

DEPARTMENT OF MANAGEMENT STUDIES
S. V. U. COLLEGE OF CM & CS
SRI VENKATESWARA UNIVERSITY: TIRUPATI



SYLLABUS

MASTER OF BUSINESS ADMINISTRATION (M. B. A.)



Choice-Based Credit System (CBCS)
Amended as per NEP – 2020
(w. e. f. the Academic Year 2025-26)

**DEPARTMENT OF MANAGEMENT STUDIES
S. V. U. COLLEGE OF CM & CS.**



**SRI VENKATESWARA
UNIVERSITY**

MASTER OF BUSINESS ADMINISTRATION (M. B. A.)

REVISED SYLLABUS (2025 – 2026)

CONTENTS

S. No	Particulars	Page Nos:
1	Course Regulations	1 – 6
2	Course Structure – Semester-wise	7 – 14
3	Course Syllabus – Semester wise	Semester I 15 – 28
		Semester II 29 – 42
		Semester III 43 – 65
		Semester IV 66 – 89
4	Model Question Papers – Semester wise	Semester I 90 – 98
		Semester II 99 – 105
		Semester III 106 – 138
		Semester IV 139 – 171
5	Equivalent Papers with the Previous Syllabus	172 – 179

P. Abraham Leela
Chairman - Board of Studies
Department of Management Studies
Sri Venkateswara University
TIRUPATI

**DEPARTMENT OF MANAGEMENT STUDIES,
S. V. UNIVERSITY**

2025 - 2026

MASTER OF BUSINESS ADMINISTRATION (M. B. A.)

COURSE REGULATIONS



**DEPARTMENT OF MANAGEMENT STUDIES
S. V. U. COLLEGE OF CM & CS**

P. Abraham Leela

**Chairman - Board of Studies
Department of Management Studies
Sri Venkateswara University
TIRUPATI**

**DEPARTMENT OF MANAGEMENT STUDIES,
S. V. UNIVERSITY**

P. Aravamudan

**Chairman - Board of Studies
Department of Management Studies
Sri Venkateswara University
TIRUPATI**

**DEPARTMENT OF MANAGEMENT STUDIES,
S. V. UNIVERSITY**

Revised MBA program structure and syllabus with effect from August 2025

SEMESTER–III

Total Credits: 30

Code No.	Title of the Paper	Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
301	Entrepreneurship	Core	4	30	70	3Hrs	100
302	Business Law and Environment	Core	4	30	70	3Hrs	100
303	Industrial Project Course	Core	4	30	70	3Hrs	100
304	Project Viva-Voce	Core	4	30	70	3 Hrs	100
	Internal Elective - I	Elective	4	30	70	3 Hrs	100
	Internal Elective - II	Elective	4	30	70	3 Hrs	100
	Internal Elective - III	Elective	4	30	70	3 Hrs	100
	MOOCS - II	-	2	-	-	-	-

MARKETING AREA - ELECTIVES

Code No.	Title of the Paper	Components of Study Core/ Elective	No of Credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
311	Consumer Behaviour	Elective	4	30	70	3 Hrs	100
312	Customer Relationship Management	Elective	4	30	70	3 Hrs	100
313	Marketing Research	Elective	4	30	70	3 Hrs	100
314	Advertising & Marketing Communication Management	Elective	4	30	70	3 Hrs	100
315	Digital Marketing	Elective	4	30	70	3 Hrs	100

FINANCE AREA- ELECTIVES

Code No.	Title of the Paper	Components of Study Core/ Elective	No of Credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
321	Financial Services	Elective	4	30	70	3 Hrs	100
322	Security Analysis and Portfolio Management	Elective	4	30	70	3 Hrs	100
323	Financial Markets and Institutions	Elective	4	30	70	3 Hrs	100
324	Banking Management	Elective	4	30	70	3 Hrs	100
325	Project Planning & Analysis Management	Elective	4	30	70	3 Hrs	100

HRM AREA- ELECTIVES

Code No.	Title of the Paper	Components of Study Core/ Elective	No of Credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
331	Training and Development	Elective	4	30	70	3 Hrs	100
332	Human Resource Planning	Elective	4	30	70	3 Hrs	100
333	Industrial Relations and Labour Laws	Elective	4	30	70	3 Hrs	100
334	Talent Management	Elective	4	30	70	3 Hrs	100
335	Performance Management and Counselling	Elective	4	30	70	3 Hrs	100

SYSTEMS AREA- ELECTIVES

Code No.	Title of the Paper	Components of Study Core/ Elective	No of Credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
341	System Analysis and Design	Elective	4	30	70	3 Hrs	100
342	Database Management Systems	Elective	4	30	70	3 Hrs	100
343	Data Mining and Data Warehousing	Elective	4	30	70	3 Hrs	100
344	Distributed Computing Systems	Elective	4	30	70	3 Hrs	100
345	Enterprise Resource Planning	Elective	4	30	70	3 Hrs	100

P. Aravamudan

**Chairman - Board of Studies
Department of Management Studies
Sri Venkateswara University
TIRUPATI**

**DEPARTMENT OF MANAGEMENT STUDIES,
S. V. UNIVERSITY**

Revised MBA program structure and syllabus with effect from August 2025

SEMESTER-IV

Total Credits: 32

Code No.	Title of the Paper	Core/ Elective	No of credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
401	Strategic Management	Core	4	30	70	3Hrs	100
402	Organisation Development and Change Management	Core	4	30	70	3Hrs	100
403	International Business Management	Core	4	30	70	3Hrs	100
404	Digital Business Models	Core	4	30	70	3Hrs	100
	Internal Elective - I	Elective	4	30	70	3 Hrs	100
	Internal Elective - II	Elective	4	30	70	3 Hrs	100
	Internal Elective - III	Elective	4	30	70	3 Hrs	100
	MOOCS - III	-	4	-	-	-	-

MARKETING AREA-ELECTIVES

Code No.	Title of the Paper	Components of Study Core/ Elective	No of Credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
411	Marketing Analytics	Elective	4	30	70	3 Hrs	100
412	International Marketing	Elective	4	30	70	3 Hrs	100
413	Sales And Distribution Management	Elective	4	30	70	3 Hrs	100
414	Product And Brand Management	Elective	4	30	70	3 Hrs	100
415	Retail Management	Elective	4	30	70	3 Hrs	100

FINANCE AREA – ELECTIVES

Code No.	Title of the Paper	Components of Study Core/ Elective	No of Credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
421	International Financial Management	Elective	4	30	70	3 Hrs	100
422	Financial Derivatives	Elective	4	30	70	3 Hrs	100
423	Risk Management and Insurance	Elective	4	30	70	3 Hrs	100
424	Behavioural Finance	Elective	4	30	70	3 Hrs	100
425	Blockchain Technology for Finance	Elective	4	30	70	3 Hrs	100

HRM AREA – ELECTIVES

Code No.	Title of the Paper	Components of Study Core/ Elective	No of Credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
431	HR Analytics	Elective	4	30	70	3 Hrs	100
432	Strategic Human Resource Development	Elective	4	30	70	3 Hrs	100
433	Stress Management	Elective	4	30	70	3 Hrs	100
434	Global Human Resource Management	Elective	4	30	70	3 Hrs	100
435	Compensation Management	Elective	4	30	70	3 Hrs	100

SYSTEMS AREA – ELECTIVES

Code No.	Title of the Paper	Components of Study Core/ Elective	No of Credits	Sessional Marks	Semester End Marks	Exam Duration	Maximum Marks
441	Decision Support Systems	Elective	4	30	70	3 Hrs	100
442	Systems Control and Auditing	Elective	4	30	70	3 Hrs	100
443	E-Business and Information Technology	Elective	4	30	70	3 Hrs	100
444	Cloud Computing	Elective	4	30	70	3 Hrs	100
445	Machine Learning	Elective	4	30	70	3 Hrs	100

2025 - 2026

**MASTER OF BUSINESS ADMINISTRATION
(M. B. A.)**

COURSE SYLLABUS

Semester wise



DEPARTMENT OF MANAGEMENT STUDIES

S. V. U. COLLEGE OF CM & CS

SRI VENKATESWARA UNIVERSITY: TIRUPATI

SRI VENKATESWARA UNIVERSITY: TIRUPATI

301 – ENTREPRENEURSHIP

Unit – I

Entrepreneurship: Meaning, Importance of Entrepreneurship, Concepts, Characteristics, Classifications of Entrepreneurship, Problems Faced By Entrepreneurs in India. Entrepreneur V/S Intrapreneur, Entrepreneurial Models, Legal Issues for Entrepreneur: Intellectual Property Rights: Copyrights, Trademarks, Trade Secrets, Patents.

Unit – II

Women Entrepreneurs: Women Working Environment, Challenges in the Path of Women Entrepreneurs, Empowerment, Grassroots Entrepreneurs through Self Help Groups (SHG). Building The Business Plan- Feasibility Study: Setting Up of Small Business Enterprises.

Unit – III

Financial Considerations: Basic Financial Statements, Managing Cash Flows, Preparation of Projected Financial Statements, Applications of Business Ratios, Sources of Finance: Debt And Equity. Marketing: Marketing Considerations- Selecting the Target Market, Market Strategy. Pricing Strategies And Marketing of Services, Export Marketing.

Unit – IV

Production Management in Small Business: Production and Material Management, Break Even Analysis. HRM in Small Business, Importance of HRM, HRP, and Small Scale Enterprises, Pollution Control Laws.

Unit – V

Institutions Supporting Small Business Enterprises: Introduction, Central Level Institutions, State Level Institutions, Other Agencies. Sickness in Small Business Enterprises: Definition and Status of Sickness of SSI's In India, Causes of Sickness, Symptoms and Cure of Sickness, Business Incubators, Social Entrepreneurship.

References:

1. Hisrich Peters shepherd: *Entrepreneurship* (Tata McGraw Hill), 2020
2. Prasanna Chandra: *Projects Planning Analysis, Reductions implementation & Review* (Tata McGraw Hill), 2019
3. Harvard Business Review, *Entrepreneur's Handbook: Everything you need to launch and grow your new business.* (HBR Handbook)
4. Dhruv Nath, Sushanto Mitra: *Funding your Startup and other Nightmares.*

302 - BUSINESS LAW AND ENVIRONMENT

Unit – I

Law of Contracts: Essentials of Valid Contract, Different Types of Contracts - Unlawful Contracts & Illegal Agreements – Quasi Contracts- Performance of Contracts – Special Contracts: Contingent Contracts – Indemnity, Guarantee, Bailment, Agency Contract.

Unit – II

Law of Partnership and Company Law: Formation of Firm, Kinds of Partners - Sale of Goods Act – Sale and Agreement to Sell – Conditions and Warranties – Ownership Transfer – Negotiable Instrument Act –Negotiable Instruments Types –Negotiations – Dishonour Of Instruments - Intellectual Property Rights.

Unit – III

Theoretical Framework of Business Environment: Concept, Significance and Nature of Business Environment, Elements of Environment- Internal and External, Changing Dimensions of Business Environment, Techniques of Environmental Scanning and Monitoring.

Unit – IV

Economic, Political and Legal Environment of Business: Changing Dimensions of Legal Environment in India, Introduction to Competition Act, 2005, FEMA, Corporate Governance and Social Responsibility of Business - Industrial Policy, Fiscal and Monetary Policies, EXIM Policy; SEZ Policy,

Unit – V

Foreign Investment: FDI, FII, Determinants of Foreign Investment- Favourable and Harmful Effect of The Operations of MNCs on Indian Economy - World Bank – IMF - General Agreement on Tariff and Trade - WTO Agreement, Non-Tariff Barriers and Dispute Settlement Mechanism, Kyoto Protocol, FTAs.

References:

1. SS Gulshan and G. K. Kapoor, *Business Law, New Age International Publishers(p)Ltd. New Delhi.*
2. Aswathappa. K., *Essentials of Business Environment, Himalaya Publishing House, New Delhi.*
3. Fernando A. C., *Business Environment, Pearson Education, New Delhi.*
4. Francis Cherunilam, *Business Environment, Himalaya Publishing House, New Delhi.*
5. Bulchandani R R: *Business Law* (Himalaya)
6. S C Kuchal: *Business Law* (Vikas)

303 – INDUSTRIAL PROJECT COURSE

Each candidate is expected to carry out project work in a particular organisation/industry for a period of 8/10 weeks. Candidate has to carry the project work under the guidance of a faculty member in the department and an executive guide in the concerned organisation. The candidate has to maintain a field dairy and present synopsis and IPC Seminars during the course of third semester. The project report should be submitted to the department before the commencement of the third semester – end examinations.

304 – PROJECT VIVA VOCE

A comprehensive Viva Voce Examination shall be held as part of the IPC.

311 - CONSUMER BEHAVIOUR

Unit – I

Consumer Behaviour: An overview - Consumer involvement - Decision-making processes - Purchase Behaviour and Marketing Implications – Consumer Behaviour Models

Unit – II

Environmental influences on Consumer Behaviour: Cultural influences - Social class - Reference groups and family influences - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences.

Unit – III

Consumer buying behaviour: Process - Marketing implications - Consumer perceptions – Learning and attitudes - Motivation and personality – Psychographics - Values and Lifestyles, Click-o-graphic.

Unit – IV

Strategic marketing applications: Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, Perceptual Mapping - Marketing communication - Store choice and shopping behaviour - In-Store stimuli, store image and loyalty – Consumerism - Consumer rights and Marketers' responsibilities.

Unit – V

Emerging Trends in Consumer Behaviour: Consumer buying habits and perceptions of emerging non-store choices - Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.

References:

1. Schiffman, Wisenblit, Kumar. Consumer Behaviour. Pearson.
2. Sangeeta Sahney. Consumer Behaviour. OUP
3. Loudon, D.L., & Della Bitta, A.J. (2020). *Consumer Behaviour: Concepts and Applications*, 8th Edition, McGraw-Hill Education.
4. Blackwell, R.D., Miniard, P.W., & Engel, J.F. (2020). *Consumer Behaviour*, 12th Edition, Cengage Learning.
5. Kotler, P., Keller, K.L., & Chernev, A. (2023). *Marketing Management*, 16th Edition, Pearson.

312 - CUSTOMER RELATIONSHIP MANAGEMENT

Unit – I

CRM: concepts - Acquiring customers, - Customer loyalty and optimizing customer relationships - CRM defined - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs.

Unit – II

CRM in Marketing: One-to-one Relationship Marketing - Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization - Event-based marketing, - CRM and Customer Service - The Call Centre, Call Scripting - Customer Satisfaction Measurement.

Unit – III

Sales Force: Sales Process, Activity, Automation - Lead and Knowledge Management - Field Force Automation. - CRM links in e-Business - E-Commerce and Customer Relationships on the Internet - Enterprise Resource Planning (ERP), - Supply Chain Management (SCM), - Supplier Relationship Management (SRM), - Partner relationship Management (PRM).

Unit – IV

Analytical CRM: Managing and sharing customer data - Customer information databases - Ethics and legalities of data use - Data Warehousing and Data Mining concepts - Data analysis - Market Basket Analysis (MBA), Click stream Analysis, Personalization and Collaborative Filtering.

Unit – V

CRM Implementation: Defining success factors - Preparing business plan requirements, justification and processes. - Choosing CRM tools - Defining functionalities – Home grown versus out-sourced approaches - Managing customer relationships - conflict, complacency, Resetting the CRM strategy. Selling CRM. Internally - CRM development Team - Scoping and prioritizing - Development and delivery - Measurement.

References:

1. Jagdish Seth, et al, Customer Relationship Management, 2020
2. Mullick, Customer Relationship Management, OUP

313- MARKETING RESEARCH

Unit – I

The Marketing Research System: Definition of Marketing Research, Basic and Applied Research, Steps in Marketing Research Process, Research Design, Data Sources, Marketing Information System.

Unit – II

Sampling Process: Sampling Design and Procedure, Sampling Methods: Non-Probabilistic and Probabilistic Sampling Techniques - Sample Size determination, Sampling Errors.

Unit – III

Measurement & Scaling: Measurement concept, Sources of variation in Measurement, Validity & reliability of Measurement, Attitude Measurement and Scaling Procedure

Unit – IV

Data Instruments and Data Collection: Data Collection Methods – Secondary Data and Primary Data methods - Errors and Difficulties in Data Processing, Coding and Editing - Data Analysis: Hypothesis Testing - Report Writing and Presentation of Data.

Unit – V

Application of Marketing Research: Product Research, Advertising Research, Sales Control Research, Rural Marketing research and Export Marketing research.

References:

1. Naresh K. Malhotra and Satyabhusan Das, *Marketing Research: An Applied Orientation*, Pearson Education.
2. Alan Wilson, *Marketing Research: Delivering Customer Insight*, Bloomsbury.
3. Mercedes Esteban-Bravo & José Vidal-Sanz, *Marketing Research Methods: Quantitative and Qualitative Approaches*, Cambridge.
4. V. Kumar, R. Leone, D. Aaker, and G. Day, *Marketing Research*, Wiley.
5. Dawn Iacobucci and Gilbert A Churchill, Jr., *Marketing Research: Methodological Foundations*, Amazon.
6. Rajendra Nargundkar, *Marketing Research: Text and Cases*, Mc Graw Hill

314-ADVERTISING & MARKETING COMMUNICATION MANAGEMENT

Unit – I

Introduction to Advertising: Origin and Development - Definition and Classification – Planning Framework - Organising Framework - The Advertiser and the Advertising Agency Interface - Strategic Advertising Decisions - Setting Advertising Objectives - The Budget Decision - Preparing the Product and Media Brief.

Unit – II

Copy Decisions: Visualization of Ad Layout - Elements of Ad Copy and Creation Principles of Verbal Versus Visual Thinkers - Styles and Stages in Advertising Copy Creation- Copy (Pre-) Testing Methods and Measurements.

Unit – III

Media Decisions: Media Planning and Selection - Concepts of Reach, Frequency, Continuity, and Selectivity - Measures of Media Cost Efficiency – Media (Readership / Viewership) Research - The Internet as an Advertising Medium - Tracking Website Visits, Page Views, Hits and Click-Stream Analysis - Permission Marketing and Privacy - Ethical Concerns.

Unit – IV

Measuring Advertising Effectiveness: Control of Advertising by Practitioners, Media and The Market - Advertising in The International Market-Place - Advertising and Principles of Integrated Marketing Communication and Image Building.

Unit – V

Sales Promotion: Types - Consumer and Trade Promotions - Sales Promotion Strategies and Practices, Cross Promotions, Surrogate Selling, Bait and Switch Advertising Issues, Linking Advertising and Sales Promotion to Achieve 'Brand-Standing' - Leveraging Brand Values for Business and Non-Business Contexts.

References:

1. Belch, Purani. *Advertising and Promotion*. McGraw Hill
2. Kruti Shah. *Advertising and Integrated Marketing Communications*. McGraw Hill.
3. Manendra Mohan: *Advertising Management – Concepts and Cases* (Tata McGraw Hill)
4. Rajiv Batra, John Myers and David Aaker: *Advertising Management* (Prentice Hall)
5. Robert C. Blattberg and Scott. A. Neslin: *Sales Promotion Concepts, Methods and Strategies* (Prentice Hall).
6. Ruchi Gupta: *Advertising Principles and Practices*: (S. Chand Publisher)

315 - DIGITAL MARKETING

Unit -I

Introduction To Digital Marketing: Concept, Meaning and Definition of Digital Marketing, Importance and Scope of Digital Marketing; Goals and Objectives of Digital Marketing - Evolution of Digital Marketing from Traditional to Modern Era, Benefits of Digital Marketing, Traditional Vs Digital Marketing, Types of Web Presence, Digital Marketing Funnel., Pull and Push Digital Marketing.

Unit -II

Digital Consumer and E-Commerce: Digital Consumer- Meaning, The Modern Consumer Generations, Digital Consumer Characteristics, E-Commerce: Meaning, Concept, Advantages and Limitations of E-Commerce; Pure Online Vs. Brick and Click Business; Basic Requirements of E-Commerce, Forces Affecting E-Commerce, E-Commerce Business Models: B2B, B2C, C2C, C2B, B2G, C2A.

Unit -III

Website and Search Engines: Concept and Meaning, Website Planning, Different Types of Websites Based on Functionality; Introduction to Search Engines and Types of Search Engines– Meta, Crawler, Directories, Google Vs. Bing Vs. Yahoo. Search Methodology.

Unit -IV

SEO & SEM in Digital Marketing: Search Engine Optimization (SEO), Application and Its Benefits, Techniques of SEO, On Page And Off Page SEO, Process And Methodology, SEO Strategy-Technical Setup, URL, Page Speed Analysis, Search Engine Marketing (SEM): Impressions, Clicks, CTR, CPC, Quality Score, PPC, E-Mail Marketing, Mobile Marketing, Definition & Types, Online Advertisement, Affiliate Marketing, Social Media Analytics.

Unit -V

Management of Digital Marketing: Responsibilities of Digital Marketer, Skills Required to Become Marketing Manager, Essential Roles Within a Digital Marketing Team Structure, KPI's in Digital Marketing, Elements of a Successful Digital Marketing Strategy, Importance of Managing Online Reputation for a Business, Strategies and Tools of Online Reputation Management, Case Studies.

References:

1. *Digital Marketing for Dummies*, Ryan Deiss & Russ Henneberry, Publisher: John Wiley & Sons, Inc.,
2. *New Rules of Marketing and PR*, David Meerman Scott Latest Edition: 6th Edition Publication: John Wiley & Sons.
3. *Digital Marketing for Beginners 2021*, Christopher Clarke & Adam Preace, Amazon Kindle.
4. *Digital Marketing Strategy: An Integrated Approach to Online Marketing*, Simon Kingsnorth, 2nd Edition, Kogan Page/
5. *The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns*, Ian Dodson, 2016.
6. *Wiley Fundamentals of Digital Marketing* (2019), Puneet Bhatia, Second Edition, Pearson Education

321 - FINANCIAL SERVICES

Unit – I

Overview of Financial Services: Nature, Scope and Importance Financial System and Markets: Types, Constituents and Functioning, SEBI Role and Functions, Overview of Foreign Markets, Financial Sector Reforms in India.

Unit – II

Banking and Insurance Services: RBI – Role and Functions. Primary and Secondary Markets and their Intermediaries: Introduction of Primary & Secondary Markets (BSE, NSE & OTCEI), Money Market, Merchant Banking Services - New Issue Management, Prospectus of Public Offering, Book Building, IPO and FPO. Green Ghoe Option, Underwriter, Registrar and Share Transfer Agent. Stock broking, Depositories, Custodial Services, Short Selling. Securities Lending and Borrowing Services.

Unit – III

Lease financing: Different Types of Leases – Evaluating a Financial Lease. Hire Purchase, Consumer Credit, Credit Card, Debit Card – Factoring, Bill Discounting, Forfeiting, Reverse Mortgage, BNPL.

Unit – IV

Mutual Fund Organisations: Meaning, Status, Types. Venture Capital Financing. Credit Rating Services. Portfolio Management Services, Wealth Management.

Unit – V

Consumer Finance, Housing Finance, Securitization in India: Concept, Nature, Scope and their Implications, Management of Non-Banking Financial Companies and Microfinance

References:

1. Thomas Puschmann, *Financial System 2030: Digitalization, Nation States and (De-) regulation as Drivers of Change*, Springer.
2. Jelena Madir (ed.), *FinTech: Law and Regulation*, Edward Elgar Publishing
3. Andrea S. Kramer & Nicholas Mowbray, *Financial Products: Taxation, Regulation, and Design*, Wolters Kulwer.
4. LexisNexis Butterworths, *Butterworths Securities and Financial Services Law Handbook*, LexisNexis.
5. M Y Khan, *Financial Services*, McGraw Hill.
6. L M Bhole, Jitendra Mahakud, *Financial Institutions and Markets*, McGraw Hill.

322 - SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Unit - I

Introduction to Portfolio Management: Concept of Portfolio, Security Analysis, Portfolio Analysis, Selection, Evaluation and Revision, Efficient Market Hypothesis (EMH), Implications of the EMH for Investment Analysis.

Unit - II

Portfolio Analysis: Measures of Uncertainty and Risk, Markowitz (Mean Variance) Efficient Frontier; Introduction of a Risk Free Asset, Capital Asset Pricing Model (CAP), Critique of CAPM, Arbitrage Pricing Theory (APT), Single Index Models for Portfolio Construction.

Unit - III

Portfolio Selection: Feasible Set of Portfolios, Efficient Set of Portfolios or Efficient Frontier, Selecting the Optimal Portfolio, Limitations of the Markowitz Model and Multi-Index Model.

Unit - IV

Performance Evaluation: Evaluation of Portfolio Performance, Traditional Measures: Sharpe, Treynor, Jensen, Decomposition of Portfolio Performance, Cases in Portfolio Decomposition.

Unit - V

Portfolio Revision: Need for Portfolio Revision, Objectives and Constraints of Portfolio Revision, Portfolio Revision Strategies.

References:

1. Aswath Damodaran, *Investment Valuation: Tools and Techniques for Determining the Value of Any Asset*, Wiley Finance Series.
2. Benjamin Graham, David L. Dodd; edited by Seth A. Klarman, *Security Analysis, Seventh Edition: Principles and Techniques*, McGraw Hill
3. Punithavathy Pandian, *Security Analysis & Portfolio Management*, Vikas Publishing.
4. Vanita Tripathi, *Security Analysis & Portfolio Management Text and Cases*, Bharathi Law House.
5. Edwin J. Elton, Martin J. Gruber, Stephen J. Brown, William N. Goetzmann, John Wiley and Sons, *Modern Portfolio Theory and Investment Analysis*, Wiley.
6. S. Kevin, *Security Analysis and Portfolio Management*, PHI

323 - FINANCIAL MARKETS AND INSTITUTIONS

Unit – I

Financial System: Introduction, Functions of Financial System and its Components, Financial Markets: Types - Capital Market - Primary and Secondary, Money Market - Introduction, Types of Money Market Instruments, Money at Call, Treasury Bill, Certificates of Deposits, Commercial Papers. Bond Market.

Unit – II

Financial Institutions: Definition, Types, Role in Economic Development. Commercial Banks – Public & Private Sector Banks, Financial Innovation in Commercial Banks. Types of Stock Exchanges – National, Regional & Local. Financial Institutions in GIFT City. Financial Regulation - MCA, RBI, SEBI, IRDAI - Introduction and Guidelines.

Unit – III

Development Financial Institutions: NABARD, SFCs, IRBI, SIDC, SIDBI– Introduction and Operational Policies, Role and Functions. NBFCs - Concept, Services, Growth, and Regulation - Special Purpose Vehicles.

Unit – IV

Asset Management Companies: Mutual Funds - Types of Mutual Funds, Significance, Growth. Alternative Investment Funds. G-Sec Market. Private and Public Sector Insurance Companies (Life and General). Leasing, Hire Purchasing, Factoring and Forfeiting, Bills Discounting.

Unit – V

Management of Non-Performing Assets: Credit Rating - Introduction, Growth. Foreign Exchange Market, Forex Policy, Participants, Services. Fintechs.

References:

1. Kidwell, Mazzola, Brimble, Docherty, Basu, Khan, *Financial Markets, Institutions and Money*, Wiley Higher Education.
2. Frederic S. Mishkin & Stanley Eakins, *Financial Markets & Institutions*, Pearson.
3. Jeff Madura, *Financial Markets & Institutions*, Cengage India.
4. Jalkob de Haan, Rijksuniversiteit Groningen, Drik Schoenmaker, Peter Wierts, *Financial Markets and Institutions*, Cambridge
5. Dr. Paramjeet Kaur, *Financial Markets and Institutions*, Sultan Chand & Sons.
6. Sandeep Goel, *Financial Markets, Financial Institutions and Financial Services*, PHI

324 - BANKING MANAGEMENT

Unit – I

Introduction to Banking: Structure of Indian Banking System – Scheduled Commercial Banks, Foreign Banks, Commercial Banks, Payment Banks, Small Finance Banks. Types of Banking – Universal Banking, Wholesale Banking, Private Banking, Retail Banking; RBI-Monetary Policy. Different Types of Accounts, Various Services Offered by Banks, Sources of Risk in Banks, Analysing Bank's Financial Statements.

Unit – II

Uses of Bank Funds: Features of Bank Credit, Assessment of Credit Worthiness of Borrowers, Different Types of Loans, Priority Sector Lending, Sectoral Limits. Loan Pricing - Pricing of Fixed & Floating Rate Loans, Cost – Benefits. Securitisation, Syndication. NPAs: - Concept of Gross and Net NPAs, Causes, Recovery of NPAs. Asset Recovery Companies, Bad Bank.

Unit – III

Regulation and Innovations in Banking System: Regulation of Banks, Basel Accords I, II, and III. Banking Innovations - Core Banking Solution, Digital Banks, Plastic Money, NEFT, RTGS, Mobile Banking, M Wallets, Net Banking, E-Rupee, Central Bank Digital Currency.

Unit – IV

Non- Banking Finance Companies: Types, Operations, Microfinance Companies, Regulation.

Unit – V

Credit Information Bureaus, Credit Scores, and Credit Repository of Large Clients. Account Aggregator. Credit Guarantee Options. Deposit Insurance - Supervisory College.

References:

1. Anil K. Khandelwal, *Transformational Leadership in Banking: Challenges of Governance Leadership and HR in a Digital and Disruptive World*, Atlantic Books.
2. R. Gopalakrishnan & Tulsi Jayakumar, *Shapers of Business Institutions: How Uday Kotak Built A Valuable Indian Bank*, Rupa Publications.
3. Indian Institute of Banking & Finance (IIBF), *IIBF X Taxmann's Banking & Finance Year Book 2024*, Amazon.
4. Arun Deep Toor, N. S. Toor, *Retail Banking and Wealth Management*, Skylark Publications.
5. Padmalatha Suresh and Justin Paul, *Management of Banking & Financial Services*, Pearson.

325 - PROJECT PLANNING, ANALYSIS AND MANAGEMENT

Unit I

Project Preparation: Meaning and importance of Project; Types of project; Project life cycle; Project planning & implementation; Management action; Investment returns; Corporate strategy; Objectives of Project Planning, monitoring and control of investment projects. Identification of investment opportunities; Pre-feasibility Studies; Project Preparation: Technical feasibility, estimation of costs, demand analysis and commercial viability, risk analysis, collaboration arrangements.

Unit II

Project Planning: Planning Overview Strategy and Resource Allocation Generation and Screening of Project Ideas; financial planning; Estimation of fund requirements, sources of funds; Loan syndication for the projects. Tax considerations in project preparation and the legal aspects. Project management tools, process, and plans and project planning tips.

Unit III

Project Management: History of project management; Project management approaches: Traditional Approach, Critical Chain Project Management, Extreme Project Management, Event Chain Methodology; Process-based management; Project development stages; Project control systems; International Project Management Standards; Project Planning Strategies and Tools; Project Management Frameworks; Project Phases and Milestones; Project Goals; Project Processes.

Unit IV

Project Appraisal: Business criterion of growth, liquidity and profitability, social cost benefit analysis in public and private sectors, investment criterion and choice of techniques: Estimation of shadow prices and social discount rate. Financial evaluation: Project rating index.

Unit V

Project Financing and Implementation: Judgmental, Behavioral, Strategic and organisational Considerations; Financing of Project: Raising finance in domestic market and international market; Infrastructure financing; Tax planning while financing for projects; Implementation Contemporary issues in project appraisal: Project evaluation in non-profit sector; mergers and acquisitions.

References:

1. Shenhar, A. J., & Dvir, D. (2007). *Reinventing Project Management: The Diamond Approach to Successful Growth and Innovation*. Harvard Business School Publishing
2. Chandra, P. (2014). *Projects: Planning analysis, selection, financing, implementation and review* (8th ed.). McGraw Hill.
3. Clifford, F. G., & Larson, E. W. (2018). *Project management the managerial process*. (7th ed.). McGraw-Hill.
4. Clifford, F. G., & Larson, E. W. *Project management the managerial process with MS Project* (6th ed.). McGraw-Hill.
5. Mantel, S. J., Meredith, J. R., Shafer, S. M., & Sutton, M. M. (2011). *Project management* (4th ed.). John Wiley & Sons.

331 - TRAINING AND DEVELOPMENT

Unit I

Training and Development: Concept – Importance – Challenges – Staff Function-Status and Responsibilities of T & D managers – T & D process and phases – Different training Programs – Training agencies in India.

Unit II

Training Need Assessment (TNA): Organisational analysis – Requirement analysis – Analysis of Task, Knowledge, Skill and Ability – Person analysis -Designing the program – Steps, Sequences, Themes, Syllabus, Modular approach, flexibility- Methods of TNA.

Unit III

T & D Approaches: on the job and off the job approaches – Job Rotation Management- Cabinet – Committees – Assistant to Apprenticeship – Classroom methods- Lecture cum discussion – Case method – Role play – Self-directed learning programs – experimentation – Self-study and e-learning – stimulated work settings – simulation – Vestibule method – interactive and team training techniques – outdoor programs like trekking, treasure hunting etc. - Training for temp jobbers – approach and challenges- Measuring- Cost for Evaluation- Krik Patrick Model.

Unit IV

Evaluation of T & D: program effectiveness – Pre and post training methods – Post T & D support to trainee- Evaluation Frame Works- Reasons for Evaluation.

Unit V

Training Budget: Elements of good training budget – Effective preparation and monitoring of training budget - evaluation of T & D function- Emerging Trends in Training and Development-Self Studies and E Learning- Gamification & Team Training- Six Sigma-Electronic enable training- Web based training.

References:

1. Noe, R. A. (2023). *Employee Training and Development* (9th ed.). McGraw Hill Education.
2. Bhattacharyya, D. K. (2020). *Training and Development: Theories and Applications* (2nd ed.). Wiley India Pvt. Ltd.
3. Saks, A. M., & Haccoun, R. R. (2019). *Managing Performance through Training and Development* (8th ed.). Cengage Learning.
4. Naik, G. P. (2011). *Training and Development: Text, Research and Cases*. Excel Books India.
5. Uppal, N. (2023). *Training and Development*. McGraw Hill Education.
6. Swanson, R. A., & Holton, E. F. (2019). *Foundations of Human Resource Development* (3rd ed.). Berrett-Koehler Publishers.

332 - HUMAN RESOURCE PLANNING

Unit – I

INTRODUCTION: Concepts of Human resource planning (HRP) – objectives, and factors affecting HRP, significance. Macro level scenario of HRP – Process, benefits, problems and limitations of HRP, Planning job requirements and descriptions – Job Information, Job description, Job evaluation, Skills Analysis.

Unit – II

MANPOWER PLANNING: Anticipating Man power needs – Man power Inventory, Expected Loss and Extra needs, Existing post or new post to be created, demand and supply forecasting, career planning and succession planning, wastage analysis, retention, redeployment and exit strategies. Recruitment - Introduction to recruitment, nature and need of recruitment, workers' expectations, proactive recruitment and reactive recruitment, electronic recruitment, innovative recruitment sources - electronic resumes, career websites, international electronic recruitment, electronic web sources.

Unit – III

SELECTION PROCESS: Job analysis to man specification, selecting sources of recruitment, Internal & External recruitment sources, interviewing, job descriptions, Review in the applications and resumes. Types of Interviews. Hiring Methods - Nature of hiring, Methods of hiring, External Hiring, sources of external hiring. Performance Appraisal and Development.

Unit – IV

PRE-EMPLOYMENT TESTING: Testing advantages and disadvantages, test validation, testing categories, Computer based testing, background check policy, reference check, guidelines for releasing and obtaining Information Performance Tests - Mental ability, Group discussion, mechanical ability test, role plays, Personality assessment, assessment centres, personal interview, integrity testing, Drug testing, graphology.

Unit – V

REFERENCE CHECKING AND APPOINTMENT ORDERS: Meaning, definition and purpose; Verification of character, criminal antecedents, previous work behaviour and educational qualifications. Verification of community certificates in public sector companies. Statutory requirements (under the shops and commercial establishments act), Contents of appointment letter, hardcopy (or softcopy), method of delivery and retrieving the acknowledgement copy, medical examination & acceptance of offer for joining.

References:

1. Stephen Robbins. Essentials of Organisational Behaviour. Pearson.
2. Dhamija, Hasan, Singh. Talent Management in India. Atlantic Publication.

333 - INDUSTRIAL RELATIONS AND LABOUR LAWS

Unit – I

Industrial Relations: Concept, Significance, Approaches to IR, Key actors of IR, Factors Affecting IR, Prerequisites for Successful IR - Trade Union: Concept, Role of Trade Union, Trade Union Act 1926 – Indian Trade Union Movement and Strength and Weakness.

Unit – II

Industrial Disputes: Causes, Types, Consequences, Strikes and Lockouts, Handling and Settling Disputes, Employee Grievances, Steps in Grievance Handling, Causes for Poor Industrial Relations, Remedies - Industrial Disputes Act, 1987.

Unit – III

Collective Bargaining: Concept, Function and Importance, Principles and Forms of Collective Bargaining Procedure - Conditions for Effective Bargaining. Workers' Participation in Management, Role and Methods of Workers' Participation – Joint Management Councils, Works Committees.

Unit – IV

Industrial Conflicts: Causes, Types, Consequences, Prevention, Settlement, Conciliation, Arbitration, Adjudication - Role of Industrial Relations Officer - Government Machinery for Industrial Relations.

Unit – V

Labour Laws: Factories Act, Employees Payment of Wages Act, Minimum Wages, Industrial Employment (Standing Orders) Act, Employees Welfare and Benefits Act, Contract Labour Regulation & Abolition Act, Child Labour Prevention and Regulation Act, Labour Laws for Women and Minority and Latest Legislations.

References:

1. P. K. Padhi, *Labour and Industrial Laws*, Prentice Hall of India
2. P.R.N. Sinha, *Industrial Relations, Trade Unions and Labour Legislation*, Pearson Education.
3. Singhal's, *Labour & Industrial Laws – Bare Act with Comments & Judgments*, Singal Law Publications.
4. Arun Monappa, *Industrial Relations*, McGraw Hill
5. S.C. Srivastava, *Industrial Relations and Labour Laws*, Vikas Publisher.
6. Venkata Rathnam C. S, *Industrial Relations*, Oxford.

334 - TALENT MANAGEMENT

Unit I

Introduction to Talent Management: Meaning, concept, and importance of Talent Management – Objectives and scope – Key processes and components of Talent Management – Need for effective talent systems – Consequences of poor talent management – Steps in building a successful Talent Management framework – AI and analytics in modern talent practices – Data-driven and agile approaches to managing talent.

Unit II

Talent Planning: Concept and objectives of talent planning – Steps in strategic talent planning – Succession planning and leadership continuity – Current industry practices – Integration of ethics and values in talent planning – Diversity, Equity, and Inclusion (DEI) in workforce planning – Planning for hybrid and flexible work environments.

Unit III

Talent Acquisition and Engagement: Concept of talent acquisition – Recruitment process and sources – Recent trends in recruitment – Digital and AI-based hiring methods – Employer branding and employee value proposition (EVP) – Talent engagement strategies – Role of communication, recognition, and inclusion in sustaining engagement.

Unit IV

Talent Retention and Rewards: Meaning and importance of talent retention – Retention strategies and challenges – Components of total rewards – Integrated rewards systems – Pay equity and transparency – Employee well-being and work-life balance – Designing sustainable reward systems – Role of recognition and Organisational culture in retention.

Unit V

Talent Development and Future Trends: Talent development strategy – Competency mapping and assessment – Performance and potential appraisal – Reskilling, upskilling, and lifelong learning – Leadership and career development – Mentoring and coaching – Building a learning and psychologically safe culture – Emerging trends: digital learning, micro-learning, and ethical AI in talent management.

References:

1. Berger, L. A., & Berger, D. R. (2021). *The Talent Management Handbook* (3rd ed.). McGraw Hill Education.
2. Silzer, R., & Dowell, B. E. (2020). *Strategy-Driven Talent Management: A Leadership Imperative* (2nd ed.). Wiley.
3. Sparrow, P., Scullion, H., & Tarique, I. (2016). *Strategic Talent Management: Contemporary Issues in International Context*. Cambridge University Press.
4. Collings, D. G., Mellahi, K., & Cascio, W. F. (2019). *The Oxford Handbook of Talent Management*. Oxford University Press.
5. Sharma, S., & Bhatnagar, J. (2022). *Talent Management and Employee Engagement: Emerging Issues in the Indian Context*. Sage Publications India.

335 - PERFORMANCE MANAGEMENT AND COUNSELLING

Unit I

Introduction to Performance Management: Concept and meaning of Performance Management – Evolution of Performance Management – Difference between Performance Appraisal and Performance Management – Performance Management Cycle – Objectives, Principles, and Characteristics of an effective PM system – Performance Planning – Challenges and Issues in PM – Role of HR and line managers in PM.

Unit II

Performance Appraisal Systems: Job Analysis and Job Description in PM – Methods of Performance Appraisal – Traditional and Modern Approaches – Appraisal Communication and Feedback – Appraisal Interview – Designing Performance Criteria – Legal and Ethical Issues in Appraisal – Use of Technology and Digital Tools (Audio-Visual, Modular tools, PABLO) – PM practices in Manufacturing and Service sectors.

Unit III

Modern Approaches and Practices: Performance indicators and measurement – 180° and 360° Feedback – Management by Objectives (MBO) – Balanced Scorecard (Concept, Design, Implementation, Advantages & Limitations) – HR Scorecard – OKRs (Objectives and Key Results) – Competency Mapping – Coaching and Mentoring – Reward and Recognition Programs – Best practices in Executive Appraisal and Performance Coaching.

Unit IV

Strategic and Global Dimensions: Performance Management as a Strategic Tool – Integration of PM with HR Decisions – Linkage with Business Strategy – Performance Management Frameworks in MNCs – Use of Analytics and AI in PM – Technology-Driven Performance Management Systems – Emerging Trends and the Future of Performance Management.

Unit V

Counselling and Feedback for Performance Improvement: Meaning and importance of Counselling in PM – Types and Process of Counselling – Effective Counselling Environment – Skills and Characteristics of an Effective Counsellor – Assertiveness and Interpersonal Skills – Performance Feedback and Developmental Counselling – Major Counselling Approaches: Cognitive, Behavioural, and Humanistic – Techniques for Managing Employee Stress and Motivation (Relaxation, Assertiveness Training, REBT, CBT, TA).

References:

1. Aguinis, H. (2019). *Performance Management* (4th ed.). Pearson Education.
2. Herman Aguinis & Kurt Kraiger. (2022). *Performance Management for Dummies*. Wiley.
3. Mabey, C., Salaman, G., & Storey, J. (2019). *Human Resource Management: A Strategic Approach*. Oxford University Press.
4. Bhattacharyya, D. K. (2020). *Performance Management Systems and Strategies*. Pearson Education India.
5. Pareek, U., & Rao, T. V. (2019). *Designing and Managing Human Resource Systems* (3rd ed.). Oxford & IBH.

341 - SYSTEM ANALYSIS AND DESIGN

Unit – I

System Analysis Fundamentals: Introduction to System, System Analysis and Design, Need for System Analysis and Design, Role of the System Analyst, System Development Strategies: SDLC, Structured Analysis Development Method, System Prototype Method.

Unit – II

Case Tools: Benefits of Computer-Assisted Tools, Categories of Automated Tools, Case Components Organisations as System: Interrelatedness and Interdependence of System, System Process, Boundaries, System Feedback, Managing Project.

Unit – III

Review and Selection Fact-Finding Techniques: Interview, Questionnaire, Record Review, Observation Data Flow Diagram: Advantages, Notations, Rules, Levelling, Logical and Physical DFD. Data Dictionary: Importance, Data Elements, Describing Process Specification Structured Decisions: Decision Tree, Decision Tables, Structured English.

Unit – IV

The Essentials of Design Designing Effective Output: Objectives, Types of Output, Method, Factors to consider - Designing Effective Input: Objectives, Guideline for Form design, Screen and Web Forms, Designing User Interface: Objectives, Types of user interface.

Unit – V

Quality Assurance through Software Engineering: Design of Software, Software Design and Documentation: Structured Flowcharts, HIPO, Warnier/ORR Diagrams Managing Quality Assurance - Payroll System - Library System – Inventory System - Online Banking System - Railway Reservation system (Input, Output, DFD)

References:

1. Hoffer, J., Modern System Analysis and Design. Pearson.
2. Shelly Cashman, *Systems Analysis and Design*, Cengage Learning,
3. Jeffrey L. Whitten, Lonnie D. Bentley, Kevin C. Dittman, *Systems Analysis and Design Methods*, McGraw-Hill Education
4. Joseph S. Valacich, Joey F. George, Jeffrey A. Hoffer, *Modern Systems Analysis and Design*, Pearson Education.

342 - DATABASE MANAGEMENT SYSTEMS

Unit – I

Introduction: Data Models, Database Languages, Transaction, Storage Management. Database Administrator – Users, Overall System Structure, Entity – Relationship Model – Basic Concepts, Mapping Constraints, Keys, E - R Diagram, Weak Entity Sets, Reduction of E- R Diagram to Tables.

Unit – II

Relational Model: Structure, Relational Algebra, Extended Operations, Modifications on A Database, Views. SQL – Basic Structure, Set Operations, Aggregate Functions. Nested Sub Queries – Derived Relations, Views.

Unit – III

Integrity Constraints: Domain Constraints, Referential Integrity, Assertion, Triggers, Functional Dependencies. Relational Database Design, Decomposition, Normalization Using Functional, Multivalued, Join Dependencies. Domain – Key Normal Form – Alternative Approaches.

Unit – IV

Object Oriented Data Model: Languages. Object Relational Databases - Nested Relations. Complex Types and Object Orientation.

Unit – V

Database System Architectures: Centralized Systems, Client Server Systems, Distributed Systems. Parallel Databases – Introduction, Inter Query, Intra Query, Intra-Operation, Interoperation Parallelism. Distributed Databases – Distributed Data Storage.

References:

1. Thomas Connolly, Database Systems: A practical approach to Design, Implementation and Management. Pearson.
2. Abraham Silberschatz, Henry F. Korth, S. Sudarshan, Database System Concepts, McGraw-Hill Education.
3. Ramez Elmasri, Shamkant B. Navathe, *Fundamentals of Database Systems*, Pearson Education.
4. Bipin C. Desai, Introduction to Database Management Systems, Galgotia Publications.

343 - DATA MINING AND DATA WAREHOUSING

Unit – I

Data Warehousing: Definition, Architecture - Warehouse Schema Warehouse Server – OLAP Operations, Data Warehouse Technology – Hardware and Operating System, Data Mining - DM Techniques – Current Trends in Data Mining – Data Selection, Cleaning, Integration, Transformation, Reduction and Enrichment.

Unit – II

Data: Types of Data, Data Quality, Data Pre-Processing, Measures of Similarity and Dissimilarity, Exploration - Summary Statistics, Visualization, Association Rules- Introduction, Methods to Discover Association Rule, Apriori Algorithm Partition Algorithm, Data Warehouse Architecture - Types, Benefits, Methods and Approaches, Data Modelling - Data Analysis Techniques, Conceptual Modelling, Logical Modelling, Physical Modelling.

Unit – III

AR Algorithms: Pincher Search Algorithm – Dynamic Item Set Algorithm – FP Tree Growth Algorithm. Classification: Decision Tree Classification, Bayesian Classification, Classification by Back Propagation.

Unit – IV

Clustering: Introduction, Clustering Paradigms, Partitioning Algorithms. K Means & K Medoid Algorithms, Clara, Clarans, Hierarchical Clustering, DBscan, Birch, Categorical Clustering Algorithms, Stirr, Rock, Cactus.

Unit – V

Machine Learning: Supervised Learning, Unsupervised Learning. Machine Learning and Data Mining - Introduction –Web Content Mining – Web Structure Mining –Web Usage Mining – Text Mining – Text Clustering, Temporal Mining - Spatial Mining, Visual Data Mining.

References:

1. Acharya, Chellappan. *Big Data and Analytics*. Wiley.
2. Pang-Ning Tan, Michael Steinbach, Anuj Karpatne, Vipin Kumar, *Introduction to Data Mining*, Pearson Education.
3. Gordon S. Linoff, Michael J.A. Berry, *Data Mining Techniques: For Marketing, Sales, and Customer Relationship Management*, Wiley.
4. Arun K. Pujari, *Data Warehousing and Data Mining*, University Press

344 - DISTRIBUTED COMPUTING SYSTEMS

Unit – I

Basics Concepts: Computer Architecture: CICS, RISC, Multi-Core. Computer Networking - ISO/OSI Model. Evolution of Operating Systems. Introduction to Distributed Computing Systems (DCS)

Unit – II

DCS Design Goals: Transparencies, Fundamental Issues. Distributed Coordination: Temporal Ordering of Events, Lamport's Logical Clocks, Vector Clocks; Ordering of Messages.

Unit – III

Process Synchronization: Introduction to Process Synchronization, Critical Section Problem, Synchronization Hardware Support, Interprocess Communication, Performance Matrix.

Unit – IV

Inter-Process Communication: Message Passing Communication, Remote Procedure Call, Transaction Communication.

Unit – V

Deadlocks in Distributed Systems: Load Scheduling and Balancing Techniques, Deadlocks and Starvation, Mutex Locks.

References:

1. G. Coulouris, J. Dollimore, *Distributed Systems Concepts and Design*, Pearson.
2. Pradeep K. Sinha, *Distributed Operating Systems: Concepts and Design*, PHI Learning
3. Sunita Mahajan, Seema Shah, *Distributed Computing*, Oxford University Press.
4. Andrew S. Tanenbaum, *Modern Operating Systems (Chapters on Distributed Systems)*, Pearson Education

345 - ENTERPRISE RESOURCE PLANNING

Unit – I

Introduction – Overview, Need, Advantages, and Growth Of ERP. Evolution - Risks and Benefits, Planning Design and Implementation of Cross Functional Integrated ERP Systems. Management Information System (MIS), Decision Support Systems (DSS), Executive Support Systems (ESS), Data Warehousing, Data Mining, Online Analytical Processing (OLTP).

Unit – II

ERP Solutions and Functional Units: Overview of ERP Software Solutions. Small, Medium and Large Enterprise Vendor Solutions. Business Engineering and Best Business Practices - Business Process Management.

Unit – III

ERP Implementation Life Cycle: ERP Implementation Strategies, Risks. People Issues, Technology Risk, Process Risk, Operation and Maintenance Risks and Managing Such Risks In ERP. Projects - Planning Evaluation and Selection of ERP Systems, Implementation Life Cycle - Evaluation And Selection of ERP Package.

Unit – IV

Post Implementation: Maintenance of ERP, Organisational and Industrial Impact, Success and Failure, Factors of ERP Implementation.

Unit – V

Emerging Trends on ERP - ERP II: ERP And Internet, Extended ERP Systems and ERP, Bolt on -CRM, SCM, Business Analytics Etc. Security & Privacy Issues. Future Trends In ERP Systems.

References:

1. Alexi Leon. *Enterprise Resource Planning*. McGraw Hill.
2. Vinod Kumar Garg, N.K. Venkitakrishnan, *Enterprise Resource Planning: Concepts and Practice*, PHI Learning.
3. K. Ganesh, Sanjay Mohapatra, S. P. Anbuudayasankar, P. Sivakumar *Enterprise Resource Planning: Fundamentals of Design and Implementation*, Springer
4. Dr. Muneesh Kumar *Enterprise Resource Planning and Management Information Systems*, Vikas Publishing

401 - STRATEGIC MANAGEMENT

Unit-I

Introduction: Definition, nature, scope, and importance of Strategic Management – Strategic Management process – Strategic Intent: Vision, Mission, Objectives, and Policies – Features, importance, and components of Vision and Mission Statements – Evaluating effective Vision and Mission Statements – Internal and external factors influencing a company's strategy.

Unit-II

Environmental & Organizational Analysis: Meaning and importance of environmental analysis – Nature and components of business environment – Industry and Competitive Analysis – Porter's Five Forces Model and its uses – Global environment and strategies for competing in international markets – Internal or organizational analysis: SWOT Analysis – Resource-Based View (RBV) of the firm – Porter's Value Chain Analysis – McKinsey's 7-S Framework – Benchmarking for performance improvement.

Unit-III

Strategy Formulation: Levels of strategy – Business-Level Strategies: Cost Leadership, Differentiation, Speed, and Market Focus – Corporate Level Strategies: Integrative, Intensive, Diversification, and Defensive – Strategy tools for competition analysis – Portfolio Models: BCG Matrix, GE Nine-Cell Model, SPACE Matrix, and Parenting Framework.

Unit-IV

Strategy Implementation: Relationship among Strategy, Structure, Culture, and Leadership – Setting short-term objectives and functional plans – Resource allocation and managing conflicts – Planning systems for effective implementation – Organizational structures: Traditional, Agile, Modular, Virtual, and Boundary-less – Role of organizational values and culture in implementation – Strategies for competing in global and online markets.

Unit-V

Strategy Evaluation and Governance: Meaning, framework, and process of strategy evaluation – Establishing and applying strategic control systems – Measuring performance through quantitative and qualitative indicators – Role of benchmarking and strategic information systems in evaluation – Strategic audit and issues in performance assessment – Role of leaders and strategists in shaping organizational culture – Principles of corporate governance and importance of ethics in strategic management.

References:

1. Rothaermel, Frank T. (2023). Strategic Management, 5th Edition. McGraw Hill Education, New Delhi.
2. Dess, Gregory G., McNamara, Gerry, Eisner, Alan B., & Lee, Seung-Hyun. (2021). Strategic Management: Text and Cases, 9th Edition. McGraw Hill Education, New Delhi.
3. Dyer, Jeffrey H., Godfrey, Paul, Jensen, Robert, & Bryce, David. (2022). Strategic Management: Concepts and Cases, 4th Edition (Indian Adaptation). Wiley India, New Delhi.
4. Kazmi, Azhar & Kazmi, Adela. (2022). Strategic Management, 4th Edition. Tata McGraw Hill Education, New Delhi.
5. Thompson, Arthur A., Peteraf, Margaret A., Gamble, John E., & Strickland, A. J. (2022). Crafting and Executing Strategy: The Quest for Competitive Advantage, Latest Edition. McGraw Hill Education, New Delhi.

402 – ORGANISATION DEVELOPMENT AND CHANGE MANAGEMENT

Unit – I

Introduction to OD & Change Management: Definitions of OD, and its evolution, Characteristics of OD – Values, Assumptions, and Beliefs in OD. Organizational Change – Forces of Change, Recent Approaches to Organisational Change, Process of Change; Resistance to Change and Techniques to Overcome Change

Unit – II

Models of OD: Models and Theories of Planned Change – (a) Lewin’s Change Model (b) Burke – Litwin Model (c) General Model of planned Change, Systems Theory, Participation and Empowerment, Teams and Team work, Parallel Learning Structures, A ‘Normative-Reductive’ Strategy of changing, Applied behavioural Science, Action Research as a process and as an approach.

Unit – III

Managing the OD Process & Interventions: Diagnosis – The six-box Model – The Action Component – OD Interventions and their nature – Classification of OD Interventions – Third Party Intervention - Issues in Consultations – Client Relationship.

Unit – IV

Human Process Interventions: T-groups; Process-Consultation, Team Interventions; Techniques and Exercises used in Team Building: Role Analysis Technique, Role Negotiation Technique, Responsibility Changing, Force Field Analysis. Team Building Interventions - Organizational Process Approaches: Organization Confrontation; Inter-Group Relations interventions, Grid OD.

Unit – V

Techno-Structural Interventions and Trends: Structural design – (i) Restructuring Organizations, Downsizing, Reengineering (ii) Employee involvement: Quality Circles, Total Quality Management (iii) Work Design. Monitoring and Steps for Measuring Change - Latest Trends in OD and Change Management.

References:

1. Donald L. Anderson, *Organization Development: The Process of Leading Organizational Change* (2024), Sage Publications.
2. Thomas G. Cummings & Christopher G. Worley, *Organization Development and Change*, Cengage Learning
3. Wendell French, Cicil, H. Bell, Jr, Veena Vohra, “*Organization Development*”, Pearson Education.
4. Dipak Kumar Bhattacharya, *Organisational Change and Development*, Oxford
5. Kondalkar, *Organisational Effectiveness and Change Management*, PHI
6. Wendell L French Cooil H. Bell. Jr, *Organisation Development*, PHI

403 - INTERNATIONAL BUSINESS MANAGEMENT

Unit – I

International Business: Meaning and Features of International Business - Concept of International Business – Stages, Approaches and Types of International Business - Trade Theories - Tariff and Non-Tariff Barriers. –Stages of Internationalisation of Business – Impact of Globalisation.

Unit – II

International Trade Regulatory Frame Work: Trade Barriers, Export Promotion and Import Substitution, Regional Trade Organisations, Free Trade Pacts, Most Favoured Nation Status, Role of World Trade Organisation (W.T.O), Integrity Pact.

Unit – III

International Financial Frame Work: Balance Of Payment – Foreign Exchange Market Mechanism, Export Financing, And Incentives – International Liquidity.

Unit – IV

Country Risk Analysis: International Rating Agencies, Sovereign And Currency Ratings, Their Influence on FDI and FIIS, FDI Policy, Benefits.

Unit – V

Organizing for International Business: Designing Global Organization Structure, Developing Global Competitiveness, EOUs, EPZs, Role of State and Centre to Promote International Trade, Strategy of International Business, Host Country Heterogeneity and International Business Strategy.

References:

1. John D. Daniel and Radebangh Lee H: *International Business* (Addison Wesley)
2. V.K. Bhalla: *International Business Environment and Management* (Anmol publications)
3. Anant K. Sundaram & Stewart black: *International Business Environment* (Prentice Hall)
4. Subbarao.P: *International Business* (Himalaya)
5. Ajitabh: *Global Competitiveness* (Excel)
6. Dewan: *International Business Management* (Discovery)
7. Boxed Set: *International Business and Management*: (Sage Publications)

404 – DIGITAL BUSINESS MODELS

Unit – I

Introduction to Digital Business Models: Digital Technologies, Digital disruptions, organisations' functioning in Digital age, common traps, Transition into Digital era. Aligning firms' strategy and culture, Digital Matrix Framework, Transformation phases to re-invent. Micro economic policies in Digital business.

Unit – II

Digital Business Essentials: Areas to digitalise, biggest pay out or risk, current business model or invent in new digital business. First mover advantage, Risk of late to move, effect of digital attracters. Network and scale effects. Own Vs shared platforms. SaaS – software as a service. Digital, Physical, and Physical options.

Unit – III

Digital Business: Effect on jobs, employment, freelancing, fixed or flexible times and days, office work, remote work, non-employment work arrangements, labour automation with AI and Robotics. Reskilling. Employment quality, need to review rights and obligations related to employment relationships. Safety net for employees affected by Digitalisation.

Unit – IV

Digital Platforms: Role of CIO, CTO, Hosting on cloud – Life and shift, IaaS- Infrastructure as a Service, PaaS - Platform as a Service, and FaaS – Function as a Service. Cloud by domain – Supply chain, commercial, and Enterprise. Selection of technology, sourcing, Migration, Migration of existing application. Economic feasibility, and risks. Cloud security, zero-trust applications. Shift of IT Projects to products, Integration with Business. Benefits & rights of platforms. Parent and host country regulations, and restrictions.

Unit – V

Customer Centric Digital Marketing: Customer preferences, customer centric, Digital Marketing – aligned to firm's culture and products. Design thinking, value innovation, blue ocean thinking, strategy canvas, four action frameworks. Minimum viable product, product life cycle, portfolio of products for digital customers. Business model, revenue model, lean and agile business model. Supply chain, social media management.

References:

1. Digital Business and E-Commerce Management. Chaffey, Hemphill. Pearson 2019
2. *The Digital Mindset: What It Really Takes to Thrive in the Age of Data, Algorithms, and AI* (Harvard Business Review Press, May 2022), TsedalNeeley& Paul Leonardi.
3. Digital Age with Data. SumanGuha. Notion Press; 1st edition (1 May 2022)
4. DIGITAL LEAPFROGS: How technology is reshaping consumer markets in India. Vijay Mahajan. HarperCollins India (7 April 2022)

411 - MARKETING ANALYTICS

UNIT I

Introduction to Marketing Analytics: Definition - Need and Scope of Marketing Analytics - Marketing Analytics Vs Marketing Research - Levels in Marketing Analytics - Adoption and Application of Marketing Analytics - Marketing Analytics and Business Intelligence - MS Excel as a Tool for Conducting Marketing Analytics - Using MS Excel to Organize and Summarize Marketing Data: Creation of Pivot Tables and Organizing Data.

UNIT II

Summarizing Marketing Data: Summarizing Revenue Data - Month-wise and Product-wise, Slicing & Dicing of Data: Pareto Principle - Report Filters and Slicers - Demographic Analysis: Analysing Sales Data by Age, Gender, Income and Location - Construction of Crosstabs of two Demographic Variables - Using GETPIVOT Function for Pulling Data - Adding Data Labels and Data Tables.

UNIT III

Customer Analytics: Customer Journey Mapping and the Process of Mapping (How to) - Metrics for Tracking Customer Experience: Customer Feedback Metrics & Behavior Derived Customer Metrics - Customer Persona - Building a Customer Persona and its Benefits, Customer Lifetime Value (CLV) - Calculating Customer Lifetime Value: Creating the Basic Customer Value Template.

UNIT IV

Pricing Analytics: Pricing - Goals of Pricing - Price Elasticity - Estimating Linear and Power Demand Curves: Using Excel Solver to Optimize Price - Price Bundling - Bundling Prices to Extract Consumer - Mixed Bundling - Using Evolutionary Solver to Find Optimal Bundle Prices - Price Skimming.

UNIT V

Segmentation & Promotion Analytics: Segmentation Analytics: Cluster Analysis and its Applications - Location-wise Clustering, Using Solver to find Optimal Clusters - Using Conjoint Analysis to Segment a Market - Using Decision Trees for Segmenting the Market. Promotion Analytics: Promotions and Types of Promotions - Discounting & Types of Discounting - Measuring the Effectiveness of Advertising: The Adstock Model, Pay-per-Click Advertising.

References:

1. Seema Gupta & Avadhoot Jathar; Marketing Analytics; Wiley, 2021.
2. Wayne L. Winston; Marketing Analytics: Data Driven Techniques with Microsoft Excel, 2014.
3. Moustusy Maity and Pavankumar Gurazada; Marketing Analytics for Strategic Decision Making; Oxford Higher Education, 2021.
4. Robert Kozielski; Measuring Marketing Analytics; Emerald Publishing, 2018.

412- INTERNATIONAL MARKETING

Unit – I

Introduction to International Marketing: International Marketing Environment, Political and Legal Systems, Multilateral and Geographical Groupings, International Marketing Environment, Cultural, Political, Legal. Business Customs, Economic and Financial Dimensions.

Unit – II

Global Consumer Market: Scope and Challenges of International Marketing, Assessing International Market Opportunities, Marketing Research, Export and Import Policies, Incentives for Exports, Trade Barriers.

Unit – III

International Marketing Management: Planning and Organization, International Market Entry Strategies, Export, Joint Ventures and Direct Investments.

Unit – IV

Global Product Management: Standardization Vs. Differentiation, Product Planning and Development, Marketing Industrial Products and Services Globally, Pricing for International Markets.

Unit – V

Global Logistics Management: International Distribution Systems, Transportation Management: Multi Transportation Strategies, Sustainability and Green Logistics, Developing Global Marketing Strategies and Programs for International Markets, Export & Import Procedures and Documentation.

References:

1. Cateora, Money, Gilly, Graham. *International Marketing*, McGraw Hill, 2019
2. Joshi. *International Marketing*, OUP.
3. Michael R. Czinkota, Ilkka A. Ronkainen, *International Marketing* Cengage Learning
4. Rakesh Mohan Joshi – *International Marketing* (Oxford University Press)
5. Francis Cherunilam – *International Marketing*
6. Varshney & Bhattacharya – *International Marketing Management*

413 -SALES AND DISTRIBUTION MANAGEMENT

Unit – I

Sales Management: Concept, Nature and Significance, Functions – Theories of Selling: AIDAS Theory, Buyer and Seller Dyad Theory, Right Set of Circumstances Theory, Buying Formula and Behavioural Equation Theory - Characteristic of Sales people – Personal Selling Process - Salesmanship.

Unit – II

Sales organization: Sales Forecasting and Budgeting - Sales Territories – Routing and Setting Sales Quotas - Sales Meetings and Contests – Sales Force Management: Selection of Sales force, Sales Training, Motivating and Leading the Sales Force

Unit – III

Sales force Compensation and Evaluation: Objectives - Financial Rewards: Straight Salary, Straight Commission, Combination Plans- Non-financial Rewards and other methods - Sales force Performance Evaluation, Sales Reports, Sales Budgets, Sales Audits - Ethics in Sales

Unit – IV

Distribution Management: Introduction, Need and Scope of Distribution Management, Levels of Channels, Channel Flows, Classification of Distribution Channels, Types of Channel Intermediaries, Factors Affecting in Designing of Marketing Channels, Channel Conflicts, Performance and Evaluation of Channel

Unit – V

Logistics and Supply Chain Management: Definition and Scope of Logistics, Components of Logistics, Inventory & Warehouse Management, Transportation, Technology in Logistics and SCM, Channel Information Systems, Distribution Management in International Markets.

References:

1. Joseph F. Hair, Rolph Anderson, Rajiv Mehta, Barry Babin, Arun Kaushik, Zillur Rahman, *Sales & Distribution Management*, Wiley India.
2. Krishna K. Havaladar, Vasant M. Cavale, Subrata Kumar Nandi, *Sales & Distribution Management: Leveraging Emerging Technologies*, Mc Graw Hill India.
3. Jeevan Babulal Ahire, Nitpal Singh, Madhuri Ajit Chaudhari, Amar Prabhakar Narkhede, *Sales & Distribution Management*, San International publications.
4. Rupa Rathee, Pallavi Rajain, *Sales and Distribution Management*, Prentice Hall of India
5. Richard R. Still, Edward W. Cundiff & Norman A.P. Govoni, *Sales Management Decision, strategies and cases*, Pearson Education
6. Panda Tapan K., Sahadev Sunil, *Sales & Distribution Management*, Oxford University Press.

414 - PRODUCT AND BRAND MANAGEMENT

Unit – I

Product Management: Definition, Levels of Product; Scope and Importance; Role of Product Manager, Product Mix and Product Line Strategies, Challenges in Product Management.

Unit – II

Product Positioning and Marketing Strategies: Product Portfolio Models; Product Life Cycle & Perceptual Mapping; Product Management Audit; Future of Product Management.

Unit – III

New Product: Categories of New Product; Adoption Process; Diffusion of Innovation; Stages in New Product Development; New Product Demand Forecasting Models, New Product Launch Strategies, New Product Success & Failures - Indian Cases.

Unit – IV

Brand Management: Concept & Significance of Brands, Types of Brands, Strategic Brand Management Process & Branding Strategies; Brand Equity, Components - Measurement, Developing and Managing Brands; Brand Extension Strategies, Brand Personality, Brand Identity.

Unit – V

Brand Elements: Sensory Branding; Emotional Branding, Brand Positioning, Brand Architecture, Brand Portfolio, Brand Communication, Brand Valuation Methods. Brand Revitalisation, Brand Audit; Global Brands; Successful Indian Brands.

References:

1. Kevin Lane Keller, *Strategic Brand Management*, Pearson Education, India. 2020
2. Subroto Sengupta: *Brand Positioning* (Tata McGraw-Hill).
3. Jean-Noel Kapferer: *The New Strategic Brand Management* (Kogan Page)
4. Alina R. Wheeler – *Designing Brand Identity: A complete guide to Creating, Building and Maintaining Strong Brands* – John Wiley and Sons. 2003.

415 - RETAIL MANAGEMENT

Unit – I

Introduction to Retailing: Definitions, Types of stores, Product Retailing vs. Service Retailing, Non store Retailing, Retail strategy, Achieving competitive advantage and positioning Retailing environment, Legal, Social, Economic, Technological issues. Trends in the Indian Retailing Industry.

Unit – II

Retail store location and layout: Country/Region analysis, Trade area analysis, Site evaluation and selection, Store design and layout, Comprehensive store planning, Exterior design and layout, Interior store design and layout, Interior design elements.

Unit – III

Merchandise Planning: Planning and budgeting - Methods for determining inventory evaluation, Assortment planning, buying and vendor relations. Merchandise pricing – Price strategies, psychological pricing, Mark-up and markdown strategies.

Unit – IV

Retail Communication: Communicating with the customer - Retail promotion mix, Advertising, Sales promotion, Publicity, Retail selling process, Retail database, In-store customer service. Customer Experience Management.

Unit – V

Globalization in Retail: Changing Global retail formats – Online retailing, International Retailing, Impact of Global Brands. Opportunities and Challenges - Market entry formulas, New customized formats, customized stores, portable stores, merchandise depots, retail theatre, service malls, customer-made stores, interactive kiosk 'shopping arcades.

References:

1. Prashant Chaudhary. Retail Marketing in the Modern Age. SAGE
2. Sinha, Uniyal. Managing Retailing, OUP
3. Bajaj, Tuli, Srivastava. Retail Management, OUP

421 - INTERNATIONAL FINANCIAL MANAGEMENT

Unit – I

Introduction to International Financial Management: Domestic Vs International Finance, International Financial Market Integration, Currency Crisis, and Global Recession and Risk Spill Over.

Unit – II

Balance of Payments: Structure - Contents of Current, Capital, and Reserve Accounts. Linkages and Impact on Exchange Rates, Capital Markets & Economy. Understanding the BOP Structure of a Country for Investment and Raising Finance. Foreign Currency – Options, Futures, Forwards, Swaps.

Unit – III

Foreign Exchange Markets: Nature, Functions, Transactions, Participants, Forex Markets in India, Forex Dealing, Foreign Exchange Regimes, Foreign Exchange Rate Determination, Factors Affecting Foreign Exchange and Foreign Exchange Rate Mathematics. Foreign Exchange Exposure: Risk, Measurement and Management. Global Firms Foreign Exchange Exposure - Transaction, Economic, and Translation Exposures, Potential Currency Exposure Impact on Global Firms and Investor Performance. Foreign Exchange Risk Management Strategies through Forward Contracts, Future Contracts, Money Market Hedges, and Options Contracts.

Unit – IV

Fundamental Parity Relationships and Exchange Rate Forecasting: Purchasing Power Parity, Covered and Uncovered Interest Rate Parity, International Fisher's Effect, Forward Rate Parity. Influence of these Parity Relationships on Exchange Rates - Methods of Forecasting Foreign Exchange Rates and Foreign Exchange Volatility.

Unit – V

International Capital Markets: Sources of International Finance, Debt and Equity Markets, International Equity Diversification. Short-term Vs Long-term Finance. Export Import Finance. ADRs, GDRs, and IDRs: Benefits and Costs of Holdings for Investors; Benefits and Costs of Issuance for Corporations. International Capital Structure – Parent Vs Subsidiary Norms. Global Capital Structure – Factors Affecting the Choice of Markets and Structure. International Cost of Capital – Calculation, Cost of Foreign Debt, Cost of Foreign Equity, Use of International CAPM. RBI Guidelines.

References:

1. Menzie D. Chinn & Douglas A. Irwin, International Finance, Cambridge.
2. Jeff Madura, International Financial Management, Cengage.
3. Bekaert, Hodrick, International Financial Management, Prentice Hall.
4. Rajiv Srivastava. International Finance, OUP
5. Thummuluri Siddhaiah, International Financial Management, Pearson
6. Eun, Resnick, International Financial Management, McGraw Hill

422 - FINANCIAL DERIVATIVES

Unit – I

Futures and Options Market in India: Futures, Forwards, Options, Margins, Types of Orders. Tax Treatment of Gains and Losses. Arbitrage, Hedging, Speculation. Pricing, Usage, Valuation.

Unit – II

Futures: Markets, Basis Risk, Cross Hedging, Optimal Hedge Ratio, Liquidity and Other Risks, Index Futures. Interest rates – Types of rates, Zero rates, Bond Pricing, Duration. Term structure. Interest Rate Futures: Quotation, Pricing, Usage.

Unit – III

Swaps: Quotation, Pricing, and Usage. Interest rate swaps. Foreign currency swaps. Credit Risk, Valuation of Swap Contracts.

Unit – IV

Trading Strategies: Options and Futures, Straddles, Strangles, Butterflies, Others. Put Call Parity.

Unit – V

Options: Option Basics, Option Pricing Bounds, Binomial Option Pricing Models, Risk Neutral Valuation, Delta Hedging, Modelling Stochastic Processes, Ito Processes, Ito's Lemma, Black Scholes, Value at Risk, Option Greeks and Implied Volatilities, Exotic Options, Credit Derivatives.

References:

1. Eben Maré, A Concise Introduction to Financial Derivatives, Routledge.
2. Frédéric D. Vrans, Derivatives Pricing, Cambridge.
3. Raymond H. Chan, Yves Zy Guo, Spike Tee Lee, Xun Li, Financial Mathematics, Derivatives and Structured Products, Springer.
4. John C. Hull, Sankarshan Basu, Options, Futures and Other Derivatives, Pearson.
5. Rajiv Srivastava, Derivatives and Risk Management, OUP
6. Chance, Brooks, Dhamija, An Introduction to Derivatives and Risk Management, Cengage.

423 - RISK MANAGEMENT AND INSURANCE

Unit – I

Risk: Definitions, Types of Risk, Risk Management Process and Methods. Objectives of Risk Management, Risk Pooling and Insurance, Probability Concepts. Role of IRDA. Growth and Scope for the Insurance Industry. Principles and Legal Aspects of Insurance.

Unit – II

Institutions for Insurance and Reinsurance: Economic Rationale and Requirements, Insurance Laws and Regulation, Insurance Pricing, Asymmetric Information / Moral Hazard / Adverse Selection, Deductibles/ Co-insurance. Risk Identification, Perception of Risk, Threat Analysis, Event Analysis, Statistical Methods of Risk Evaluation, Value at Risk. Risk Management Methods.

Unit – III

Risk Reduction: Pooling – Risk Reduction through Pooling. Independent Losses – Pooling Arrangements with Correlated Losses. Insurers as Managers of Risk Pooling Arrangements. Risk Diversification. Hedging with Options, Forwards / Futures. Comparison of Derivatives and Insurance Contracts.

Unit – IV

Life Insurance: Features, LIC of India, Products, Calculation of Premiums, Surrender Value, Mathematics of Life Insurance, Mortality Tables, Risk Premium, Interest Table, Premium Calculations - Factors Determining Premium, Extra Premium, Actuarial Aspects, Term Assurance, Annuities. Group Insurance, Non-Life Insurance – Fire insurance – Standard Fire Policy, Marine, Cargo and Hull Insurance. Types – Auto Insurance, Home Insurance, Worker Compensation / ESIC, Health Insurance. Commercial Insurance - Transport, Marine, Catastrophe, Liability, etc. Claims Settlement.

Unit – V

Pension Plans: Corporate Risk Management and Insurance, Actuarial Mathematics. Captive Insurance. Reinsurance. Impact of Technology on the Insurance Industry.

References:

1. M. J. Mathew, Nandini Sharma, Risk Management and Insurance, RBSA Publishers.
2. Dr R. K. Jain, Insurance and Risk Management, Vayu Education of India.
3. Kathrin Glau, Daniel Linders, Aleksey Min, Matthias Scherer, Lorenz Schneider, Rudi Zagst (eds.), Innovations in Insurance, Risk- And Asset Management, World Scientific Pub Co Inc.
4. R. N. Verma, General Insurance Handbook for Everyone, Book authority.
5. John C. Hull, Risk Management and Financial Institutions, Wiley 2018
6. Scott E. Harrington and Gregory R. Niehaus, Risk Management and Insurance, McGraw Hill 2017

424 - BEHAVIOURAL FINANCE

Unit - I

Investment Decision Cycle: Judgment under Uncertainty, Utility/ Preference Functions: Expected Utility Theory [EUT]

Unit - II

Brief History of Rational Thought: Pascal-Fermat to Friedman-Savage Paradoxes (Allais and Others) - Prospect Theory

Unit - III

Information Screening Biases Information Processing: Bayesian Decision Making, Heuristics and Cognitive biases

Unit - IV

Forecasting Biases, Emotions and Neuroscience

Unit - V

Group Behaviour: Conformism, Herding, Fatal Attractions Investing Styles and Behavioural Finance

References:

1. Kok Loang Ooi, *Demystifying Behavioural Finance: Foundational Theories to Contemporary Applications and Future Directions*, Springer.
2. Ranjit Singh, *Emerging Issues in Behavioural Finance*, Bloomsbury
3. Jaynal Uddin Ahmed, *Behavioural Finance and Investment Strategies*, New Century Publications
4. Joachim Goldberg, Rüdiger Von Nitzsch, *Behavioural Finance*, Wiley.
5. Brian R. Bruce, *Handbook of Behavioural Finance*, Edward Elgar Publishing
6. Prakash Praharaj, *Your Everyday Guide to Behavioural Finance*, Ebook

425 - BLOCK-CHAIN TECHNOLOGY FOR FINANCE

Unit – I

Block-chain Foundations: Blockchain & Distributed Ledger Technology (DLT) – Elements of Distributed Computing: Distributed Database, Two General Problem, Byzantine General Problem and Fault Tolerance, Hadoop Distributed File System, Distributed Hash Table – Elements of Cryptography: Hash Function, Properties of a Hash Function, Puzzle friendly Hash, Collision Resistant Hash, Digital Signatures, Public Key Crypto, Verifiable random functions – ECDSA, Memory Hard Algorithm, Zero Knowledge Proof, Hash Pointer and Merkle tree.

Unit – II

Bitcoin and Cryptocurrency: A basic crypto currency, Creation of Coins, Payments and Double Spending, Forth – the precursor for Bitcoin Scripting, Bitcoin – Wallet – Blocks – Bitcoin Scripts, Bitcoin P2P Network, Transaction in Bitcoin Network, Block Mining, Block Propagation and Block Relay.

Unit – III

Distributed Consensus: Consensus Introduction – Consensus in a Bitcoin Network – Distributed Consensus, Merkle Patricia Tree, Gas Limit, Transactions and Fee, Anonymity, Reward, Chain Policy, Life of Blockchain Application, Soft & Hard Fork, Private and Public Blockchain – Nakamoto Consensus, Proof of Work, Proof of Stake, Proof of Burn, Difficulty Level, Sybil Attack, Energy Utilization and Alternate.

Unit – IV

Blockchain Application: Blockchain and Enterprise – Use Case: Blockchains for Trade Finance, Blockchain for Supply Chain Financing, Cross Border Connectivity – Trusted Data Transfer, Capital Markets, Government Services & Sustainable Livelihood, Ownership and Property Rights, Internet of Things, Medical Record Management System, Domain Name Service and Future of Blockchain – Blockchain Trade-offs across Multichain, Ripple, Corda, EOS & Cosmos Facebook Libra & Corporate Currencies – CBDC & its Paradoxes.

Unit – V

Blockchain Challenges and Constraints: Blockchain risks – Technological Challenges – Standards – Scalability Issues – Security and Privacy – Legal and Regulatory Problems – Social and Cultural Constraints – The Future of Blockchain Technology, AI and Digital Privacy.

References:

1. Bashir, Imran, *Mastering Blockchain: Deeper Insights into Decentralization, Cryptography, Bitcoin and Popular Blockchain Frameworks*, Packt Publishing
2. Antonopoulos, A.M., *Mastering Bitcoin: Unlocking Digital Cryptocurrencies*, “O” Reilly Media Incorporation.
3. Franco, P., *Understanding Bitcoin: Cryptography, Engineering and Economics*, John Wiley & Sons.
4. Arvind Narayanan, Joseph Bonneau, Edward Felten, Andrew Miller and Steven Goldfeder, *Bitcoin and Cryptocurrency Technologies: A Comprehensive Introduction*, Princeton University Press.
5. Andrei Dragos Popescu & Cristi Marcel Spulbar, *Financial Digital Assets and the Financial*

Risk Modeling of Portfolio Investments, Blackwell's.

6. Gang Kou, Yongqiang Li, Zongyi Zhang, J. Leon Zhao, Zhi Zhuo (Eds.), *Blockchain, Crypto Assets, and Financial Innovation: A Decade of Insights and Advances*, Springer.

431 - HR ANALYTICS

Unit I

Introduction to HR Analytics: Meaning, Definition of analytics, Need and Significance of HR Analytics, Transition from HRM to HCM and Gaining Sustainable Advantage through HCM. Approaches to HR Analytics, Human Resources analytics applications, Key Influencers of HR Analytics Process. Big Data Era in HR Analytics, Linkage to Business Outcomes.

Unit II

HR Data Analytics: Conducting HR/Workforce Analytics - Models of HR Analytics, How to Conduct HR Analytics. Understanding HR Data: Importance of Data, Types and Scales of Data; Methods of Capturing Data, Data Examination & Purification. Understanding various HR Metrics from the perspective of HR Analytics.

Unit III

Analytics for Key HR Processes Using MS Excel: HR Analytics for Recruitment & Selection, Training & Development, Performance Appraisal, Talent Management, Employee Engagement, Compensation Management and Expatriate Management.

Unit IV

Descriptive Analytics: Overview of Select Tools for Conduction HR Analytics: MS Excel, Descriptive Analytics in HR: HR Dashboards using MS Excel, Slicing and Dicing of HR Data using MS Excel Pivot Table Applications, Data Visualization for Key HR processes.

Unit V

Predictive & Prescriptive HR Analytics: Predictive HR Analytics: Correlation, Linear and Multiple Regression, Factor Analysis and Cluster Analysis, Comparison of Means and Analysis of Variance for Manpower Demographics, Employee Satisfaction, Training Effectiveness etc. Prescriptive HR Analytics, Predictive vs Prescriptive HR Analytics, Future of HR Analytics.

References:

1. Rama Shankar Yadav & Sunil Maheshwari, HR Analytics, Wiley, 2021.
2. Pratyush Banerjee, Jatin Pandey & Manish Gupta, HR Analytics: Practical Applications of HR Analytics, Sage, 2019.
3. Dipak Kumar Bhattacharya, HR Analytics, Sage, 2017.
4. Ramesh Soundarajan & Kuldeep Singh, Winning on HR Analytics, Sage, 2017.
5. Nishant Uppal, Human Resource Analytics, Pearson, 2021.
6. Bharti Motwani, HR Analytics: Practical Approach Using Python, Wiley,

432 - STRATEGIC HUMAN RESOURCE DEVELOPMENT

Unit – I

Introduction: The changing economic, business, technological, socio-cultural and political environment and its implications for managing organisations and human resources; Business and organizational restructuring and its implications for human resource management; Corporate strategy and human resource management; work organisation and systems; social organisation of the work place and its strategic importance; Human resource policies; Integrating HR Strategies with corporate strategies; role of HRM in organisation management

Unit – II

Corporate HRM: Human Resource Management in other countries; Human Resource Planning and its linkage to corporate planning; HR planning process, techniques/methods; HR planning in an on-going organisation; Future directions of HR planning; Developing HR information system

Unit – III

Managing Human Resources Inflow: Recruitment and selection strategies; role of consultants and assessment centres in recruitment and selection and retention policies. Developing Human Resources - Concept of HRD; HRD as a strategic approach to employee performance: HRD and TQM; HRD experience in different industries; corporate training and development strategies.

Unit – IV

Performance Management: Concept, Philosophy, process. performance appraisal: team performance management and evaluation, Counselling, Coaching. Compensation and Rewards management - Reward strategies and philosophy; HRM approach to rewards management

Unit – V

Strategic Employee Relations: HRM approach to employee relations: HRM values and employee relations, change management, HRM and culture management, employees' involvement and participation in decision making and management of organization, negotiating employee relations, HRM and trade unions.

References

1. Werner, J.M., & DeSimone, R.L. (2019). *Human Resource Development*, 7th Edition, Cengage Learning.
2. Swanson, R.A., & Holton, E.F. (2019). *Foundations of Human Resource Development*, 3rd Edition, Berrett-Koehler Publishers.
3. Bates, R.A. (2018). *Strategic Human Resource Development: Frameworks and Practices*, Kogan Page.

433 - STRESS MANAGEMENT

Unit I

Introduction to Stress Management: Meaning and Concept – Distress and Eustress – Sources of Stress – Individual Level, Group Level, Organizational Level, and Extra-organizational Level – Variety of Stresses – Techno stress and Digital Stress – Emerging workplace stressors in the digital era.

Unit II

Symptoms of Stress: Physical, Emotional, and Behavioural Indicators – Impact of Stress in the Short-run and Long-run – Stress Severity – Conflict and Stress – Burnout and Emotional Exhaustion – Measuring and monitoring stress using digital tools and wearables.

Unit III

Stress and Organization: Concept of Role Stress – Measurement of Role Stress – Correlates of Role Stress – Role Stress and Background Factors – Stress and Productivity

Unit IV

Stress in Special Groups: Occupational Stress – Executive Health and Stress – Public Sector vs Private Sector Executives – Role Stress among Bank Professionals – Computer Professionals' Stress – Supervisors' Stress – Working Women's Stress – Entrepreneurs' Stress – Mental Health and Work-Life Integration.

Unit V

Management of Stress: Individual Strategies – Social Networking, Assertive Management – Personality Types A and B – Developing Type B Behaviour – Organizational Strategies – Relaxation Techniques, Exercises, Time Management, Professional Counselling – Healthy Mind, Spiritual Outlook, and Wellness – Mindfulness and Meditation Practices (MBSR) – Digital Detox and Micro-breaks – Employee Assistance Programs (EAPs) – AI-based Stress Management Tools and Apps – Promoting Mental Health and Resilience through Organizational Culture.

References:

1. Greenberg, J. S. (2022). *Comprehensive Stress Management* (15th ed.). McGraw Hill Education.
2. Quick, J. C., Wright, T. A., Adkins, J. A., Nelson, D. L., & Quick, J. D. (2019). *Preventive Stress Management in Organizations* (2nd ed.). American Psychological Association (APA).
3. Pareek, U. (2019). *Understanding Organizational Stress: Managing Role Stress*. Oxford University Press, India.
4. Gupta, R. (2020). *Workplace Stress in India: Trends, Challenges, and Coping Strategies*. New Century Publications.
5. Lomas, T., & Ivtzan, I. (2021). *Mindfulness in Positive Psychology: The Science of Meditation and Wellbeing*. Routledge, UK.

434 - GLOBAL HUMAN RESOURCE MANAGEMENT

Unit – I

Human and Cultural Variables in Global Organisations, Cross-cultural differences and managerial implications. Cross Cultural Research Methodologies and Hofstede Hermes Study. Structure in International Firms. Global Issues and Challenges.

Unit – II

Structural Evolution of Global Organisations – Cross cultural leadership and decision making, Cross-cultural communication and negotiation. Managing across Cultures. Religious and Economic Implications.

Unit – III

Human Resource Management in Global Organisations – Recruitment, Selection, Training, and Development. Career and Family Balancing Issues.

Unit – IV

Compensation and Appraisal in Global Perspective, Designing International Compensation Packages - Expatriate Compensation: Base Pay, Allowances, Benefits, Incentives - Taxation, Cost of Living, Purchasing Power Parity, Equity Issues and International Industrial Relations.

Unit – V

MNCs and Compensation System across Countries. People Management in USA, Asia, Europe, and Africa. Trends, and Future Challenges. Diversity – Norms, Benefits, and Challenges.

References:

1. Anne-Wil Harzing, International Human Resource Management.
2. Dowling, P.J., Festing, M., & Engle, A.D. (2020). *International Human Resource Management*, 7th Edition, Cengage Learning.
3. Tayeb, M. (2021). *International Human Resource Management*, 3rd Edition, Oxford University Press.
4. Briscoe, D.R., Schuler, R.S., & Tarique, I. (2019). *International Human Resource Management: Policies and Practices for Multinational Enterprises*, 4th Edition, Routledge.

435 - COMPENSATION MANAGEMENT

Unit-I:

Introduction: Compensation Management, Significance, Objectives and Types of Compensation – 3-P concept in Compensation Management – Factors influence on Compensation Practice – Compensation Approaches.

Unit – II:

Designing Compensation Management: Economic and Behavioural Dimensions of Compensation Management Wages, Motivational Issues in Compensation Management, Impact of Compensation on Employee Behaviours, Job Evaluation and Compensation – Designing a Compensation System, Internal and External Equity in Compensation System, Framework of Compensation Policy, Compensation as a Retention Strategy.

Unit – III:

Performance Based Compensation: Significance of Performance Appraisal System, Effect of Compensation on Performance and Motivation, Challenges of Pay for Performance System, Types of Pay for Performance Plan, Compensation and Performance, Competency based Compensation. Compensation for Expatriates and Repatriates - New trends in Compensation

Unit – IV:

Wages/Salary and Benefits Administration: Concept of Wages, Wage determination Process, Methods of Wage Fixation, Theories of Wages, Types of Wages, Wage Differentials, Wage Policy and its importance, Legal Framework and Compensation, Objective of National Wage Policy - Benefits determination Process, Employees Benefits and Services, Legally required Benefits: Dearness Allowance (DA), Employee Stock Option Plan (ESOP), Types of Retirement Benefit Plans, Significance and Types of Incentives

Unit V:

Compensation of Special Groups: Top Executives, Special Features and Components, Compensation for CEO, Fringe and Retirement Benefits, Perquisites, Culture and Pay - Emerging Issues and Trends: Tax implication of Employee Compensation Package to the Employer, Tax efficient Compensation Package, and Salary Structuring.

References:

1. Milkovich G. T, Newman J .M, & Venkata Ratnam C. S, Compensation, McGraw Hill
2. Deb Tapomoy, *Compensation Management*, Excel Books.
3. Armstrong, M and H Murlis Reward Management, *A Hand Book of Remuneration Strategy and Practice*, Kogan Page, London.
4. Martocchio J. J., *Strategic Compensation*, Pearson Education.
5. R.C. Sharma & Sulabh Sharma, *Compensation and Reward Management: Wage & Salary Administration and Benefits*, Routledge.
6. Verne Harnish & Sebastian Ross, *Scaling Up Compensation: 5 Design Principles for Turning Your Largest Expense into a Strategic Advantage*, Amazon India.

441 - DECISION SUPPORT SYSTEMS

Unit – I

Introduction: Decision Concept, Steps, Decision Support System, Components, Characteristics, Classifications and Applications.

Unit – II

Model Management: Model, Modelling Process, Types of Models, Optimization, Simulation. Heuristic – Descriptive, Predictive. Model Base – Modelling Languages, Model Directory.

Unit – III

Data Management System: Data Base, Sources of Data, Data Directory, Data Structure and Data Base Languages, Query Facility, Data Management System, DBMS As DSS Development Tool.

Unit – IV

Dialog Management: User Interface, Graphics, Multimedia, Visual Interactive Modelling. Natural Language Processing.

Unit – V

Development of Decision Support Systems: Development Process, Software and Hardware, Data Acquisition, Model Acquisition, Dialog Development, Integration, Testing and Validation, Training and Implementation.

References:

1. Turban, E., Delen, E. And Sharda, R., Decision Support and Business Intelligence Systems, Pearson.
2. George M. Marakas, *Decision Support Systems in the 21st Century*, Pearson Education.
3. G. M. Scott, *Management Information Systems and Decision Support Systems*, Tata McGraw-Hill
4. Effy Oz, *Decision Support Systems and Management Information Systems*, Cengage India.
5. Ramesh Sharda, Dursun Delen, Efraim Turban.
6. Business Intelligence: *A Managerial Perspective on Analytics*, Pearson.

442 - SYSTEMS CONTROL AND AUDITING

Unit – I

Introduction to Information Security: Definition, Secrecy and Confidentiality, Accuracy, Integrity and Authenticity, Security Threats, Vulnerabilities. Threats And Countermeasures, Firewall, Planning and Administration, Log Analysis.

Unit – II

Ethical Hacking of Computer Network: System and Application, Malicious Code, Mobile Code & Denial of Service Attack, Information Security Assessment Process – Network Stalking and Fingerprinting, Cracking the Shadow and Administrator, Privilege Escalation.

Unit – III

Security Policy and Awareness: Security Policy Guidelines, Security Awareness, People, Process and Technology, Physical Threats to the Information System, Information Infrastructure, Operating System Fundamentals and Security.

Unit – IV

Access Control Systems and Methodology: Access Control Overview, Identification and Authentication Techniques, Access Control Techniques, Access Control Methodologies and Implementation, Access Control Administration, Access Control Working Process.

Unit – V

Auditing and Monitoring: Auditing, Monitoring, Monitoring Tools and Techniques, Penetration Testing Techniques, Inappropriate Activities, Indistinct Threats and Countermeasures, IT Act.

References:

1. Hoffer, George, Valacich. *Modern Systems Analysis and Design*. Pearson
2. Amar A. Oke, *Information Systems Auditing*, Himalaya Publishing House.
3. D.P. Dube, *Information Systems Audit and Assurance*, Tata McGraw-Hill.
4. Ankit Arora, *System Audit*, Vikas Publishing.
5. Priti Srinivas Sajja, Rajesh Narayan Wasnik, *Information Systems for Managers (with cases)*, PHI Learning.

443 - E-BUSINESS AND INFORMATION TECHNOLOGY

Unit – I

Introduction - Origin, Need and Factors Affecting Electronic Business, Features of Electronic Business, Electronic Business Framework, Internet as an Electronic Business Enabler, Economic and Social Impacts of E-Business.

Unit – II

Electronic Business Models: Value Proposition, Revenue Model, Market Opportunity, Competitive Environment, Competitive Advantage, Market Strategy, Organizational Development, Management Team, Electronic Data Interchange.

Unit – III

Business Models: Business To Consumer (B2C) Business Models, Types of B2C, Business to Business (B2B) Business Models, Types of B2B, Consumer to Consumer (C2C) Business Models, Types of C2C, Peer to Peer Business Models, M-Commerce Business Models.

Unit – IV

Online Retailing: Segmentation of E-Markets, Marketing Mix In Internet Marketing, Online Auctions, Online Retail Industry Dynamics, Online Mercantile Model for Customer Perspective, Management Challenges in Online Retailing, Electronic Publishing, Online Market Research, Online Marketing Communications, Online Advertising, Online Branding, Online Customer Relationship, Online Pricing Strategies.

Unit – V

E-Business: Search Engine Optimization, Web Research, Web Advertising, Security of Online Transactions, Cyber Laws. Online Banking Implementation, Changing Dynamics in Banking Industry, Management Issues in Online Banking, Introduction to Mobile Commerce Challenges Emerging in Mobile Commerce, Application Areas of Mobile Commerce.

References:

1. Joseph. E-Commerce: An Indian Perspective. Prentice Hall
2. Laudon, Traver. E-Commerce, Business, Technology, Society. Pearson
3. Kenneth C. Laudon, Carol Guercio Traver, E-Commerce: Business, Technology, Society, Pearson
4. C.S.V. Murthy E-Commerce and E-Business, Himalaya Publishing House
5. V. Rajaraman, E-Commerce, PHI Learning.
6. Parag Kulkarni, Sunita Jahirabadkar, Pradeep Chande, E-Business, Oxford University Press.

444 - CLOUD COMPUTING

UNIT -I

Introduction: Cloud Models-Evolution of Cloud Computing –System Models for Distributed and Cloud Computing – NIST Cloud Computing Reference Architecture – Elasticity in Cloud – Deployment Models – Service Models - Cloud Service Providers Virtualization: Types of Virtualizations - Implementation Levels of Virtualization -Virtualization Structures.

UNIT -II

Cloud Infrastructure: Architectural Design of Compute And Storage Clouds – Layered Cloud Architecture Development– Design Challenges - Inter Cloud Resource Management – Resource Provisioning and Platform Deployment – Global Exchange of Cloud Resources.

UNIT -III

Programming Model: Parallel and Distributed Programming Paradigms – Map Reduce, Twister and Iterative Map Reduce – Hadoop Library from Apache – Mapping Applications - Programming Support.

UNIT -IV

Enterprise Cloud-Based High-Performance Computing (HPC): Overview of High-Performance Computing (HPC) on Cloud-Enterprises HPC Applications (High performance Grid Computing - Big Data Computing/Analytics - Reasoning).

Unit -V

Cloud Security: Infrastructure Security - Network Level Security, Host Level Security, Application-Level Security - Data Security and Storage - Data Privacy and Security Issues, Jurisdictional Issues Raised by Data Location.

References:

1. Kai Hwang, Geoffrey C Fox, Jack G Dongarra, Distributed and Cloud Computing, From Parallel Processing to the Internet of Things, 2012, 1st Edition, Morgan Kaufmann Publishers.
2. Katarina Stanoevska-Slabeva, Thomas Wozniak, Santi Ristol, Grid and Cloud Computing – A Business Perspective on Technology and Applications, 2010, Springer.
3. John W. Ritting house and James F. Ransome, Cloud Computing: Implementation, Management, and Security”, 2010, CRC Press.
4. Toby Velte, Anthony Velte, Robert Elsenpeter, Cloud Computing, A Practical Approach, 2009, TMH.
5. George Reese, Cloud Application Architectures: Building Applications and Infrastructure in the Cloud O'Reilly, 2009.

MODEL QUESTION PAPER

445 - MACHINE LEARNING

Unit -I

Introduction: Learning Problems –Perspectives and Issues -A Brief Introduction to Machine Learning, Supervised Learning, Unsupervised Learning, Reinforcement Learning–Concept Learning –Version Spaces And Candidate Eliminations –Inductive Bias Decision Tree Learning Neural Networks and Genetic Algorithms: Neural Network Representation –Problems Perceptrons –Multilayer Networks.

Unit -II

Bayesian Learning: Bayes Theorem –Concept Learning –Maximum Likelihood Minimum Description Length Principle –Bayes Optimal Classifier –Gibbs Algorithm Naïve Bayes Classifier.

Unit III

Computational Learning: Probability Learning –Sample Complexity –Finite and Infinite Hypothesis Spaces –Mistake Bound Model. Learning Sets of Rules –Sequential Covering Algorithm –Learning Rule Set –First Order Rules –Sets Of First Order Rules.

Unit IV

Graphical Models: Undirected Graphical Models - Markov Random Fields - Directed Graphical Models -Bayesian Networks - Conditional Independence Properties.

Unit V

Advanced Learning: SVM –Formulation, SVM –Interpretation & Analysis, SVM’s for Linearly Non-Separable Data, SVM Kernels.

References:

1. Machine Learning –Tom M. Mitchell, -MGH
2. Machine Learning: An Algorithmic Perspective, Stephen Marsland, Taylor & Francis.
3. Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani, Trevor Hastie,” An Introduction to Statistical Learning: with Applications in R”,Springer, First Edition.
4. Kevin Murphy, “Machine learning: a probabilistic perspective”, MIT Press, First Edition.
5. Christopher Bishop, “pattern recognition and machine learning”, Springer, First Edition.
6. Tom M. Mitchell, Machine learning, McGraw-Hill, 1997.
7. Ethem Alpaydin, Introduction to Machine Learning, MIT Press, Third Edition, 2014.

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, DECEMBER - 2026
THIRD SEMESTER
PAPER- 301 – ENTREPRENEURSHIP
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer any FIVE questions; each question carries 10 marks (5*10=50 Marks)

1. a) Explain the differences between an entrepreneur and an intrapreneur with suitable examples. Why both are important in today's business environment?
(or)
b) What are the main legal issues that entrepreneurs face concerning Intellectual Property Rights (IPR)? Discuss the importance of trademarks and patents for start-ups.
2. a) What are the key challenges faced by women entrepreneurs in India? Suggest ways to empower them at the grassroots level.
(or)
b) Describe the major components of a business plan. How does a feasibility study help in setting up a small-scale business enterprise?
3. a) Explain the role of projected financial statements and business ratios in assessing the financial health of a new enterprise.
(or)
b) Define export marketing. How should an entrepreneur choose a target market and design an effective marketing strategy?
4. a) What is break-even analysis? How can small business owners use it to make production and pricing decisions?
(or)
b) Discuss the role of Human Resource Management (HRM) in small businesses. Why is it important to comply with labour and pollution control laws?
5. a) List and briefly explain any four central or state-level institutions that support small business enterprises in India.
(or)
b) What do you mean by a sick small-scale enterprise? What are the causes and symptoms of sickness, and how can they be cured?

PART - B

Case Study (Compulsory)

Marks: 20

6. Case Analysis: "Sakhi Naturals – A Journey from Kitchen to Market"

Sakhi Naturals is a small-scale enterprise started by Ms. Anjali Mehta, a homemaker-turned-entrepreneur from a small town in Karnataka. She began making organic soaps and herbal cosmetics at home, initially selling them within her community. Her journey took off when she joined a Self-Help Group (SHG) and attended an entrepreneurship development program sponsored by the District Industries Centre (DIC) and supported by SIDBI and NSIC.

With support from these institutions, she registered her business, learned about IPR laws to protect her brand name and product formulations, and developed a business plan. She obtained a small loan and expanded production with a team of 5 women from her SHG.

Anjali faced several challenges:

- Initial lack of capital
- Resistance from family and society
- Lack of formal marketing knowledge
- Difficulty in managing labour and complying with labour laws
- Rising competition from branded herbal products

Despite this, her commitment and product quality won her local awards, and she began exporting small batches of her soaps to Sri Lanka and Malaysia through an online portal.

Questions:

- a. Explain how the SHG model empowered Anjali and her team. What are the key benefits of SHGs in promoting women entrepreneurship?
- b. How did Anjali manage her financial and marketing considerations in a small business setup? What strategies helped her expand to export markets?
- c. Evaluate how production and HRM practices were handled in Sakhi Naturals. Mention one HR or compliance issue she might face as the business grows.

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, DECEMBER - 2026
THIRD SEMESTER
PAPER- 302– BUSINESS LAW AND ENVIRONMENT
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer all **FIVE** questions, each question carries 10 marks (5*10=50 Marks)

1.a) Explain the essentials of a valid contract. Discuss different types of contracts with examples.

(OR)

b) Define indemnity, guarantee, bailment, and agency contracts. Explain their key features and differences.

1. a) Explain the formation of a partnership firm and kinds of partners. Discuss the rights and duties of partners.

(OR)

b) What is a negotiable instrument? Explain its types, negotiation process, and dishonour of instruments.

2. a) Define Business Environment. Explain its nature, significance, and elements (internal and external).

(OR)

b) What is environmental scanning? Explain the techniques used for monitoring the business environment.

3. a) Explain the changing dimensions of the legal environment in India. Discuss the role of the Competition Act, 2005.

(OR)

b) Explain fiscal and monetary policies. Discuss Industrial Policy, EXIM Policy, and SEZ Policy in India.

4. a) Explain FDI and FII. Discuss the determinants of foreign investment in India.

(OR)

b) Discuss the role of IMF, World Bank, and WTO in international trade. Explain FTAs and non-tariff barriers.

PART – B

Case Analysis (Compulsory)

Marks: 20

5. Foreign Investment and Expansion of "IndoTech Appliances"

"IndoTech Appliances" was a fast-growing electronics manufacturing company based in Pune. The company produced home appliances like mixers, fans, and air coolers. Initially, it operated only in the domestic market and depended on local suppliers and Indian customers.

As demand increased, IndoTech wanted to expand its production capacity and enter international markets. However, the company faced financial limitations and lacked

advanced manufacturing technology. To overcome this, the management decided to attract foreign investment.

The company opened itself to Foreign Direct Investment (FDI). Soon, a multinational company from Japan showed interest in investing in IndoTech. The Japanese firm provided capital investment, advanced machinery, and technical know-how. This helped IndoTech improve product quality and increase production speed.

At the same time, IndoTech also received Foreign Institutional Investment (FII) from global investors in the stock market. This improved the company's market valuation and financial stability.

However, challenges also emerged. Local competitors argued that foreign companies might dominate the Indian market and reduce opportunities for small businesses. There were also concerns about profit repatriation and dependency on multinational companies. To address these issues, the Government of India ensured proper regulations under trade and investment policies and supported fair competition through laws like the Competition Act. IndoTech also complied with international trade regulations under organizations like the World Trade Organization.

With support from global financial institutions like the International Monetary Fund and World Bank, IndoTech successfully expanded its exports to Asian and African markets.

Over time, IndoTech became a globally competitive company, benefiting from foreign investment, improved technology, and better access to international markets.

Questions:

- a. How did FDI and FII help IndoTech Appliances grow and expand its business internationally?
- b. What challenges did IndoTech face due to foreign investment, and how did government policies and international organizations help in resolving them?

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, DECEMBER - 2026
THIRD SEMESTER
PAPER – 311 – CONSUMER BEHAVIOUR
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer all **FIVE** questions, each question carries 10 marks (5*10=50 Marks)

1. a) Define Consumer Behaviour and Discuss the stages in a typical consumer decision-making process with suitable examples from the Indian FMCG market.
(OR)
b) Explain the concept of consumer involvement. How does the level of involvement influence purchase behaviour for products like smart phones versus daily groceries in India? Give suitable illustrations.
2. a) How does culture shape consumer behaviour in India? Discuss with reference to festivals and family occasions, and explain the marketing implications for brands such as jewellery or apparel.
(OR)
b) What are reference groups and opinion leaders? Explain how reference groups and opinion leaders influence the adoption of new products (for example, digital payment apps or electric vehicles) in the Indian market.
3. a) Explain the stages of the consumer buying decision process. Illustrate your answer with the purchase of a two-wheeler or car by an Indian middle-class family.
(OR)
b) Discuss the role of perception and learning in shaping consumer attitudes towards branded versus unbranded products in India. Give suitable examples.
4. a) Explain market segmentation and positioning in the context of consumer behaviour. Using an example from the Indian telecom or beverage industry, show how different segments are targeted and positioned.
(OR)
b) What is store image? Discuss the factors influencing store choice and shopping behaviour of Indian consumers in the context of organised retail (such as Reliance Smart, D-Mart) versus kirana shops.
5. a) Discuss the changing buying habits of Indian consumers with respect to non-store retailing such as e-commerce and mobile commerce. What are the major marketing implications for Indian brands?
(OR)
b) Explain the ethical and privacy issues arising from the use of consumer data in direct and digital marketing. How should Indian marketers balance personalization with consumer rights? Give examples.

PART – B

Case Analysis (Compulsory)

Marks: 20

6. Indian Market

BigBasketMart is a fast-growing online grocery retailer operating in major Tier I and Tier II cities across India, including Tirupati. It offers home delivery of fruits, vegetables, staples, personal care products, and household items through its website and mobile app. During the pandemic, many first-time users from traditional households tried BigBasketMart due to safety concerns and convenience.

However, as offline kirana stores and local mandis reopened, BigBasketMart noticed that some customers went back to their usual shops, while others continued to buy online or followed a mixed pattern (sometimes online, sometimes offline). The company now wants to understand Indian consumers' behaviour better so that it can design more effective strategies to retain and grow its customer base.

BigBasketMart has observed the following:

- Young working professionals and students are heavy users of the app and respond well to online discounts and cashback offers.
- Many homemakers still prefer to personally see and touch fruits and vegetables before buying, but they like the convenience of home delivery for heavy items like rice and oil.
- Families in higher income groups experiment more with new brands and imported products listed on the app.
- Some customers are concerned about sharing personal data and payment details online, especially in smaller towns.

Questions:

- a. Identify and explain any three environmental or cultural factors that influence the consumer behaviour observed in this case.
- b. Based on consumer involvement and decision-making processes, explain why certain customers continue with online purchases while others return to offline stores.
- c. Suggest any four segmentation and positioning strategies that BigBasketMart can adopt to target different consumer groups in the Indian market, giving one example for each segment.

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, DECEMBER - 2026
THIRD SEMESTER
PAPER – 312 – CUSTOMER RELATIONSHIP MANAGEMENT
*(Revised Regulations w.e.f. 2025-2026) (Common
paper to University and Affiliated Colleges)*

Time: 3 Hours

Max.Marks:70

PART – A

Answer any FIVE questions; each question carries 10 marks (5*10=50 Marks)

1.a) Explain the key concepts and importance of CRM in today's business environment.

(or)

b) Describe the process of acquiring and retaining customers in CRM.

2.a) Explain how CRM helps in marketing and customer relationship enhancement.

(or)

b) Discuss the importance of customer retention and loyalty programs.

3.a) Explain the functions and benefits of Sales Force Automation.

(or)

b) Describe how CRM integrates with e-business systems like ERP and SCM.

4.a) Explain the concept and importance of analytical CRM.

(or)

b) Describe the use of data warehousing and data mining in CRM.

5.a) Explain the process of CRM implementation in an organization.

(or)

b) Discuss the steps in preparing a CRM business plan.

PART –B

Case Analysis (Compulsory)

Marks:20

6. Delight Telecom is facing challenges in retaining customers due to poor complaint handling and delayed responses. The company recently decided to implement a CRM system to improve service quality and customer satisfaction. The management plans to set up a call **centre**, introduce customer profiling, and design Service Level Agreements (SLAs) for timely responses.

Questions:

- a. What CRM tools should Delight Telecom adopt to improve customer service?
- b. How can Service Level Agreements (SLAs) help in this case?
- c. Suggest two ways CRM can improve customer retention.

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, DECEMBER - 2026
THIRD SEMESTER
PAPER – 313 – MARKETING RESEARCH
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer any **FIVE** questions, each question carries 10 marks (5*10=50 Marks)

- 1 a) What is the difference between basic and applied marketing research? Explain with examples
(or)
b) Describe the steps involved in the marketing research process and the importance of a research design.
2. a) Explain the differences between probabilistic and non-probabilistic sampling techniques with examples.
(or)
b) What are the key factors that influence sample size determination in marketing research?
3. a) What is the significance of reliability and validity in marketing measurement?
(or)
b) Explain the scaling techniques used for attitude measurement with suitable examples.
4. a) What are the advantages and challenges of online data collection in marketing research?
(or)
b.) Explain the process of hypothesis testing and its significance in marketing research.
5. a) How is marketing research used in rural and export markets?
(or)
b) Discuss the role of advertising research in improving promotional effectiveness.

PART – B

Case Analysis (Compulsory)

Marks: 20

6. "Herbal Glow," a new herbal skin cream brand, launched an ad campaign targeting metro cities and semi-urban areas. To measure its effectiveness:

- A pre- and post-campaign survey was conducted
- Key metrics: brand recall, purchase intent, and message clarity
- The research revealed that **semi-urban recall was low**, prompting a change in messaging and channel

Questions:

- a. How did research findings help modify the advertising strategy?
- b. What challenges are unique to rural marketing research?

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, DECEMBER - 2026
THIRD SEMESTER
PAPER – 314 – ADVERTISING & MARKETING COMMUNICATION MANAGEMENT
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer all **FIVE** questions, each question carries 10 marks (5*10=50 Marks)

1. a) Define advertising and explain its origin and development. Discuss the major classifications of advertising with suitable examples.
(OR)
b) Discuss strategic advertising decisions. Explain the process of setting advertising objectives and preparing product and media briefs.
2. a) Differentiate between verbal thinkers and visual thinkers. Explain the various styles and stages involved in advertising copy creation.
(OR)
b) What is copy testing? Explain various pre-testing and post-testing methods used in advertising research.
3. a) Discuss various measures of media cost efficiency. Explain readership and viewership research methods used in advertising.
(OR)
b) "The Internet has transformed modern advertising." Discuss this statement with reference to website tracking, click-stream analysis, permission marketing, and ethical concerns.
4. a) What is Integrated Marketing Communication (IMC)? Explain the role of advertising in image building and brand communication.
(OR)
b) Explain the different methods used to measure advertising effectiveness. How is advertising controlled by practitioners, media, and the market?
5. a) Discuss different sales promotion strategies and practices. Explain push and pull strategies in detail.
(OR)
b) Explain cross promotions, surrogate selling, and bait-and-switch advertising issues. How can advertising and sales promotion together improve brand standing?

PART – B

Case Analysis (Compulsory)

Marks: 20

6. A beverage company plans to launch a new energy drink targeted at college students and young professionals. The company wants to create strong brand awareness within six months using television, social media, influencer marketing, and sales promotions such as discounts and free samples.

The advertising agency suggests:

- Emotional and youth-oriented advertising copy
- Social media campaigns using influencers
- Online tracking of customer engagement
- Cross-promotions with music events
- Integrated marketing communication strategies

However, the company is concerned about:

- Budget allocation
- Media effectiveness
- Ethical issues in digital advertising
- Measuring campaign success

Questions:

- a) Prepare a suitable advertising strategy for the company.
- b) Suggest appropriate media planning decisions.
- c) Explain the role of sales promotion in improving brand standing.
- d) Describe methods to measure advertising effectiveness for this campaign.

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, DECEMBER - 2026
THIRD SEMESTER
PAPER- 315- DIGITAL MARKETING
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer all **FIVE** questions, each question carries 10 marks (5*10=50 Marks)

1. a) Define Digital Marketing. Explain its importance, scope, goals, and objectives in modern business.

(OR)

b) Differentiate between Traditional Marketing and Digital Marketing. Explain the Digital Marketing Funnel along with Pull and Push Digital Marketing strategies

2. a) Explain the meaning and characteristics of the Digital Consumer. Discuss different modern consumer generations.

(OR)

b) Define E-Commerce. Explain various E-Commerce business models such as B2B, B2C, C2C, C2B, B2G, and C2A with examples.

3. a) What is a website? Explain website planning and different types of websites based on functionality.

(OR)

b) Explain the concept of Search Engines and discuss the different types of search engines such as Meta, Crawler, and Directories. Compare Google, Bing, and Yahoo.

4. a) Define Search Engine Optimization (SEO). Explain On-Page and Off-Page SEO techniques and their benefits.

(OR)

b) Explain the key concepts of Search Engine Marketing (SEM) such as Impressions, Clicks, CTR, CPC, Quality Score, and PPC. Also discuss E-Mail Marketing and Mobile Marketing.

5. a) Explain the responsibilities and skills required for a Digital Marketing Manager. Describe the essential roles within a Digital Marketing team structure.

(OR)

b) What is Online Reputation Management (ORM)? Explain its importance, strategies, tools, and methods for handling negative comments.

PART – B

Case Analysis (Compulsory)

Marks: 20

6. A Small Bakery's Digital Marketing Journey

In the city of Hyderabad, there was a small bakery named "Sweet Crumbs." The bakery was famous for its cakes and snacks, but most customers came only from nearby areas. The owner, Ravi, noticed that many new bakeries were attracting customers through online platforms, while his business depended mainly on traditional advertising like pamphlets and banners.

After the lockdown period, sales decreased heavily. Ravi realized that customer behavior had changed. People were searching online for nearby bakeries, ordering through mobile phones, and checking reviews before visiting stores. Ravi decided to learn digital marketing and apply it to his business.

First, he created a simple website displaying the bakery menu, prices, contact details, and online order options. He also registered the bakery on search engines so customers could easily find it while searching for “best cakes near me.”

Next, Ravi started social media pages on Instagram and Facebook. Every day, he posted photos and short videos of freshly baked cakes, birthday decorations, and customer celebrations. Slowly, people began sharing his posts, and followers increased.

Ravi then introduced festival offers and promoted them through e-mail and mobile messages. Customers who ordered once started receiving discount coupons and updates about new products. He also encouraged satisfied customers to leave positive online reviews.

One day, a customer posted a video review of the bakery on social media, and it became popular locally. Within a few weeks, Sweet Crumbs started receiving online orders from different parts of the city. The bakery’s sales increased, and Ravi even hired additional staff to manage deliveries and social media activities.

However, not everything was easy. Sometimes customers posted negative comments regarding delivery delays. Instead of ignoring them, Ravi politely responded, apologized, and improved the delivery system. This increased customer trust and improved the bakery’s online reputation.

Within one year, Sweet Crumbs transformed from a small neighborhood bakery into a well-known local brand through effective digital marketing strategies such as website creation, SEO, social media marketing, e-mail marketing, and online reputation management.

Questions:

1. How did Ravi use digital marketing strategies to increase the sales and popularity of “Sweet Crumbs” bakery?
2. What role did social media marketing and online reputation management play in the success of the bakery?

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, DECEMBER - 2026
THIRD SEMESTER
PAPER-321- FINANCIAL SERVICES
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer any **FIVE** questions, each question carries 10 marks (5*10=50 Marks)

1. a) Explain the meaning and characteristics of 'Financial Services'. Discuss the different services provided by the Financial Institutions by charging a fee.

(OR)

b) Describe the role of Financial Services in the Economic Development.

2. a) Explain the functions of Merchant Banker.

(OR)

b) What is Leasing? Explain its advantages and disadvantages.

3. a) What is Factoring? Explain different Factoring methods.

(OR)

b) Who is an Underwriter? Explain SEBI guidelines to underwriting.

4. a) What is Venture Capital? Explain its features and exit plans.

(OR)

b) What is Credit rating? Explain the process of Credit rating.

5. a) Explain the significance of Housing Finance. Describe the role played by the different primary lending agencies.

(OR)

b) Explain about Mortgage Guarantee Service.

PART - B

Case Analysis (Compulsory)

Marks: 20

6. ABC Company wishes to acquire a Rs.1,00,000 press, which has a useful life of 8 years. At the end of this time, its scrap value be Rs.20,000. The asset falls into the 5 year property class for cost recovery purposes. The company can use either lease or debt financing. Lease payments of Rs.14,000 at the beginning of each of the 8 years would be required. If debt financed, the interest rate would be 10 percent and debt payments would be due at the beginning of each of the 8 years. The company is in a 15 percent tax bracket. Which method of financing has the lower present value of cash outflows?

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, DECEMBER - 2026
THIRD SEMESTER
PAPER- 322 - SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer any **FIVE** questions, each question carries 10 marks (5*10=50 Marks)

- 1 a) what is Efficient Market Hypothesis and its implications for Investment Analysis.
(or)
b) Elucidate the terms, (a) Security Analysis and (b) Portfolio Selection.
2. a) Explain the Markowitz Theory underlying the Efficient Frontier.
(or)
b) Distinguish between the CAPM and the APT (Arbitrage Pricing Theory) Model.
3. a) Describe the process of identifying the Optimal Portfolio using the Markowitz concepts.
(or)
b) What are the limitations of Markowitz model in building the optimal portfolio and the advantages of Single Index model?
4. a) Discussion the traditional measures use in the Evaluation of Portfolio Performance.
(or)
b.) Explain the significance of decomposition of Portfolio Performance.
5. a) What is the need for and the objectives of Portfolio Revision?
(or)
b) Elucidate the Portfolio Revision strategies.

PART - B

Case Analysis (Compulsory)

Marks: 20

6. A client has three portfolio choices, each with the following characteristics:

Portfolio Statistics

Portfolio A	Portfolio B	Portfolio C
Expected Return 15%	18%	12%
Volatility (S.D.) 12%	14%	9%
Beta 0.9	1.1	0.6

The efficient market portfolio has an expected return of 20% and a standard deviation of 12%, The risk-free rate of interest (RFR) is 5%. Based on the Sharpe ratio, Treynor ratio and Jensen measure of each of the 3 Portfolios, identify the Best Portfolio under each of the 3-performance metrics and comment on the results.

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, DECEMBER - 2026
THIRD SEMESTER
PAPER- 323 - FINANCIAL MARKETS AND INSTITUTIONS
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer any **FIVE** questions, each question carries 10 marks (5*10=50 Marks)

- 1 a) Define financial system. Explain the main functions of financial system?
(or)
b) What is capital market? Discuss their objectives and importance
2. a) Explain the role of RBI in regulating financial markets and institutions
(or)
b) Describe the different kinds of financial services provided by banks and financial institutions.
3. a) How NBFC's services support for the development of Financial Institutions.
(or)
b) Explain the role and functions of NABARD.
4. a) Discuss the role of Mutual Funds in development of capital market in India.
(or)
b.) Why do companies go for leasing of assets? Explain.
5. a) Define Foreign Exchange Market. Show how Foreign Exchange Market is determined under flexible Exchange Market System.
(or)
b) Examine the role and significance of euro-dollar market in the Global Financial System.

PART – B

Case Analysis (Compulsory)

Marks: 20

6. The problem before the Insurance Regulatory Authority (IRA), in some ways is unique. Unlike the SEBI and even the telecom regulatory authority, which inherited up and running businesses, the IRA is presiding over an unborn industry. IRA has not only to regulate the insurance industry but also, at least in the initial phases act as midwife. It is therefore welcome that IRA regulatory will work towards creating an environment that generates confidence among potential policyholder. And for this, what IRA is ensuring that the insurance companies have enough money to pay for any redemption or withdrawal. They should be perceived as safe as bank. Already, several Indian companies have planes to enter into the insurance sector and a dozen companies have tied-up with foreign partners. Further, as foreign players enter the market, one of the officials points out that equally tie-up would be better than technical collaborations. Further the entry of these foreign players will also lead to greater qualities in the products offered. This will also call for some re-orientation of strategies for the existing player the LIC and GIC.

Questions:

- a) The insurance regulation will work towards creating an environment that generator confidence among potential policyholders. Why are these needs for creating such an environment? What measures have the IRDS taken in this regard?
- b) What strategies do you recommend to a new private sector insurer?

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, DECEMBER - 2026
THIRD SEMESTER
PAPER – 324 – BANKING MANAGEMENT
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer any **FIVE** questions, each question carries 10 marks (5*10=50 Marks)

1 a) Discuss the overall functions performed by the commercial banks in India.

(or)

b) Discuss the various types of risks faced by a banker and suggest measures to mitigate them.

2. a) Explain the various sources of bank funds. Explain the recent strategies adopted in pricing of deposit services.

(or)

b) How do banks identify financial sickness of a borrower.

3. a) Explain the different types of e payment / transfer systems made available to retail customers by the public sector banks in India. Are New Generation banks able to offer better payment / transfer services than Public sector banks? Give reasons

(or)

b) Explain the new Regulations and Innovations in Banking system.

4. a) Explain the types of Non-Banking Financial companies.

(or)

b.) Explain the Regulatory functioning of Microfinance companies.

5. a) What are the limitations of the current credit bureau system in serving micro, small borrowers or new entrants (thin credit history)?

(or)

b) What is credit guarantee? How does it differ from insurance?

PART – B

Case Analysis (Compulsory)

Marks :20

6. XY withdrew ` 10,000/- from ATM at 20:38 hrs on February 19, 2019. After the transaction he had a credit balance of ` 29,009/-. At 20:53, the same day he got a message that his account has been debited with ` 29,000/- for ATM withdrawal. XY said that at that time he was in possession of the card and he had a card limit of ` 10,000/- only. Complaint was sent to the bank for resolution.

Questions :

- a. Is the customer justified in making the complaint?
- b. What are the remedies available to the customer in this case ?
- c. Point out the steps to be taken by the banks to avoid such problems.
- d. What are the precautions to be taken by the customers while withdrawing cash from ATMs?

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, DECEMBER - 2026
THIRD SEMESTER
PAPER-325- PROJECT PLANNING, ANALYSIS AND MANAGEMENT
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer any FIVE questions; each question carries 10 marks (5*10=50 Marks)

1. a) Explain the meaning and importance of a project. Discuss the different types of projects and the stages in the project life cycle.
(OR)
b) Describe the process of project preparation. Explain technical feasibility, cost estimation, demand analysis, commercial viability, and risk analysis in detail.
2. a) Discuss the process of generation and screening of project ideas. Explain the role of financial planning and estimation of fund requirements in project preparation.
(OR)
b) Explain the various sources of project finance and the process of loan syndication. Discuss tax considerations and legal aspects involved in project preparation.
(OR)
3. a) Trace the history and evolution of project management. Explain different project management approaches such as Traditional Approach, Critical Chain Project Management, and Extreme Project Management.
(OR)
b) Discuss project planning strategies and tools. Explain project phases, milestones, goals, and project control systems in detail.
- 4.a) Explain the concept of project appraisal. Discuss business criteria such as growth, liquidity, and profitability used in project evaluation.
(OR)
b) Describe social cost-benefit analysis and financial evaluation techniques used in public and private sector projects. Explain project rating index and social discount rate.
5. a) Discuss the methods of financing projects in domestic and international markets. Explain infrastructure financing and tax planning in project financing.
(OR)
b) Explain contemporary issues in project appraisal with special reference to project evaluation in the non-profit sector and mergers and acquisitions.

PART - B

Case Analysis (Compulsory)

Marks: 20

6. Tata Nano Project

Tata Motors launched the Tata Nano with the objective of producing the world's cheapest car for middle-class Indian families. The project aimed to provide affordable and safe transportation at a target price of ₹1 lakh. The company invested heavily in research, factory setup, vendor development, and marketing.

Initially, the manufacturing plant was planned in Singur, but due to political protests and land acquisition issues, the plant had to be shifted to Sanand. This caused delays, increased costs, and supply chain disruptions.

Although the Tata Nano attracted global attention for its innovation and low-cost engineering, the project failed commercially because customers associated the car with a "cheap product." Safety concerns, competition from other small cars, and changing customer preferences further reduced demand.

Despite its failure in the market, the project provided important lessons in project planning, financing, risk management, implementation, and marketing strategy.

Questions

- a. Explain the objectives and importance of the Tata Nano project.
- b. Analyse the project planning and feasibility studies conducted by Tata Motors.
- c. Discuss the risks faced during the implementation of the project.
- d. Evaluate the reasons for the commercial failure of the Tata Nano project.
- e. What lessons can project managers learn from the Tata Nano case regarding project management and market strategy?

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, DECEMBER - 2026
THIRD SEMESTER
PAPER- 331-TRAINING AND DEVELOPMENT
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer any FIVE questions; each question carries 10 marks (5*10=50 Marks)

1. a) Explain the concept and importance of Training and Development in modern organisations. How does it contribute to organizational effectiveness?
(or)
b) Discuss the roles, responsibilities, and challenges faced by Training and Development Managers in managing the T&D function.
2. a) What is Training Need Assessment (TNA)? Explain the various methods and levels of TNA with suitable examples.
(or)
b). Describe the steps involved in designing an effective training program. How does modular and flexible design improve learning outcomes?
3. a) Differentiate between On-the-Job and Off-the-Job training methods. Illustrate with examples from corporate practice.
(or)
b) Explain various modern training techniques such as simulation, e-learning, role play, and outdoor programs. How do they enhance experiential learning?
4. a) Discuss the importance of evaluating training programs. Explain Kirkpatrick's Four-Level Evaluation Model with suitable examples.
(or)
b) What are the various pre-training and post-training evaluation methods? How can post-training support enhance learning transfer?
5. a) Describe the key elements of a good training budget. How can organizations ensure effective monitoring and cost control of T&D activities?
(or)
b) Explain the emerging trends in Training and Development, such as gamification, e-learning, Six Sigma training, and web-based learning.

PART-B

Case Study(Compulsory)

(20 Marks)

Orion Tech Solutions, a mid-sized IT firm based in Bengaluru, had built a strong reputation for delivering customized software solutions. However, in recent years, the company began facing multiple HR challenges — high employee turnover, project delays, and declining client satisfaction. An internal survey revealed that most employees felt their skills were becoming outdated and that there were limited opportunities for career growth. Recognizing the importance of continuous learning, the HR department proposed a structured Training and Development (T&D) initiative. A

detailed Training Need Assessment (TNA) identified two major skill gaps: (1) project managers required stronger leadership, communication, and team-building skills, and (2) software developers needed advanced technical training in cloud computing and data analytics. The company designed a blended learning program combining classroom workshops, mentoring, simulation exercises, and e-learning modules. The program also included outdoor team-building activities and post-training support through peer learning groups. After three months, employees reported improved morale, collaboration, and confidence. Client satisfaction scores also increased. However, senior management was keen to determine whether the training truly enhanced performance and justified the investment. They sought to evaluate the effectiveness and ROI of the program using reliable models and data-driven evidence.

Questions

- a. Identify and explain the key stages in the T&D process followed by Orion Tech Solutions.
- b. Suggest appropriate evaluation methods to assess the effectiveness of the training program.
- c. Recommend strategies to ensure long-term transfer of learning and build a sustainable learning culture.

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, SEPTEMBER - 2026
THIRD SEMESTER
PAPER – 332 – HUMAN RESOURCE PLANNING
*(Revised Regulations w.e.f. 2025-2026) (Common
paper to University and Affiliated Colleges)*

Time: 3 Hours

Max.Marks:70

PART – A

Answer any FIVE questions; each question carries 10 marks

(5*10=50 Marks)

1. a) Explain the process of Human Resource Planning in detail.
(or)
b) Discuss the macro-level scenario of HRP in India.
2. a). Explain the process of manpower planning.
(or)
b) Explain the steps involved in the selection process.
3. a). Describe the various types of interviews and their techniques.
(or)
b) Describe the various types of interviews and their techniques.
4. a). Explain the advantages and disadvantages of pre-employment testing.
(or)
b) Discuss the different types of employment tests used by organizations.
5. a). Explain the importance and procedure of reference checking in recruitment.
(or)
b) Describe the statutory requirements under the Shops and Establishments Act during hiring.

PART –B

6. Case Analysis (Compulsory)

Marks:20

Smart Hire Technologies is a mid-sized IT company in Bengaluru with 250 employees. Due to new software projects from international clients, the company needs to hire 50 software developers within two months.

However, the HR department faces challenges:

- Many applicants do not match the required skill set.
- The recruitment process is slow and depends only on traditional methods like newspaper ads.
- New hires often leave within six months due to poor job fit.

The HR Manager decides to:

1. Conduct job analysis to prepare clear job descriptions and specifications.
2. Use e-recruitment through professional networking sites and job portals.
3. Introduce online aptitude and coding tests before interviews.
4. Implement reference checks to verify candidate background and previous employment.

Questions

- a. Identify the major HR problems faced by Smart Hire Technologies.
- b. How can job analysis improve the recruitment process?
- c. Suggest two advantages of using e-recruitment in this case.
- d. Why are pre-employment tests important for selecting suitable candidates?

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, DECEMBER - 2026
THIRD SEMESTER
PAPER-333- INDUSTRIAL RELATIONS AND LABOUR LAWS
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer any **FIVE** questions; each question carries 10 marks (5*10=50 Marks)

1. a) Examine the growth of Trade Unions in the recent past.
(OR)
b) Emphasize the significance of Industrial Relations and Elaborate the IR problems in the public sector.
2. a) Explain the causes for Industrial Disputes and Examine its impact on Industrial Relations.
(OR)
b) What are the causes of Grievances? Explain the Grievances procedure in detail.
3. a) What do you understand by Worker's Participation in Management? Show its significance. What are the conditions for effective Worker's Participation?
(OR)
b) Discuss the importance of Collective Bargaining as a method of regulating relations between employers and employees. What are the Pre - requisites to make it successful?
4. a) Explain the Duties and Powers of Conciliation Officers, Works Committee and Boards of Conciliation in settlement of Industrial Disputes.
(OR)
b) State the advantages and evils of Arbitration process.
5. a) Discuss the objectives, scope and important provisions of the Employee's State Insurance Act, 1948.
(OR)
b) The Factories Act, 1948 define the term factory. Enumerate the same. Explain legal provisions related to safety mentioned in the Act.

PART - B

Case Analysis (Compulsory)

Marks: 20

7. S.K. Ltd is an electronic comp any with production units in five different locations in India operating for more than 2A years. The company employees a total of about 15,000 workers and other supervisory and managerial employees. There are 3-5 trade unions each in each of the units, and on an average 10- 15 per cent of the workers are actively involved in trade union work, though most workers pay the nominal union subscription. The leaders of the unions are a combination of outsiders and inside workers, though decision - making in the unions is often dictated by politically motivated external reasons.
In the past, S.K. Ltd had to face difficult industrial relations situations leading to three major strikes lasting for more than two weeks each. All the three strikes had started soon after the company had signed an agreement with one of the unions and invariably the strike was ended by the intervention of the Labour Commissioner who was able to bring all the unions of the

concerned unit together for a settlement. The current agreement in one of the unit is coming to a close in December this year.

Questions:

- a. In what respect can political leadership of trade unions jeopardies industrial peace?
- b. How do multiple unions in a plant disturb industrial relations and peace?
- c. Suggest suitable measures for improving the industrial relations climate in the company

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, DECEMBER - 2026
THIRD SEMESTER
PAPER- 334-TALENT MANAGEMENT
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART - A

Answer any FIVE questions; each question carries 10 marks (5*10=50 Marks)

1. a). Define Talent Management and explain its importance in achieving organizational success.
(or)
b) Discuss how Artificial Intelligence (AI) and analytics are reshaping modern Talent Management systems.
2. a). What are the major steps involved in strategic talent planning? Explain how organisations ensure leadership continuity through effective succession planning.
(or)
b). Discuss the importance of Diversity, Equity, and Inclusion (DEI) in workforce planning. How can organizations plan talent for hybrid and flexible work models?
3. a) Explain the recent trends in recruitment and selection. How do digital tools improve the quality and speed of hiring?
(or)
b) What is Employer Branding? Discuss how a strong Employee Value Proposition (EVP) helps engage and retain talent.
4. a) Define talent retention. What are the key factors that influence employee loyalty and commitment in today's workplace?
(or)
b) Discuss how total rewards and recognition programs can help in retaining top talent. Explain the importance of pay equity and employee well-being in reward systems.
5. a) Explain the significance of reskilling and up-skilling in developing a future-ready workforce.
(or)
b) Discuss how organizations can build a continuous learning culture through mentoring, coaching, and digital learning initiatives.

PART - B

Case Study (Compulsory)

(20 Marks)

NovaCare Solutions is a fast-growing healthcare technology company based in Hyderabad. Over the past five years, the company has expanded its workforce from 400 to over 1,000 employees, operating in both physical and hybrid formats. Although the company achieved strong business growth, it began facing internal challenges related to talent attraction, engagement, and retention. An internal review revealed that recruitment processes were lengthy and often resulted in losing skilled candidates to competitors. Many employees expressed concerns about limited career

growth and unclear performance expectations. Managers reported difficulty in motivating teams during hybrid work, while HR leaders noted increasing attrition among young professionals. To address these issues, NovaCare launched an initiative called “**Project Aspire**”, aimed at modernizing its Talent Management framework. The project focused on four areas:

1. **Talent Planning:** Introducing workforce analytics to predict staffing needs and identifying potential future leaders early.
2. **Talent Acquisition:** Implementing AI-enabled recruitment tools and strengthening the company’s employer brand through social media campaigns.
3. **Talent Engagement and Retention:** Launching flexible work arrangements, wellness programs, and recognition platforms that reward innovation and collaboration.
4. **Talent Development:** Introducing online learning modules, leadership mentoring, and internal mobility opportunities for high-performing employees.

Within a year, NovaCare recorded a 20% improvement in employee satisfaction and a notable reduction in turnover. However, senior management observed uneven participation in development programs and lingering concerns about data privacy in the use of AI tools. They now aim to evaluate whether Project Aspire has genuinely strengthened their talent pipeline and organizational culture or if further refinement is needed.

Questions

- a. Identify and analyse the major talent challenges faced by NovaCare Solutions before launching Project Aspire.
- b. Examine the key initiatives introduced under Project Aspire. How do they support talent acquisition, engagement, and development?
- c. Suggest additional strategies NovaCare can adopt to ensure sustainable and ethical talent management practices in the long run.

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, DECEMBER - 2026
THIRD SEMESTER
PAPER- 335- PERFORMANCE MANAGEMENT AND COUNSELLING
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer any FIVE questions; each question carries 10 marks (5*10=50 Marks)

1. a) Define Performance Management. Explain the evolution and importance of Performance Management in enhancing organizational effectiveness.
(or)
b) Differentiate between Performance Appraisal and Performance Management. Discuss the essential features of an effective Performance Management System.
2. a) Explain the various methods of Performance Appraisal. Compare the traditional and modern approaches with suitable examples.
(or)
b) Discuss the importance of appraisal communication and feedback. What are the legal and ethical issues involved in conducting performance appraisals?
3. a) What is the Balanced Scorecard (BSC)? Explain how it can be used as a tool for strategy implementation.
(or)
b) Discuss the concepts of 360° feedback and OKRs. How do these approaches enhance employee accountability and performance?
4. a) Explain how Performance Management contributes to strategic HR decisions. How can analytics and AI support performance measurement in modern organizations?
(or)
b) Describe the emerging trends in Performance Management. How are multinational corporations aligning PM systems with global business strategies?
5. a). What is counselling in the context of performance management? Describe the counselling process and the skills required for effective performance counselling.
(or)
b) Discuss the significance of developmental feedback and coaching for performance improvement. Explain the role of behavioural and cognitive approaches in employee development.

PART - B

Case Study (Compulsory)
Marks)

(20

6. Alpha Tech Systems, a software development company based in Bengaluru, had built a strong reputation for its technical quality and client satisfaction. However, as the company expanded, the management began noticing certain internal issues. Several projects were getting delayed, teamwork had declined, and many employees reported feeling unappreciated and unclear about what was expected of them. A review conducted by the Human Resources department found that most teams were operating without regular goal discussions or feedback. Supervisors often shared their opinions about employee work only once a year, mainly for administrative reasons. Many employees felt their work was being judged unfairly, while others said they were never guided on how to grow or improve. As a result, job satisfaction dropped, and turnover increased. The Managing Director decided to launch a new initiative called “**Project Elevate**”, with the aim of creating a more open and supportive work culture. The focus was on three major areas — communication, development, and emotional well-being.

Firstly, all team leaders were asked to meet with their members at the beginning of each project to agree on clear, measurable outcomes. These discussions were not one-way but encouraged employees to share their own views on what they could contribute and what help they might need.

Secondly, managers received special training to hold regular one-on-one conversations focused on improvement and guidance rather than criticism. Employees struggling with performance or confidence issues were encouraged to meet trained HR facilitators who could help them explore work-related challenges and personal stress in a private and supportive environment.

Thirdly, Alpha Tech introduced a recognition program where every quarter, employees who demonstrated effort, learning, or collaboration were acknowledged in team meetings. Anonymous surveys were also conducted to assess whether employees felt more supported and listened to.

After one year, several positive outcomes were observed. Communication between team leaders and members became more transparent. Many employees said that regular conversations helped them understand their strengths and development areas better. The company also noticed a reduction in resignations and better project delivery times. Still, not all managers were comfortable having personal or developmental discussions with employees. Some avoided difficult conversations altogether. To overcome this, HR planned to organize further workshops to build leaders’ confidence in listening and providing constructive guidance. Alpha Tech’s leadership team now believes that true growth depends not only on tracking work outcomes but also on building relationships based on trust, empathy, and continuous learning.

Answer the following Questions:

- What workplace problems did Alpha Tech Systems experience, and what factors led to these issues?
- Explain how “Project Elevate” helped improve communication, trust, and employee growth in the organization.
- Suggest additional ways Alpha Tech can help managers and employees maintain a culture of openness, support, and learning.

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, DECEMBER - 2026
THIRD SEMESTER
PAPER – 341 – SYSTEM ANALYSIS AND DESIGN
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer any **FIVE** questions, each question carries 10 marks (5*10=50 Marks)

- 1 a) Describe in detail the various stages of the System Development Life Cycle.
(or)
b) Elaborate on the importance of system analysis in organizational decision-making.
2. a) Explain the categories of automated CASE tools
(or)
b) Discuss the concept of organizations as systems.
3. a) Explain the steps involved in preparing a Data Flow Diagram. Illustrate with an example.
(or)
b) Discuss various fact-finding techniques used in system analysis.
4. a) Discuss various techniques to ensure data quality during input.
(or)
b.) Elaborate on the principles of designing accurate data-entry procedures.
5. a) Explain the stages involved in implementing an information system.
(or)
b) Discuss various testing methods used for quality assurance.

PART –B

Case Analysis (Compulsory)

Marks:20

6. A hospital wants to implement a computerized system to manage patient records, doctor schedules, and billing. The management expects the system to integrate all departments using CASE tools for better design and documentation.

Questions:

- a. Explain how CASE tools assist in the development of this system.
- b. Identify different automated tools that can be used during design and testing.
- c. Describe the interrelated subsystems within the hospital (e.g., admission, pharmacy, billing).
- d. Discuss how system feedback helps in improving hospital operations.
- e. Suggest methods for managing this system development project effectively.

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, DECEMBER - 2026
THIRD SEMESTER
PAPER – 342 – DATABASE MANAGEMENT SYSTEMS
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer any **FIVE** questions, each question carries 10 marks (5*10=50 Marks)

1. a) Explain the components of a Database System with a neat diagram.
(or)
b) Discuss the steps in converting an E–R diagram into database tables with an example
2. a) Explain the Relational Model with its structure and properties.
(or)
b) Discuss the structure of SQL. Write queries using Aggregate Functions, Set Operations, and Nested Sub queries.
3. a) What are Functional Dependencies? Explain how they are used in Normalization.
(or)
b) Describe different Integrity Constraints in relational databases with examples.
4. a) Explain the Object-Oriented Data Model and its advantages over traditional databases.
(or)
b.) Write short notes on Nested Relations and Complex Types in Object Relational Databases.
5. a) Explain the Database System Architectures: Centralized, Client-Server, and Distributed Systems.
(or)
b) Discuss Parallel and Distributed Databases with reference to Transaction Models, Commit Protocols, and Concurrency Control.

PART –B

Case Analysis (Compulsory)

Marks:20

6. A university maintains all student information manually — including personal details, course enrolments, marks, and attendance. This process is time-consuming, error-prone, and difficult to update. To solve these issues, the management decides to develop a Database Management System (DBMS) to store and manage all student-related data efficiently.

Proposed DBMS Requirements

The system should be able to:

- a. Store student details — name, roll number, date of birth, contact, address.
- b. Maintain course and subject information — course ID, subject name, faculty in charge.
- c. Record student performance — marks obtained in each subject.
- d. Track attendance records for each student.
- e. Generate reports such as mark sheets and attendance summaries instantly.
- f. Allow multiple users (faculty, admin staff) to access and update data simultaneously.

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, DECEMBER - 2026
THIRD SEMESTER
PAPER – 343 – DATA MINING AND DATA WAREHOUSING
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer any **FIVE** questions; each question carries 10 marks (5*10=50 Marks)

- 1 a) Explain the Data Warehouse architecture and discuss its components in detail.
(or)
b) Describe the process of data preparation in Data Mining and its importance.
2. a) Discuss different data modelling techniques – conceptual, logical, and physical modelling.
(or)
b) Explain the dimensional model with examples of facts, dimensions, and cubes.
3. a) Explain various Association Rule (AR) algorithms and their applications.
(or)
b) Discuss in detail the Decision Tree and Bayesian classification methods.
4. a) Explain in detail DBSCAN, BIRCH, and Categorical Clustering algorithms.
(or)
b.) Explain how clustering helps in market segmentation and business decision-making.
5. a) Explain Text Mining, Temporal Mining, and Spatial Mining techniques.
(or)
b) Describe the implementation of Data Mining using WEKA and Rapid Miner tools.

PART –B

Case Analysis (Compulsory)

Marks:20

6. Smart Bank is a national bank with thousands of daily transactions across its branches. The management wanted to understand customer spending habits, loan repayment patterns, and fraud risks. However, the data was scattered across different branches and systems. To overcome this, Smart Bank built a Data Warehouse to store all customer, account, and transaction data in one place. Using Data Mining techniques, the bank started analysing patterns to make better business decisions.

Questions

- a. What was the role of the data warehouse in Smart Bank's system?
- b. Mention two benefits of data mining for the bank.
- c. How did data mining help in customer segmentation?
- d. Suggest one more area where Smart Bank can use data mining.

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, DECEMBER - 2026
THIRD SEMESTER
PAPER – 344 – DISTRIBUTED COMPUTING SYSTEMS
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer any **FIVE** questions, each question carries 10 marks (5*10=50 Marks)

1 a) Compare and contrast CISC, RISC, and Multi-core architectures with suitable examples.

(or)

b) Explain the ISO/OSI reference model and discuss its role in computer networking.

2. a) Explain Temporal Ordering of Events, Lamport's Logical Clocks, and Vector Clocks in detail.

(or)

b) Describe how message ordering and clock synchronization are achieved in DCS

3. a) Explain in detail various Distributed Mutual Exclusion algorithms with examples.

(or)

b) Compare token-based and permission-based algorithms for process synchronization

4. a) Explain the architecture of Inter-Process Communication and its mechanisms in DCS.

(or)

b.) Discuss Message Passing, RPC, and Group Communication models with examples.

5. a) Discuss in detail load scheduling and load balancing techniques.

(or)

b) Describe the architecture and working of a Distributed Database System.

PART –B

Case Analysis (Compulsory)

Marks:20

6. Global Bank Ltd. operates across multiple countries with millions of customers. Each branch maintains its own database for local transactions, but the bank also needs to provide real-time updates for online services such as fund transfers, ATM withdrawals, and mobile payments.

To achieve this, Global Bank has implemented a Distributed Computing System (DCS) consisting of interconnected servers deployed across regions. These servers coordinate transactions, share resources, and maintain consistent data using distributed algorithms.

However, the bank faces several challenges:

- Maintaining data consistency across all servers when multiple transactions occur simultaneously.
- Handling deadlocks during inter-branch fund transfers.
- Ensuring synchronization between distributed databases for accurate balance updates.
- Managing load balancing across servers to ensure no single system becomes overloaded.
- Guaranteeing secure and reliable inter-process communication between branches.

- b) Discuss the architecture of ERP and its integration with MIS, DSS, and ESS.
2. a) Compare different ERP software solutions available in the market.
(or)
- b) Explain the functional units of ERP – Sales, Marketing, Accounting, Finance, Materials, and Production Management.
3. a) Explain ERP implementation strategies and risks.
(or)
- b) Discuss the stages of ERP implementation life cycle
4. a) Discuss post-implementation challenges and strategies for successful ERP maintenance.
(or)
- b.) Explain in detail the factors contributing to ERP success and failure.
5. a) Explain ERP II architecture and its role in modern enterprises.
(or)
- b) Discuss emerging trends in ERP — web-enabled systems, wireless technologies, and analytics.

PART –B

Case Analysis (Compulsory)

Marks: 20

6. GreenTech Industries Pvt. Ltd., a medium-sized manufacturer of solar panels and renewable energy equipment, has been growing rapidly over the past few years. The company operates five departments — Production, Finance, Sales & Marketing, Procurement, and Human Resources.

Initially, each department maintained its own records using different standalone software. This caused a number of operational issues:

- Lack of integration between production and sales resulted in overproduction or shortages.
- The finance department struggled to consolidate reports from various systems.
- Inventory records were often inaccurate due to manual entries.
- The management team lacked real-time data for decision-making.

To overcome these challenges, the company decided to implement an Enterprise Resource Planning (ERP) system.

P. Mohan Kumar
Chairman - Board of Studies
Department of Management Studies
Sri Venkateswara University
TIRUPATI

P. Mohan Kumar
Chairman - Board of Studies
Department of Management Studies
Sri Venkateswara University
TIRUPATI

P. Mohan Kumar

**Chairman - Board of Studies
Department of Management Studies
Sri Venkateswara University
TIRUPATI**

PART – A

Answer any FIVE questions; each question carries 10 marks (5*10=50 Marks)

1. a). Define strategy and explain its nature, scope, and importance in business success.
(or)
b) Discuss the concept of Strategic Intent and explain the importance and characteristics of Vision and Mission statements.
2. a) Explain Porter's Five Forces Model and its relevance in analysing industry competition.
(or)
b). What is SWOT Analysis? How does it help organizations in assessing their internal strengths and external opportunities?
3. a). Discuss the major Business-Level Strategies such as Cost Leadership, Differentiation, and Market Focus with suitable examples.
(or)
b). Explain the BCG Matrix and GE Nine-Cell Model. How are they used in strategic decision-making?
4. a). Describe the relationship among Strategy, Structure, Culture, and Leadership in successful strategy implementation.
(or)
b). Explain different types of organizational structures, such as Agile, Modular, Virtual, and Boundary-less. How do they support modern business strategies?
5. a). What are the main steps in the strategy evaluation process? Explain the importance of strategic control systems.
(or)
b). Discuss the role of corporate governance and business ethics in effective strategic management.

Section-B

Case Study(Compulsory)

(20 Marks)

6. Strategic Turnaround at Zenith Electronics Ltd.

Zenith Electronics Ltd., a well-known Indian consumer electronics company, was once a market leader in televisions and home appliances. However, with the entry of global brands

and rapid technological changes, the company started losing its market share. By 2020, its profits had declined by 40%, and its brand was losing relevance among younger consumers. A new CEO, Mr Rajeev Menon, was appointed to lead a strategic turnaround. His first step was to conduct a detailed environmental and organizational analysis. The findings revealed multiple internal weaknesses — outdated technology, slow decision-making, and lack of innovation. Externally, increased competition, changing consumer preferences, and aggressive pricing by global brands were identified as key threats.

Rajeev and his top management team redefined the company's Vision and Mission to focus on "innovation, affordability, and digital experience." Using a SWOT analysis, they identified opportunities in the growing smart appliances market. Based on this, the company adopted a Differentiation Strategy, focusing on smart, energy-efficient products designed for Indian households. To execute the new strategy, Zenith restructured its organization into **cross**-functional agile teams, invested in employee training, and strengthened its R&D department. The company also formed strategic alliances with technology partners from South Korea and Japan. Within two years, Zenith regained profitability and brand strength, especially in the smart TV segment. However, the management wanted to evaluate whether this turnaround strategy was sustainable and if the company's new direction aligned with long-term goals and stakeholder expectations.

Questions:

- a. Identify the key stages of the strategic management process followed by Zenith Electronics. How effectively were they implemented?
- b. Suggest suitable tools or models (such as SWOT, BCG Matrix, or Balanced Scorecard) that can be used to evaluate Zenith's new strategy.
- c. What governance and ethical practices should Zenith adopt to ensure its strategy remains sustainable and socially responsible in the long run?

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, MAY - 2027
FOURTH SEMESTER
PAPER- 402 –ORGANISATION DEVELOPMENT AND CHANGE MANAGEMENT
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer any **FIVE** questions, each question carries 10 marks (5x10=50 Marks)

1. a) What is OD? Explain its evolution, growth and discuss its relevance in the modern corporate context.

(OR)

b) Define Change and explain in nutshell how value-based change can be implemented in a large multinational business organisation.

2. a) Explain in detail the general model of Planned Change.

(OR)

b) Critically examine the “normative-reductive” strategy of change.

3. a) Explain the six-box model and issues in consultant-client relationship.

(OR)

b) What are the organisational process approaches? Brief about them.

4. a) What are the Techniques and Exercises used in Team Building?

(OR)

b) What is Intervention? Explain in detail the Broad Team-Building Interventions.

5. a) Define Work Design. Brief about Reengineering and Total Quality Management.

(OR)

b) What are the steps for monitoring and measuring of Change?

PART - B

Case Analysis (Compulsory):

Marks: 20

6. Flexi-working is usually an arrangement between the company and the employee to work for x numbers of hours in a certain period. This arrangement could involve a person going into work each day for the specific period or, in some cases, working from home. It could mean part-time work, such as working for a fixed number of hours per week or working for only a few days a week. Such arrangements vary from one company to another and often vary for different employees even in the same company, depending on individual needs.

Companies, however, do expect flexi-working employees to stay back or come into work on an unscheduled day if the need arises. In other words, Flexibility is a two-way street. Industries where flexi-time could work well include knowledge-based industries, software companies, non-television media, publishing, recruitment and marketing firms.

Questions:

- (a) Do you think that Flexi-working organizational culture will work in all types of industries in India? Why and why not? Support your answers with examples.
- (b) Describe the four basic organisational design challenges confronting managers and consultants. Discuss how these challenges must be addressed simultaneously if a high-performing organisational structure is to be created, with examples.

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, MAY - 2027
FOURTH SEMESTER
PAPER- 403 - INTERNATIONAL BUSINESS MANAGEMENT
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer all **FIVE** questions, each question carries 10 marks (5*10=50 Marks)

1.a) Define International Business and explain its features. Discuss the various stages, approaches, and types of International Business.

(OR)

b) Discuss the stages of internationalisation of business. Explain the impact of globalization on international business operations.

2. a) Explain trade barriers and discuss the concepts of export promotion and import substitution in international trade.

(OR)

b) Explain the role of the World Trade Organization (WTO) in regulating international trade. What is Most Favoured Nation (MFN) status? Discuss the importance of Integrity Pact.

3. a) Discuss export financing and export incentives available to international businesses. Explain the concept of international liquidity.

(OR)

b) Describe the mechanism of the foreign exchange market. Explain the factors influencing exchange rates.

4. a) What is country risk analysis? Explain the role of international rating agencies in assessing sovereign and currency risks.

(OR)

b) Explain the FDI policy in India. Discuss the benefits of Foreign Direct Investment to developing economies.

5. a) Discuss the methods of developing global competitiveness. Explain the role of EOUs and EPZs in promoting exports.

(OR)

b) Explain the role of State and Central Governments in promoting international trade. Discuss host country heterogeneity and international business strategy.

PART – B

Case Analysis (Compulsory)

Marks: 20

6. An Indian textile manufacturing company plans to expand its business operations into European and Southeast Asian markets. The company faces several challenges such as foreign trade regulations, exchange rate fluctuations, tariff barriers, and differences in consumer preferences across countries.

The management is considering:

- Entering through export and joint venture models
- Applying for export incentives from the government
- Establishing operations in an Export Processing Zone (EPZ)

- Raising international finance for expansion
- Conducting country risk analysis before investment

At the same time, the company is concerned about:

- WTO regulations
- Competition from global brands
- Currency risks
- Designing an effective global organizational structure

Questions:

- Explain the suitable modes of international business expansion for the company.
- Discuss the role of WTO and trade regulations in this case.
- Analyse the importance of country risk analysis and foreign exchange management.
- Suggest strategies for developing global competitiveness and effective international business organization.

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, MAY - 2027
FOURTH SEMESTER
PAPER- 404 – DIGITAL BUSINESS MODELS
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer all **FIVE** questions, each question carries 10 marks (5*10=50 Marks)

1. a) Define Digital Technologies and Digital Disruptions. Explain the challenges faced by organizations during the transition into the digital era.

(OR)

b) Explain the Digital Matrix Framework and discuss the transformation phases required to reinvent organizations in the digital age.

2. a) Discuss the importance of digitalizing business areas. Explain first mover advantage and the risks of late entry into digital business.

(OR)

b) Differentiate between Own Platforms and Shared Platforms. Explain SaaS and the concepts of Digital, Physical, and Phygital business models.

3. a) Explain the impact of digital business on employment, freelancing, remote work, and flexible work arrangements.

(OR)

b) Discuss labour automation using AI and Robotics. Explain the importance of reskilling and employee safety measures in the digital economy.

4. a) Explain the roles of CIO and CTO in digital platforms. Discuss cloud computing services such as IaaS, PaaS, and FaaS.

(OR)

b) Discuss cloud migration, cloud security, and zero-trust applications. Explain the economic feasibility and risks involved in cloud adoption.

5. a) Explain customer-centric digital marketing. Discuss design thinking, value innovation, and blue ocean strategy.

(OR)

b) Define lean and agile business models. Explain the importance of social media management and supply chain management in digital business.

PART – B

Case Analysis (Compulsory)

Marks: 20

6. Digital Transformation of "SmartGrocer"

"SmartGrocer" was a medium-sized supermarket chain operating in Chennai. The company had several physical stores and depended mainly on traditional sales methods. For many years, customers visited stores directly to purchase groceries and household products. However, after the rapid growth of online shopping platforms and mobile applications, SmartGrocer started losing customers to digital competitors.

The management observed that modern customers preferred online ordering, digital payments, home delivery, and personalized offers. Competitors using digital platforms and social media marketing were growing rapidly. SmartGrocer realized that continuing with only traditional business methods would make survival difficult.

The company decided to begin a complete digital transformation process. First, it launched an e-commerce website and a mobile application where customers could browse products, place orders, and track deliveries. The company also adopted cloud-based software services for inventory management and customer relationship management.

To improve customer experience, SmartGrocer analysed customer purchasing patterns and preferences. Using customer data, the company provided personalized discounts and product recommendations. Social media platforms were used to promote special offers, festival sales, and customer engagement campaigns.

The company introduced a “phygital” business model by combining physical stores with digital services. Customers could order products online and either receive home delivery or collect products from nearby stores. This improved convenience and customer satisfaction. SmartGrocer also faced challenges during digitalization. Some employees worried about job security because of automation and digital systems. To solve this issue, the management conducted reskilling programs to train employees in online order handling, customer support, and digital tools.

The company’s IT department focused heavily on cloud security and data protection because online transactions and customer information were increasing every day. Although the transformation required large investments, SmartGrocer gradually increased online sales, improved customer loyalty, and became more competitive in the digital marketplace.

Questions:

- a. How did SmartGrocer use digital technologies and customer-centric strategies to improve its business performance?
- b. Explain the challenges faced by SmartGrocer during digital transformation and the steps taken to overcome them.

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, DECEMBER - 2026
THIRD SEMESTER
PAPER- 411 MARKETING ANALYTICS
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer all **FIVE** questions, each question carries 10 marks (5*10=50 Marks)

1. a) Define Marketing Analytics. Explain its need, scope, and levels in modern business organizations.

(OR)

- b) Differentiate between Marketing Analytics and Marketing Research. Explain how MS Excel is used to organize and summarize marketing data using Pivot Tables.

2. a) Explain the concept of summarizing marketing data. Discuss month-wise and product-wise revenue analysis using Pivot Tables.

(OR)

- b) What is demographic analysis? Explain how sales data can be analyzed based on age, gender, income, and location using Crosstabs and Slicers.

3. a) Define Customer Journey Mapping. Explain the process and importance of mapping customer experience.

(OR)

- b) What is Customer Lifetime Value (CLV)? Explain the method of calculating CLV and its benefits to a business organization.

4. a) Define Pricing Analytics. Explain the goals of pricing and the concept of price elasticity.

(OR)

- b) Explain price bundling, mixed bundling, and price skimming. How can Excel Solver be used to optimize pricing decisions?

5. a) Explain Cluster Analysis and its applications in market segmentation. Discuss the use of Decision Trees in segmenting markets.

(OR)

- b) What is Promotion Analytics? Explain different types of promotions and methods of measuring advertising effectiveness such as the Ad stock Model and Pay-per-Click Advertising.

PART – B

Case Analysis (Compulsory)

Marks: 20

6. “Fresh Mart” was a growing supermarket chain in Bengaluru. The company sold groceries, household products, and personal care items through both physical stores and online delivery services. Although sales were increasing, the management faced difficulty understanding customer behavior, pricing strategies, and promotional effectiveness. The company collected huge amounts of customer data every day, including product sales, customer age, gender, location, purchase frequency, and payment methods. However, the management team did not know how to use this data effectively for decision-making.

To solve this problem, Fresh Mart introduced Marketing Analytics using Microsoft Excel. The analytics team first organized sales data using Pivot Tables. They analysed month-wise and product-wise revenue to identify which products generated maximum profits during festival seasons. Next, the team performed demographic analysis to understand customer purchasing behaviour. They discovered that young customers preferred online shopping, while older customers purchased more from physical stores. Customers from high-income areas spent more on premium products.

The company also studied customer journeys and created customer personas. One customer persona represented working professionals who preferred quick online delivery, while another represented family buying groceries in bulk during weekends. Using Customer Lifetime Value (CLV), Fresh Mart identified loyal customers and offered them personalized discounts and reward points.

In pricing analytics, Fresh Mart used Excel Solver to test different pricing strategies. The company introduced combo offers such as “Buy Rice and Cooking Oil Together at Discounted Price.” These bundled offers increased total sales and customer satisfaction. For market segmentation, the company used cluster analysis to divide customers based on location, income, and shopping behaviour. Separate promotional campaigns were then designed for each customer group. Online advertisements and pay-per-click campaigns were used to promote products during special sales events.

After applying marketing analytics, Fresh Mart experienced better customer engagement, increased sales, improved pricing decisions, and more effective promotional strategies. The management realized that data-driven decision-making helped the company grow faster and compete successfully in the retail market.

Questions:

- a. How did Fresh Mart use Marketing Analytics and MS Excel to improve business decision-making?
- b. Explain how customer analytics, pricing analytics, and segmentation analytics helped FreshMart increase sales and customer satisfaction.

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, DECEMBER -2026
THIRD SEMESTER
PAPER – 412 – INTERNATIONAL MARKETING
(Revised Regulation w.e.f.2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART-A

Answer all **FIVE** questions, each question carries 10 marks. (5*10=50 Marks)

1. a) What are the major factors influencing international marketing?
(OR)
b) Explain product adaptation and standardization in international marketing.
2. a) What are the impacts of culture on consumer buying behavior?
(OR)
b) Discuss ethical issues in global consumer marketing.
3. a) Describe different modes of entering international markets.
(OR)
b) Describe international pricing strategies.
4. a) Explain procurement development process in global marketing.
(OR)
b) Discuss cultural influences on global product management.
5. a) Discuss the components of global logistics systems.
(OR)
b) Explain logistics strategies for international business.

PART-B

Case Analysis (Compulsory)

Marks: 20

McDonald's in India

McDonald's entered the Indian market to expand globally, the company faced cultural and religious challenges. Many Indian consumers do not eat beef products. The company removed beef items from its menu. It introduced vegetarian burgers and local food items. McAloo Tikki became very popular. The company used Indian- style advertisements. Affordable prices attracted middle-class consumers. The brand expanded rapidly in india. The company became successful through product adaption.

Questions

- a. What problem did McDonald's face in India?
- b. Which strategy helped the company succeed?
- c. What lesson can marketers learn from this case?

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, MAY - 2027
FOURTH SEMESTER
PAPER – 413 – SALES AND DISTRIBUTION MANAGEMENT
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer any **FIVE** questions, each question carries 10 marks (5*10=50 Marks)

1 a) Explain the AIDAS theory of selling and its relevance in today's sales environment
(or)

b) Describe the personal selling process and discuss the characteristics of a successful salesperson.

2. a) What are the methods of setting sales quotas and how do they impact sales force motivation?

(or)

b) Describe the process of recruiting and selecting a sales force. Why is proper selection critical?

3. a) Compare and contrast straight salary and combination compensation plans for salespeople.

(or)

b) What are the key elements in evaluating the performance of a sales force?

4. a) What are the key factors affecting the design of marketing channels?

(or)

b.) Explain different types of channel intermediaries and their roles in distribution

5. a) Discuss the components of logistics and their importance in distribution management

(or)

b) Explain the role of technology in logistics and supply chain efficiency.

Case Analysis (Compulsory)

Marks: 20

6. Revising Compensation Structure at “Pharma Link”

Pharma Link, a pharmaceutical distribution company, noticed a drop in the performance of its sales reps despite offering **straight salary plans**. A review showed a lack of motivation and low accountability.

Management is considering switching to a **combination plan** (base salary + performance-linked commission) along with **non-financial rewards** such as recognition programs and career development opportunities.

Questions:

- a. How might the new compensation structure impact sales force motivation?
- b. What ethical issues might arise with aggressive sales incentives?
- c. How should performance be fairly evaluated under this new structure?

MODEL QUESTION PAPER

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, DECEMBER -2026
THIRD SEMESTER
PAPER – 414 – PRODUCT AND BRAND MANAGEMENT
(Revised Regulation w.e.f.2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART-A

Answer all **FIVE** questions, each question carries 10 marks. (5*10=50 Marks)

3. a) A product is in the decline stage of its life cycle. Suggest strategies to improve sales.

(OR)

- b) A new brand is unable to compete with established brands. Suggest product positioning strategy.

4. a) Discuss various marketing strategies adopted by successful companies.

(OR)

- b) Explain the concepts of market segmentation and targeting.

3. a) Explain the stages of new product development with suitable examples.

(OR)

- b) Discuss the role of innovation and creativity in product development.

4. a) Discuss various branding strategies used by companies.

(OR)

- b) Discuss the role of advertising and promotion in brand management.

5. a) Explain the concept and importance of brand elements in marketing.

(OR)

- b) Explain the role of creativity in designing brand elements.

PART-B

Case Analysis (Compulsory)

Marks: 20

6. Brand Repositioning of Pepsi

Pepsi faced strong competition from Coca-Cola in the soft drink market. To attract younger consumers, Pepsi changed its advertising strategy by using celebrities, sports sponsorships, and digital marketing campaigns. The company focused on the slogan “Youngistaan” in India to connect with youth customers. This repositioning helped Pepsi improve brand visibility and customer engagement.

Questions

- a. What repositioning strategies were used by Pepsi?
- b. How did celebrity endorsements help the brand?
- c. What lessons can companies learn from Pepsi’s strategy?

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, MAY - 2027
FOURTH SEMESTER

PAPER – 415 – RETAIL MANAGEMENT

*(Revised Regulations w.e.f. 2025-2026) (Common
paper to University and Affiliated Colleges)*

Time: 3 Hours

Max.Marks:70

PART – A

Answer any FIVE questions, each question carries 10 marks

(5*10=50 Marks)

1 a) Explain the types of retail stores and their characteristics.

(or)

b) Discuss the role of retail strategy in achieving competitive advantage

2. a) Explain comprehensive store planning and its importance.

(or)

b) Discuss the role of exterior and interior store design in enhancing customer experience.

3. a) Discuss methods for determining inventory evaluation.

(or)

b) Describe the steps involved in merchandise buying and vendor management.

4. a) Explain the retail selling process and its importance.

(or)

b.) Discuss the role of advertising, sales promotion, and publicity in retail.

5. a) Discuss the impact of global brands on the Indian retail market.

(or)

b) Explain various market entry strategies for international retailing.

PART –B

Case Analysis (Compulsory)

Marks:20

6. Fresh Mart is a new grocery retail chain planning to open its first store in a city. The management wants to:

- a. Select the best location for maximum customer footfall.
- b. Design the store layout to make shopping easy and attractive.
- c. Plan the product assortment and pricing to suit local demand.
- d. Communicate effectively with customers through promotions and in-store service.

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, MAY - 2027
FOURTH SEMESTER
PAPER-421- INTERNATIONAL FINANCIAL MANAGEMENT
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer any **FIVE** questions, each question carries 10 marks (5*10=50 Marks)

- 1 a) What is IFM? Explain the Nature and Scope of IFM.
(or)
b) What are the different types of risks in IFM? What is the difference between Domestic Financial Management and International Financial Management?
2. a) What are the main types of Economic Activities measured by a Country's BOP? Why does the BOP always "balance"?
(or)
b) What do you mean by Foreign Exchange Market? Discuss the role played by the main participants in this market.
3. a) What is Exposure? Explain various types of Exposures in Management of Foreign Exchange Risk.
(or)
b) Explain the Factors that should determine the Foreign Exchange Rate
4. a) Explain Purchasing Power Parity (PPP) relationship and its applications. What are the reasons for deviations from such relationship?
(or)
b.) Explain the Interest Rate Parity (IRP) relationship and discuss the reasons for deviations from it.
5. a) What are Depository Receipts? Describe the characteristics of Global Depository Receipts (GDRs) and American Depository Receipts (ADRs). Also point out the differences between them.
(or)
b) Why is cost of capital important for a firm? Explain the reasons for variations in the cost of capital across different countries.

PART - B

Case Analysis (Compulsory)

Marks: 20

6. Euro issue is a name given to sources of finance or capital available to raise money outside the home country in foreign currency. The most commonly used sources of funds that all under Euro issues are American Depository Receipts (ADRs), Global Depository Receipts (GDRs), and Foreign Currency Convertible Bonds (FCCB). Companies have enough motivation to raise funds from foreign markets despite some of the limitations. The government of the country has its own set of worries which still remain a matter of debate. Capital flowing out of the country and money laundering probabilities has remained prime concerns of the regulator and hence there exists various restrictions by the government on the amount, tenure, and sectors where such funding can be availed. With financial markets

interlinking globally and increasing transparency and prudent regulatory guidelines, raising funds through these sources are likely to grow much more in future than now.

Questions:

- a. List out various sources of finance used by companies to raise capital in international perspective.
- b. Explain any two depositary receipts.

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, MAY - 2027
FOURTH SEMESTER
PAPER – 422 - FINANCIAL DERIVATIVES
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer any **FIVE** questions, each question carries 10 marks (5*10=50 Marks)

- 1 a) Bring out the historical development of Financial Derivatives.
(or)
b) Discuss the structure of Forward and Future Markets.
2. a) Why do Future's Prices converge upon Spot Price during delivery months? Give reasons using diagrammatic presentation.
(or)
b) Describe the contract for Interest Rate Futures and its features introduced in India.
3. a) Discuss the concept of "SWAP" and brief out the features, advantages and disadvantages of SWAP contracts
(or)
b) What is Currency Swap? Explain its features and also show the three-step flow of Currency Swaps with examples
4. a) A Call Option with Strike Price of Rs.500 costs Rs.20. A Put Option with a Strike Price of Rs.450 costs Rs.30. Explain how a strangle can be created from these two options. What is the pattern of profits from the strangle?
(or)
b.) What do you understand by Put call parity? Provide the relationship for Call and Put Prices for European options.
5. a) How Options pricing is done under binomial model? Explain with examples.
(or)
b) What are the assumptions of the Black-Scholes formula of option valuation? What are the attributes of the model?

PART - B

Case Analysis (Compulsory)

Marks: 20

6. Consider the following:

Stock Price	= Rs.120
Exercise price	= Rs.100
Exercise date	= 6 Months
Current Market Price	= Rs.28
Risk free rate of return	= 8% p.a
Standard deviation of stock	= 30%

Calculate Call option price of the stock as per Black Scholes model.

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, MAY - 2027
FOURTH SEMESTER
PAPER – 423 – RISK MANAGEMENT AND INSURANCE
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer any **FIVE** questions, each question carries 10 marks (5*10=50 Marks)

- 1 a) Define risk and explain the different types of risk. How does risk pooling help in managing risk in insurance?
(or)
b) Discuss the role of IRDA in the development of the insurance sector in India. What are the legal principles underlying insurance contracts?
2. a) Explain the concepts of moral hazard and adverse selection in insurance. How do they affect insurance pricing?
(or)
b) Describe the methods of risk evaluation using statistical tools. What is Value at Risk (VaR) and how is it used in risk management?
3. a) How does risk pooling reduce risk? Differentiate between pooling of independent losses and correlated losses.
(or)
b) Compare and contrast insurance contracts with derivative instruments like options and futures in terms of risk management.
4. a) Explain the factors that determine life insurance premiums. How are mortality tables used in premium calculation?
(or)
b) Discuss the types of non-life insurance with examples. How is a fire insurance claim settled under a standard fire policy?
5. a) What is captive insurance? How does it benefit large corporations in managing risk?
(or)
b) Discuss the impact of technology on the insurance industry. What are some key technological advancements reshaping the sector?

PART – B

Case Analysis (Compulsory)

Marks: 20

Tech Secure Ltd. and Captive Insurance Strategy

6. TechSecure Ltd., a global IT company, was facing increasing insurance premiums for cyber and professional liability. It established a captive insurance company in Singapore to manage these specific risks in-house.

Questions:

- a. Why would a company opt for captive insurance over traditional coverage?
- b. How does reinsurance support captive insurers?
- c. Discuss the role of technology in underwriting cyber insurance.

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, MAY - 2027
FOURTH SEMESTER
PAPER- 424 - BEHAVIOURAL FINANCE
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer any **FIVE** questions, each question carries 10 marks (5*10=50 Marks)

- 1 a) Illustrate the Investment Decision Cycle by highlighting its important phases.
(or)
b) What are salient aspects of Utility/ Preference functions Expected Utility theory?
2. a) Elucidate the concept of Rational Thought and the Friedman-Savage paradox.
(or)
b) Discuss the elements of Prospect theory.
3. a) What are the Information Screening Biases?
(or)
b) Explain the terms (a) Bayesian Decision making (b) Heuristics and (c) Cognitive Biases.
4. a) Describe the nature of Forecasting Biases.
(or)
b.) What is the role of Neuroscience in understanding Emotions?
5. a) What are the key features of Group Behaviour?
(or)
b) Explain the terms (a) Investing Styles and (b) Behavioural Finance.

PART – B

Case Analysis (Compulsory)

Marks: 20

6. Mark has been a disciplined investor with a diversified portfolio for years. However, when faced with a sudden market downturn, he experiences the emotional roller coaster common in behavioural finance. Fear and anxiety prompt him to consider selling his investments to avoid potential losses, despite having a well-thought-out long-term strategy.

Behavioural Biases: Marks contemplation to sell is influenced by the behavioural bias of loss aversion, as the fear of losing money outweighs the potential gains. Additionally, he exhibits recency bias, giving more weight to recent market events rather than considering the historical performance of his investments. Impact on Decision-Making: Understanding the impact of these biases is crucial for investors and financial professionals alike. Marks potential decision to sell during a market downturn illustrates how emotions can override rational decision-making, potentially leading to suboptimal outcomes in the long run.

Questions:

- (a) How can investors proactively manage behavioural biases like loss aversion to make more informed and rational decisions during market fluctuations?
- (b) What role can financial education and awareness play in mitigating the impact of recency bias, helping investors make decisions based on a more comprehensive understanding of market dynamics?

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, MAY - 2027
FOURTH SEMESTER
PAPER - 425 - BLOCK-CHAIN TECHNOLOGY FOR FINANCE
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer any **FIVE** questions; each question carries 10 marks (5*10=50 Marks)

- 1 a) Explain the purpose, types and applications of Block chain Technology?
(or)
b) Discuss the challenges of Block chain Design in terms of performance, scalability, efficiency, governance and security
2. a) Elucidate the terms, (a) Cryptographic Hash functions; (b) Digital Signatures; (c) Merkel trees and (d) Chain forks.
(or)
b) What are the key concepts associated with Decentralised Network Consensus?
3. a) Distinguish between Permissioned and Permission less Block chains.
(or)
b) What the Advantages, Disadvantages and Applications of Permissioned Block chains?
4. a) Describe the procedures involved in the Recording of Transactions in Block chain.
(or)
b.) Elucidate the main features of Saloshi and Bitcoin.
5. a) Explain the nature, purpose and utility of Smart contracts.
(or)
b) “While Ethereum is a platform for smart contracts, Bloch chain technology acts as a Regulatory Authority.” Discuss.

PART - B

Case Analysis (Compulsory)

Marks: 20

6. Block-chain eases trade finance: Marco Polo Network

International trade presents significant risks for both exporters and importers. If an importer pays in advance, there is the possibility that the exporter may receive the cash without delivering the goods. On the other hand, if the exporter agrees to payment after delivery, the importer could potentially refuse to pay after receiving the shipment. To manage these risks and support secure trade finance, companies often involve financial institutions and other parties, such as banks, which issue instruments like letters of credit. While these tools help ensure payment, they also introduce human error, delays, and added cost into the global supply chains, especially in industries that rely on high-volume cross-border transactions.

Initiative:Marco Polo Network 4 deployed a block chain-based solution designed to modernize trade finance by reducing dependence on intermediaries and increasing transparency. Leveraging block chain technology, the network integrates with supply chain ERP systems to enable data exchange between exporters and importers. It automates the creation of irrevocable

smart contracts that enforce predefined terms, such as automatic payment once goods are confirmed as delivered, enhancing both trust and speed in trade. By creating a shared audit trail and reducing reliance on manual documentation, this block chain platform provides business value not only to trading partners but also to financial institutions and multiple parties that benefit from improved visibility and reduced complexity. While the solution can operate independently of third parties, those organizations still benefit from the increased transparency and data integrity it delivers across the block chain ecosystem.

Questions:

- a. Analyse the above Block chain-based solution designed to meet the operational challenges faced by Marco Polo and the benefits derived there-from.

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, MAY - 2027
FOURTH SEMESTER
PAPER – 431 – HR ANALYTICS
*(Revised Regulations w.e.f. 2025-2026) (Common
paper to University and Affiliated Colleges)*

Time: 3 Hours

Max.Marks:70

PART – A

Answer any FIVE questions, each question carries 10 marks (5*10=50 Marks)

1. a) Discuss the changing role of HR professionals in the era of HR Analytics.
(or)
b) Explain the approaches to HR Analytics and how they help organizations gain sustainable advantage.
2. a) Describe how to conduct HR Analytics using workforce data.
(or)
b) Explain the process of capturing, examining, and purifying HR data for analysis.
- 3.a) Explain HR Analytics applications in performance appraisal, training, and talent management using MS Excel
(or)
b) Discuss how HR Analytics can support compensation management and expatriate management.
4. a) Describe how to create HR dashboards in MS Excel for key HR processes.
(or)
b) Explain slicing and dicing of HR data using pivot tables with an example.
5. a) Explain predictive HR Analytics techniques like correlation, regression, factor, and cluster analysis with HR examples.
(or)
b) Discuss the future of HR Analytics and its role in strategic HR decision-making.

PART – B

6. **Case Analysis (Compulsory)** Marks:20

TechNova Ltd., a mid-sized IT services company with 400 employees, noticed declining performance in the software development department. The HR team observed:

- Average project completion time was increasing.
- Employee engagement scores were low.
- High training costs were not translating into improved performance.

To address these issues, HR implemented HR Analytics using MS Excel dashboards and predictive models. They collected data on:

- Employee performance ratings
- Training hours completed
- Tenure and experience
- Project delivery timelines
- Employee feedback

Questions

- a. What were the main HR problems at Tech Nova Ltd.?
- b. How did descriptive analytics help in identifying performance issues?
- c. Suggest two predictive metrics that could help HR improve future performance.
- d. How can prescriptive analytics support HR in designing interventions for employee engagement?

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, MAY - 2027
FOURTH SEMESTER
PAPER – 432 – STRATEGIC HUMAN RESOURCE DEVELOPMENT
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer any FIVE questions, each question carries 10 marks (5*10=50 Marks)

- 1 a) Discuss the role of HRM in corporate strategy and organisational restructuring
(or)
b) Explain how HR policies integrate with corporate strategies.
2. a) Discuss the linkage between HR planning and corporate planning.
(or)
b) Explain HR planning in an ongoing organisation and integrating HR plans with other management functions.
3. a) Discuss the role of consultants and assessment centres in recruitment and selection.
(or)
b) Explain corporate training and development strategies in different industries
4. a) Discuss performance appraisal methods and evaluation techniques
(or)
b.) Explain counselling and coaching in performance management.
5. a) Discuss the role of HRM in culture management and trade union relations.
(or)
b) Describe negotiation strategies for managing employee relations.

PART –B

Case Analysis (Compulsory)

Marks:20

6. Soft Solutions Ltd., an IT company with 200 employees, noticed low employee engagement and high absenteeism. The HR team decided to improve performance, training, and employee relations to enhance productivity and retention.

Implementation

1. Conducted a survey to understand employee concerns.
2. Introduced training programs to develop skills and career growth.
3. Implemented performance appraisals with coaching and counselling.
4. Launched a recognition and rewards program for high performers.
5. Encouraged employee participation in decision-making through team meetings.

Questions

- a. What HR issues did Soft Solutions face?
- b. How did training and development improve employee performance?
- c. Suggest one strategy for enhancing employee relations and engagement.

PAPER- 433-STRESS MANAGEMENT
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer any FIVE questions; each question carries 10 marks (5*10=50 Marks)

1. a) Define stress and explain the difference between eustress and distress. Discuss the major sources of stress at individual, group, organizational, and extra-organizational levels.
(or)
b) What is techno stress? Explain how digital overload, constant connectivity, and hybrid work environments contribute to workplace stress in the modern era.
2. a) Describe the physical, emotional, and behavioural symptoms of stress. How do short-term and long-term stresses affect individual health and job performance?
(or)
b) Explain the Job Demands–Resources (JD–R) Model and the Conservation of Resources (COR) Theory. How do these models help organizations understand and manage employee stress effectively?
3. a) Define role stress and discuss its measurement and key correlates. How does role stress affect organizational productivity?
(or)
b) Discuss how psychological safety, leadership, and organizational culture influence stress levels among employees. Support your answer with examples.
4. a) Examine the causes and effects of occupational stress among working women, bank professionals, and entrepreneurs.
(or)
b) Analyse the unique stress factors faced by hybrid workers, gig workers, and start-up founders in the post-pandemic work environment.
5. a) Explain the individual and organizational strategies used to manage stress. How do personality types A and B differ in their approach to stress management?
(or)
b) Discuss the importance of mindfulness, digital detox, and Employee Assistance Programs (EAPs) in managing modern workplace stress. How are AI-based wellness tools and micro-breaks transforming stress management today?

PART - B

Case Study(Compulsory)

(20 Marks)

6. Silver line Financial Services, a mid-sized investment advisory firm based in Pune had developed a strong reputation for its innovative customer solutions and fast turnaround times. Over the last few years, the firm grew rapidly, expanding its client base and digital service offerings. With this growth, however, came increasing internal pressure to maintain high performance standards and meet demanding client expectations. As competition in the financial sector intensified, senior management began setting ambitious quarterly targets. Employees were expected to handle multiple accounts simultaneously, meet tight deadlines, and adapt to frequent policy changes. Many staff members worked late into the night, responding to client emails and completing reports. Over time, these extended work hours and constant expectations began to affect morale and health. A confidential internal survey conducted by the Human Resources department revealed that many employees were experiencing fatigue, irritability, and a lack of motivation.

Some reported physical symptoms such as headaches and sleep disturbances, while others described emotional exhaustion and a sense of detachment from their work. Younger staff members in particular felt uncertain about career stability, citing a lack of mentoring and unclear communication from supervisors. The situation worsened when the company introduced a new performance monitoring system intended to improve efficiency. While it helped identify workflow delays, employees perceived it as a form of micromanagement. Several high-performing staff members resigned within a few months, citing “an overwhelming environment” as the main reason for their departure. Concerned about the growing turnover and declining productivity, the CEO decided to take corrective action. A cross-functional committee was formed to analyse the problem and recommend changes. The committee conducted focus group discussions with employees from different departments. They found that the main challenges were unrealistic targets, lack of recognition, and limited opportunities for relaxation or recovery between major projects. Based on the committee’s recommendations, the company introduced several initiatives: more flexible scheduling options, periodic well-being sessions, and a structured recognition program for outstanding performance. Managers were also trained to improve communication and delegate tasks more effectively. Six months later, Silverline observed encouraging results. Employee absenteeism declined, voluntary turnover slowed, and team collaboration improved. Yet, the leadership team recognized that sustaining this improvement would require a deeper cultural change—one that emphasised not only productivity but also employee support, trust, and long-term engagement.

Answer the following Questions

- a. Identify and analyse the key factors that led to increased stress among employees at Silver line Financial Services.
- b. What measures taken by the organization helped improve employee morale and performance? How effective do you think these measures were?
- c. Suggest additional strategies that could help the company maintain a healthy and productive work environment in the long run.

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, MAY - 2027
FOURTH SEMESTER
PAPER – 434 – GLOBAL HUMAN RESOURCE MANAGEMENT
*(Revised Regulations w.e.f. 2025-2026) (Common
paper to University and Affiliated Colleges)*

Time: 3 Hours

Max.Marks:70

PART – A

Answer any FIVE questions; each question carries 10 marks
(Marks)

(5*10=50)

1. a) Discuss the managerial implications of cross-cultural differences.
(or)
b) Explain cross-cultural research methodologies in international organisations.
2. a) Discuss decision-making challenges in cross-cultural teams.
(or)
b) Explain how organisations manage communication across cultures.
3. a) Discuss the selection and training of employees for international assignments.
(or)
b) Explain how HRD practices differ across cultures.
4. a) Discuss approaches to compensation in global organisations.
(or)
b) Explain performance appraisal methods for expatriates.
5. a) Compare people management practices in USA, Asia, Europe, and Africa.
(or)
b) Explain trends and future challenges in global HRM.

PART –B

6. Case Analysis (Compulsory)

Marks:20

Global Tech Ltd., an IT multinational, sends employees on international assignments in Asia and Europe. The company faces:

- Cross-cultural communication challenges.
- Differences in compensation and appraisal methods.
- Career-family balance issues for expatriates.
- Managing diversity across locations.

Questions:

- a. Identify the main cross-cultural challenges faced by Global Tech employees.
- b. Suggest strategies for compensation and performance appraisal across countries.
- c. How can Global Tech support expatriates in career-family balance?

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, MAY - 2027
FOURTH SEMESTER
PAPER – 435 – COMPENSATION MANAGEMENT
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer any **FIVE** questions, each question carries 10 marks (5*10=50 Marks)

- 1 a) Explain the 3-P concept in compensation management. How does it integrate pay structure with performance and potential?
(or)
b) Discuss the factors influencing compensation practices in an organization. Give examples.
2. a) How does compensation impact employee behaviour, motivation, and retention?
(or)
b) Explain the concept of internal and external equity in compensation. Why is it important?
3. a) What are the challenges associated with implementing a pay-for-performance system?
(or)
b) Compare and contrast competency-based compensation with traditional performance-linked pay.
4. a) What are the types of wages, and how are they determined in India?
(or)
b.) Explain the importance of wage policy and its connection with legal frameworks like DA and ESOP.
5. a) Discuss the special components of CEO compensation and the rationale behind them.
(or)
b) What is a tax-efficient compensation package, and how does it benefit both employers and employees?

PART –B

Case Analysis (Compulsory)

Marks: 20

6. CEO Compensation Strategy at “Vantage Fin Corp”

Vantage FinCorp hired a new CEO and designed an attractive compensation package including performance bonuses, stock options, retirement benefits, car lease, and other perquisites. The finance team structured the package to optimize tax liability for both the CEO and the company. They also offered non-monetary benefits such as club memberships, wellness perks, and foreign travel allowances.

Questions:

- a. Why do executive compensation packages include both financial and non-financial benefits?
- b. What factors must be considered when designing tax-efficient packages?

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, MAY - 2027
FOURTH SEMESTER

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, MAY - 2027
FOURTH SEMESTER
PAPER – 441 – DECISION SUPPORT SYSTEMS
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer any **FIVE** questions, each question carries 10 marks (5*10=50 Marks)

- 1 a) Explain the concept, need, advantages, and applications of Decision Support Systems.
(or)
b) Discuss the relationship between DSS, MIS, and ESS in supporting managerial decision-making.
2. a) Explain the components and functions of a Model Base Management System
(or)
b) Discuss how simulation and optimization models help in decision-making with suitable examples.
3. a) Discuss the importance of data quality and integration in DSS
(or)
b) Describe how DBMS acts as a tool for DSS development, with examples.
4. a) Explain the components and functions of a Dialog Management System.
(or)
b.) Discuss the role of speech recognition and natural language understanding in modern DSS.
5. a) Describe the complete DSS development process from planning to post-implementation evaluation
(or)
b) Discuss the integration, testing, and maintenance phases of DSS in detail.

PART – B

Case Analysis (Compulsory)

Marks:20

6. Mega Mart Retail Pvt. Ltd. is one of India's leading retail chains with over 250 stores across the country. The company sells thousands of products ranging from groceries to electronics. Decision-making had become increasingly complex due to the large volume of sales, changing customer preferences, and regional demand variations.

To address these challenges, Mega Mart decided to develop a Decision Support System (DSS) to help managers make informed decisions related to inventory control, pricing strategies, and sales forecasting

DSS Requirements:

The management team identified several goals for the DSS:

- To analyse past sales data and predict future demand using historical trends.
- To optimize inventory levels across warehouses and stores.
- To support decision-making regarding discounts, seasonal promotions, and supplier selection.
- To provide interactive dashboards with visual reports for regional managers.

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, MAY - 2027
FOURTH SEMESTER
PAPER – 442 – SYSTEMS CONTROL AND AUDITING
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer any **FIVE** questions, each question carries 10 marks (5*10=50 Marks)

1. a) Discuss the components of Information Security and explain how they contribute to data protection.

(or)

b) Explain the planning and administration of information security in an organization

2. a) Describe the different stages of ethical hacking, including network stalking, fingerprinting, and privilege escalation.

(or)

b) Explain wireless security threats and countermeasures in detail

3. a) Discuss the importance of security awareness among employees and how it can be promoted

(or)

b) Explain how People, Process, and Technology together ensure organizational information security.

4. a) Explain the Access Control process with appropriate examples.

(or)

b.) Describe the types of attacks and methods used for security testing and monitoring.

5. a) Discuss the role of ISO 27000 in strengthening information security management systems.

(or)

b) Explain the different monitoring tools and techniques used to detect inappropriate activities and indistinct threats.

PART –B

Case Analysis (Compulsory)

Marks:20

6. FinCorp Ltd., a financial services company, noticed several employees received suspicious emails asking for login credentials. A few employees mistakenly shared their passwords, leading to unauthorized access to the company's internal systems.

The IT security team immediately:

- Conducted security awareness training to educate employees about phishing.
- Implemented multi-factor authentication for all email and internal accounts.
- Monitored network logs for unusual login attempts and blocked compromised accounts.
- Updated firewalls and antivirus software to prevent further attacks.

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, MAY - 2027
FOURTH SEMESTER
PAPER- 443 - E-BUSINESS AND INFORMATION TECHNOLOGY
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer any **FIVE** questions, each question carries 10 marks (5*10=50 Marks)

- 1 a) Explain the origin, need, and evolution of E-Business
(or)
b) Discuss the advantages and challenges faced by organizations implementing E-Business.
2. a) Explain the working of online credit card payments and its security features.
(or)
b) Discuss the factors to consider while designing an E-Business model for an organization.
3. a) Compare B2B and B2C Business Models with examples.
(or)
b) Describe the emerging trends in M-Commerce Business Models.
4. a) Explain the marketing mix in internet marketing.
(or)
b.) Discuss online auctions, pricing strategies, and customer relationship management in E-Business.
5. a) Describe the changing dynamics in banking due to E-Business and mobile commerce.
(or)
b) Explain challenges and application areas of mobile commerce.

PART –B

Case Analysis (Compulsory)

Marks:20

6. Shop Ease, an online retail company, sells electronics and apparel through its website and mobile app. Recently, the company faced challenges with payment security, customer engagement, and dynamic pricing.

To improve operations, Shop Ease:

- Implemented secure online payment systems with SSL encryption and two-factor authentication.
- Adopted online marketing strategies, including SEO, email campaigns, and social media promotions.
- Introduced dynamic pricing and personalized offers for different customer segments.

Questions:

- a. Identify the types of E-Business models used by Shop Ease.
- b. Explain two measures taken to secure online transactions.
- c. How does SEO and online marketing help improve customer engagement?
- d. Suggest one strategy for improving customer loyalty in online retail.

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, MAY - 2027
FOURTH SEMESTER
PAPER – 444 – CLOUD COMPUTING
(Revised Regulations w.e.f. 2025-2026)
(Common paper to University and Affiliated Colleges)

Time: 3 Hours

Max.Marks:70

PART – A

Answer any **FIVE** questions, each question carries 10 marks (5*10=50 Marks)

- 1 a) Explain the evolution of cloud computing and system models for distributed computing.
(or)
b) Describe desktop and server virtualization, including tools and resource pooling.
2. a) Describe the architectural design of compute and storage clouds in detail
(or)
b) Explain challenges in cloud infrastructure design and strategies to overcome them
3. a) Compare Parallel and Distributed Programming Paradigms.
(or)
b) Explain Twister and Iterative Map Reduce programming models with examples.
4. a) Describe compute grids and data grids used in enterprise cloud HPC.
(or)
b.) Explain HPC cloud vendor solutions including hardware and software tools.
5. a) Describe data security and storage considerations in cloud computing.
(or)
b) Explain cloud contracting models and business considerations in implementing cloud security.

PART –B

Case Analysis (Compulsory)

Marks:20

6. ResearchLab, a scientific research organization, needed to perform high-performance **simulations** for climate modeling. They opted for cloud-based HPC to scale compute resources without investing in expensive hardware.

They used Hadoop and GPGPU servers for data processing and analytics, while platforms like GridGain helped manage distributed computations.

Questions:

- a. What type of cloud service model is suitable for ResearchLab?
- b. Name two HPC cloud vendor solutions used.
- c. How does GPGPU hardware help in HPC tasks?
- d. Explain the advantage of using cloud HPC over on-premise HPC.

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, MAY - 2027
FOURTH SEMESTER

PART – A

Answer any **FIVE** questions; each question carries 10 marks

(5*10=50 Marks) 1 a)

Discuss the Perceptron model and multilayer networks along with the back propagation algorithm

(or)

- b) Explain Genetic Algorithms and Genetic Programming, and their application in learning systems
2. a) Discuss probability learning and sample complexity in finite and infinite hypothesis spaces.

(or)

- b) Explain Mistake Bound Model and its relevance in Bayesian learning.
3. a) Compare instance-based learning and rule-based learning.

(or)

- b) Explain learning rule sets using sequential covering algorithms.
4. a) Compare directed vs. undirected graphical models in terms of representation and inference.

(or)

- b.) Explain learning generalization in graphical models with examples.
5. a) Explain Temporal Difference Learning in reinforcement learning.

(or)

- b) Discuss advanced SVM techniques and their application in classification problems.

PART –B

Case Analysis (Compulsory)

Marks:20

6. TeleCom Inc., a telecommunications company, wants to predict customer churn using historical data. They have customer demographics, usage patterns, and service feedback. The company applied the following machine learning techniques:

- Decision Tree Learning to classify customers as churn or non-churn.
- Naïve Bayes Classifier for probability-based predictions.
- K-Nearest Neighbour (KNN) to compare new customers with existing patterns.
- SVM with kernel functions for handling non-linear data.

MODEL QUESTION PAPER
M.B.A. DEGREE EXAMINATION, MAY - 2027
FOURTH SEMESTER

They also monitor model performance using sample complexity and accuracy metrics and continuously update models based on new customer data.

Questions:

- a. Identify two supervised learning methods used in this scenario.
- b. Explain how KNN helps in predicting customer churn.
- c. What is the role of SVM with kernels in this problem?
- d. Suggest one method to improve model accuracy over time.
