Risks                        | (CO2,L2) |
| f. Assumptions of Black Scholes model | (CO4,L2) |
| g. Swap Dealer                        | (CO5,L2) |
| h. Currency Swap                      | (CO5,L2) |

**SECTION – B**

**Answer All Questions**

**5×8=40 Marks**

2. Explain the commodity exchanges operating in India and abroad and reasons for investing in commodities. (CO1,L2)

(OR)

Explain the economic function of derivatives market and growth of derivatives in India. (CO1,L2)

3. Explain the differences between forwards and futures. (CO1,L3)

(OR)

Prepare a pay-off diagram for a buyer of a one month future contract at a price of Rs.103/- of an underline stock. Select prices in between 75 and 135. (CO2,L4)

4. “Call writers and put buyers exhibit bearish sentiments”. Do you agree? Explain with payoff diagrams (CO3,L4)

(OR)

What is Spread? Explain Bull and Bear spreads. (CO3,L2)

5. Calculate 3 month Call option premium of NTPC stock using BS model. The present stock price is 142 and strike price is 140. The volatility is 20% and risk free interest rate is 9%.(CO4,L4)

(OR)

Explain the binomial model of option price valuation. (CO4,L2)

6. Define Swap and explain plain vanilla swap. (CO5,L2)

(OR)

Explain credit derivatives and derivative disasters. (CO5,L4)

**SECTION C - (1 x 10 =10 marks)**

**Case study (Compulsory)**

7. Design a swap deal for 'P' and 'Q' when they face the following interest rates without an intermediary P wants fixed rate of interest and Q wants floating rate of interest.(CO5,L5)

Company	Fixed	Floating rate
P	8.75%	LIBOR + 0.75%
Q	6.25%	LIBOR + 0.25%

## 20BA444: INTERNATIONAL FINANCIAL MANAGEMENT

Subject Code :	20BA444	I A Marks	30
No. of Lecture Hours / Week	06	End Exam Marks	70
Total Number of Lecture Hours	75	Total Marks	100
Practical Component	01 Hour/Week	Exam Hours	03

**Course Outcomes:** By the end of the course, students will be able

- CO-1 To create awareness about the importance of international financial management and to understanding the business environment in which modern multinational corporations operate.
- CO-2 To describe the IMF's role in dealing with the financial crisis and learning about *foreign exchange markets* including international Parity conditions.
- CO-3 To study the nature of management exposure and discusses about the techniques of international capital budgeting.
- CO-4 To explore concepts of portfolio management in a global market. Understand the principles of project financing and explain how corporate and country characteristics influence an MNC's cost of capital.
- CO-5 To bring the cognizance of working capital management along with international accounting practices and analysing key elements of international taxation.

### UNIT-I

**Multinational Corporations:** Features of MNCs, Motives for Going Global, Factors Inhibiting MNCs to Maximize Profits - **IFM:** Features, Objectives, and importance of IFM - Financial Management Versus International Financial Management - Balance of payments (BoP) - Fundamentals of BoP - Accounting components of BOP.

### UNIT-II

**International Monetary System:** Evolution- Gold Standard- Bretton Woods system-The flexible exchange rate regime- The current exchange rate arrangements- The Economic and Monetary Union (EMU).

### UNIT-III

**Foreign Exchange Market:** Function and structure of the Forex markets- Major participants- Foreign exchange quotations- Process of arbitrage, Factors influencing exchange rates; International arbitrage and interest rate parity-Relationship between inflation- interest rates and exchange rates – Purchasing power parity – International fisher effect.

### UNIT-IV

**Management of Exposure:** Economic, Transaction, Translation, and Real Operating Exposure.**Global Financial Markets:** Overview of the other markets – Euro currency market- Euro credit market- Euro bond market- International stock market.

### UNIT-V

**Long term & Short term Asset–Liability Management:** Long term asset liability management: International Capital Budgeting, International Capital Structure and Cost of Capital

; International financing: Equity, Bond financing- Parallel loans; Short term asset liability management- International cash management- Accounts receivable management- Inventory management.

**Practical Component:**

- Students can study the Balance of Payment statistics of India for the last five years and present the same in the class.
- Students can carry out a survey of Exporters and report the foreign exchange risk management practices adopted by them.
- Students can study the impact of exchange rate movement on the stock index.
- Students can predicting exchange rates using technical analysis and find arbitrage opportunities using newspaper quotes present the same in the class.

**Text Books:**

1. Avadhani V.A, “International Financial Management”, Himalaya Publishing House, New Delhi, 2009.
2. VyuptakeshSharan, “International Financial Management”, PHI Learning, New Delhi,2010.

**References :**

1. Alan C Shapiro, “Multinational Financial Management”, Wiley India, New Delhi, 9<sup>th</sup> Edition (2010).
2. Apte P.G, “International Financial Management”, TMH, New Delhi, 5<sup>th</sup> Edition (2009).
3. David K. Eiteman, Arthur I.Stonehill and Michael H.Moffeth, “Multinational Business Finance”, 10<sup>th</sup> Edition,(2004) Pearson Education
4. Jain P.K, JosettePeyrard and Surendra S. Yadav, “International Financial Management”, Macmillan Publishers, 6th Edition (2001).
5. Shailaja G, “International Finance”, Universities Press(India) Private Limited, Hyderabad, (2008).
6. Srivastava M.R., “Multinational Financial Management”, Excel Books, New Delhi, 6th Edition (2008).
7. Thomas J O’Brien, “International Finance”, Oxford University Press, New Delhi, 2009.

**MODEL QUESTION PAPER**  
**M.B.A. (REGULAR) DEGREE EXAMINATION**  
**Fourth Semester**  
**BA444 – INTERNATIONAL FINANCIAL MANAGEMENT**  
**(2017-2018 Regulation Onwards)**

**Duration: 3 hours**

**Maximum Marks: 70**

**SECTION- A**

*Answer Any Five of the Following Questions*

**5×4=20 Marks**

**1. Write short notes on**

- a. Bilateral treaties (CO 1) (L 1)
- b. Global outsourcing (CO 1) (L 1)
- c. Types of international finance (CO 5) (L 1)
- d. Global cost of capital (CO 5) (L 1)
- e. Bretton woods system (CO 2) (L 1)
- f. Real operating exposure (CO 4) (L 1)
- g. purchasing power parity (CO 3) (L 1)
- h. Hedging. (CO 3) (L 1)

**SECTION – B**

*Answer All Questions*     **5×8=40Marks**

- 2. a) Explain the significance of finance function in a multinational firm. (CO 1) (L 2)  
OR  
b) Differentiate between financial management and international financial management. (CO 1) (L 4)
- 3. a) Distinguish between fixed and floating exchange rate system. (CO 2) (L 4)  
OR  
b) Explain about various long-term financing sources available for MNC's. (CO 5) (L 2)
- 4. a) Examine different theories of exchange rate determination. (CO 3) (L 4)  
OR  
b) Explain briefly various types of Exposures. (CO 3) (L 2)
- 5. a) What is transaction exposure? Explain with suitable examples. (CO 4) (L 1)  
OR  
b) Give a brief note on International bond market instruments. (CO 4) (L 1)
- 6. a) Explain the key aspects and elements of Inventory Management. (CO 5) (L 2)  
OR  
b) How can a centralised cash management system be beneficial to an MNC's? (CO 5) (L 1)

**SECTION C - (1 x 10 =10 marks)**

**Case study (Compulsory)**

7. The share of Gama Company which is not expected to pay dividend in the near future is currently selling for Rs.150/-. The risk free interest rate is 0.8% per month and 3 months future contract is selling for Rs.152/-.

Develop an arbitrage strategy and show what your profit will be 3 months hence. (CO 3) (L 6)



## 20GE11:EMPLOYABILITY SKILLS LAB (1L + 1P + 1T)

Subject Code :	20GE11	I A Marks	50
No. of Lecture Hours / Week	03	End Exam Marks	-
Total Number of Lecture Hours	45	Total Marks	50
Practical Component	01 Hour/Week	Exam Hours	03

**Course Outcomes:** By the end of the course, students will be able

- CO-1 To analyse the programme curriculum covers written and spoken English, business communication, resume writing and interview skills, pronunciation, etiquette, leadership skills and more, making it a comprehensive training on employable skills.
- CO-2 To develop non-technical skills and competencies that has always been an important part of effective and successful participation in the workplace.
- CO-3 To be employable by honing their skills to meet the demands of today's world.
- CO-4 To enhance performance in the career and life.
- CO-5 To Create a Power Point and other Presentations.

**UNIT-I - Communication** – Meaning and Significance for Managers-Public Speaking-Speaking in Meeting–Workplace Communication – One to one Communication – Different Styles of Communication-Interpersonal and Intrapersonal Skills-Reading ability – Importance of Listening in Communication.

**UNIT-II - Presentation Skills** – Writing Oral Presentations – Using Visual Aids in Oral Communication –Communicating Across Cultures – 7 Cs of Communication – Body Language- Tips on how to Create a Power Point and other Presentations.

**UNIT-III - Goal Setting** – Creating Individual Action Plans – Article Writing – SWOT Analysis – Event Management – (Training Students to Organize Events and present a report on Event organized).

**UNIT-IV - Case Study** – Case Analysis – Discussion and Presentation – Team Building and Team Work –Innovation and Creativity – Emotional Intelligence – Self Management

**UNIT-V - Business and Corporate Etiquettes** – Overview of Interview- Self introduction at Various Forums and During Interview – Mock Interview – CV Preparation-Group Discussion.

Practical Component:

- Public Speaking
- Different styles of Communication (Role Play)
- Presentation Using Visual aids (Power Point Presentation)
- Goal Setting (Preparing individual action Plans including Short term and Long term)
- Article Writing
- SWOT Analysis (Individual SWOT)

- Event Management (Present a report about any Events organized by Student Group)
- Case Study analysis (Individual & Group Discussion about Case)
- Emotional Intelligence (Analyzing individual Students EQ)
- Etiquette for Managers (Practicing different etiquettes in classroom)
- Interview preparation
- Mock Interviews (Activity)
- Self-Introduction
- CV Preparation

References:

1. Bovee, Thill, Schatzman, (2005), Business communication Today, Pearson Education
2. Meenakshi Raman Prakash Singh, Business communication, Oxford University Press.
3. E.H.McGrath,S.J ,Basic Managerial Skills, PHI Pvt. Limited
4. Chaturvedi&Chaturvedi, (2006), Business communication, Pearson Education
5. NamartaPalta, The art of Effective communication, Lotus Press, New Delhi,2007.
6. S.K.Mandal, Effective Communication and Public Speaking, JaicoPublishing
7. PriyadarshiniPatnaik, Group Discussion and Interview Skills, Cambridge University Press PVt.Ltd.