10 JUNE

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END SEMESTER EXAMINATION, JUNE - 2025

M. B. A. Semester - IV

Course Name: Training & Development **Course Code: MBAH312**

Time allotted: 03 Hours **Max. Marks: 100**

Note: Read all the instructions carefully.

Q.1	**VERY SHORT ANSWER QUESTIONS** – *Attempt All.*	**(2x10 = 20 Marks)**	**CO**
a.	What is a training method?		1
b.	Define the term training needs assessment.		1
c.	What is meant by formal learning?		1
d.	List any two benefits of off-the-job training.		1
e.	What is simulation-based training?		1
f.	Why is employee participation important in training sessions?		2
g.	How does a learning curve help track progress in training?		2
h.	Explain how team training helps in building cooperation.		2
i.	How do you identify performance gaps before training?		2
j.	Why is it necessary to evaluate training results?		2
Q.2	**SHORT ANSWER QUESTIONS** – *Attempt any Five.*	**(4x5 = 20 Marks)**	**CO**
a.	How can mentoring improve employee learning?		3
b.	Describe how group activities promote active learning in training.		3
c.	How does technology support remote learning in organizations?		3
d.	Write two ways to apply training principles in a sales workshop.		3
e.	Compare on-the-job and off-the-job training with examples.		4
f.	Analyze the role of a training manager in program success.		4
g.	How do training needs vary across departments in an organization?		4
Q.3	**STRUCTURED QUESTIONS** – *Attempt any Three.*	**(3x10 = 30 Marks)**	**CO**
a.	What are the steps in training delivery? How do these steps affect learner understanding and retention?		4
b.	What is the difference between coaching and mentoring? How can each be used effectively in development programs?		4
c.	Create a training plan for improving customer service in a retail company. How would you measure its success after implementation?		5
d.	Develop a model to track employee progress after training. How would you use this model to improve future training sessions?		5
Q.4	**CASE ANALYSIS/ SITUATION BASED** – *Attempt any Two.*	**(2x15 = 30 Marks)**	**CO**
a.	At *SkillBridge Academy*, employees are losing interest during long training sessions. Evaluate how you would redesign the sessions to make them more engaging.		5
b.	*GreenWorld Ltd.* is introducing sustainability practices and wants to train all departments. Design a training program that ensures awareness and practical application.		6
c.	*NextLeap Consulting* is promoting junior managers to leadership roles. Create a leadership development training structure tailored to new team leaders.		6

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END SEMESTER EXAMINATION, JUNE - 2025

M. B. A. Semester - IV

Course Name: Sales & Distribution Management **Course Code: MBAM109**

Time allotted: 03 Hours **Max. Marks: 100**

Note: Read all the instructions carefully.

Q1 Very short Answer Attempt all. **(10x2=20)**

a. Name one function of a distribution channel. CO1

b. What is meant by sales force compensation? CO1

c. What is the first step in managing a sales force? CO1

d. Define sales control. CO1

e. What is the function of warehousing? C01

f. Mention one non-financial method of motivating a sales team. CO2

g. Name any one theory of salesmanship. CO2

h. What is the importance of selecting the right sales personnel? CO2

i. What is sales budgeting? CO2

j. What is the role of SCM in customer service? CO2

Q.2 Short Answer Type (Attempt any five out of Seven **(5x4=20)**

a. As a newly recruited Sales Manager in a premium home décor company, develop a feasible distribution channel plan to ensure product accessibility and visibility across Tier-2 and Tier-3 cities. Consider roles of stockists, retailers, and delivery partners. **CO3**

b. A healthcare logistics firm is aiming to reduce operational delays and increase efficiency. Discuss the essential elements of a physical distribution system that must be optimized to achieve these goals. **CO3**

c. Analyze how an in-depth sales training program impacts the performance of new recruits in a luxury automobile dealership. Support your response with practical examples. **CO3**

d. A fast-fashion retail chain is contemplating outsourcing its warehousing and last-mile delivery to a third-party logistics provider. Critically examine the benefits and drawbacks of this move and recommend a strategic course of action. Use industry comparisons where applicable. **CO3**

e. As a distribution strategist for a home appliance company, explain how leveraging intermediaries such as dealers and franchise partners can help in widening the brand's footprint in suburban and rural markets. **CO4**

f. Explain the role of ABC analysis in managing inventory for an e-commerce business. Also, justify why implementing such analysis is crucial for operational effectiveness and profitability. **CO4**

g. As a sales executive in an educational publishing house, discuss how your pitch strategy would vary when applying the AIDAS model versus the Right Set of Circumstances theory during school outreach campaigns. **CO4**

P.T.O./-

Q.3.Structured Question (Attempt any three out of four **(3x10=30)**

a. i- What factors should a company consider while designing a distribution channel for a new product?
ii- Why is it important to keep the sales force motivated? Give two real-life examples. **CO4**
iii- What are the key performance indicators used to evaluate the performance of a sales representative?

b. i- Define sales quota. What are the different types of sales quotas used in organizations?
ii- Differentiate between direct and indirect channels of distribution with examples.
iii- Describe any three non-monetary techniques used to motivate salespeople. **CO4**

c. i -Explain how qualitative and quantitative methods differ in sales force evaluation.
ii-What are the essential qualities of a good salesperson in today's competitive market?
iii-How can setting realistic sales quotas contribute to improved sales force efficiency and morale?
CO5

d. i-How does the **nature of the product and target market** influence the **selection of distribution channel members**? Give suitable examples.
ii-Describe the **importance of personal traits in salesmanship** and how they affect customer trust and retention.
iii-Justify the role of **sales quotas** in motivating individual salespeople and managing regional sales targets.
CO5

Q4.Long Answer / Essay type (Attempt any two out of three) **(2x15=30)**

a. Urban Threads Pvt. Ltd., a rapidly expanding fashion apparel brand, has established a solid distribution network through multi-brand retail outlets and exclusive brand stores across metro and tier-1 cities. To stay competitive and reach tech-savvy younger consumers, the company recently launched its own online store, offering seasonal discounts and loyalty benefits for direct purchases.

However, this digital push has started to strain relationships with existing offline channel partners. Retailers are reporting a sharp decline in footfall and in-store purchases, claiming that customers are browsing products in stores but placing orders online for better deals. Some store owners have begun replacing UrbanThreads merchandise with rival brands that offer more channel support.

The growing conflict is now threatening the cohesion of UrbanThreads' sales strategy and is beginning to affect its brand perception and sales consistency.

Questions: **CO5**

1. What are the primary sources of channel conflict in UrbanThreads' distribution strategy? Analyze how the company's recent decisions have contributed to this situation.
2. As a retail strategy advisor, recommend three practical steps UrbanThreads can take to reduce tension between its online and offline channels while preserving its brand equity and partner trust.

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b. Green Glow Organics, a start-up dealing in eco-friendly personal care products, has recently hired a team of fresh sales executives. The company is targeting upscale wellness stores and niche organic outlets to promote its premium product line. However, the sales team is facing difficulties in convincing store owners and decision-makers to stock their products.
The sales manager realizes that although the team is well-versed with product knowledge, they are unable to identify the right conditions and moments to approach potential clients. Often, they make cold calls during peak business hours or schedule meetings without considering the buyers' availability or mood. This has led to low conversion rates and frustration among the sales force.
To address this, the company is considering revising its sales training module by incorporating traditional theories of selling. One such approach being evaluated is the Right Set of Circumstances Theory.

Question:
CO6
Using your knowledge of personal selling and sales management:

1. Explain how the Right Set of Circumstances Theory can be practically applied by the Green Glow sales team to improve their sales conversions. Provide at least two specific examples from the case context.
2. Analyze the limitations of the current sales approach being followed by the team and how these limitations contrast with the assumptions of the Right Set of Circumstances Theory.

c. Pure Well Solutions Pvt. Ltd., a mid-sized company in the growing organic skincare market, has been using a national sales force consisting of regional managers and field representatives to expand its presence. Over the last year, the company has adopted a fixed salary compensation model for its sales team, prioritizing job stability but not linking performance to earnings.
Despite providing job security, recent internal reviews indicate a noticeable drop in sales enthusiasm, productivity, and a concerning level of turnover, especially among high-performing individuals who feel they aren't adequately rewarded for going the extra mile. On the other hand, competitors in the organic skincare space, who implement commission-based and hybrid compensation models, are witnessing better growth in sales and employee morale.
With these challenges, senior management at PureWell Solutions is considering revising its compensation model to better motivate and retain top talent while achieving growth targets.

Questions:
CO6

1. As a compensation consultant, suggest a revised compensation plan for PureWell Solutions to enhance motivation and improve sales force performance. Justify how this model aligns with their current business situation.
2. Evaluate the advantages and disadvantages of a fixed salary model versus a variable (incentive-based) compensation plan for PureWell Solutions, and explain which option is more suitable in the current market environment.

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Enrol. No. S R H U Regn. No. D D

END SEMESTER EXAMINATION, JUNE - 2025

M. B. A. Semester - IV

Course Name: Performance Management **Course Code: MBAH311**

Time allotted: 03 Hours **Max. Marks: 100**

Note: Read all the instructions carefully.

Q.1	**VERY SHORT ANSWER QUESTIONS** – ***Attempt All.***	**(2x10 = 20 Marks)**
a.	What is Competency based pay?	
b.	Define Central Tendency Error	
c.	What is MBO?	
d.	What is ROI?	
e.	Define KRA's	
f.	Define performance appraisal	
g.	What are recency biases?	
h.	What is merit-based pay	
i.	What is the purpose of performance appraisal?	
j.	What is rating method of appraisal?	

Q.2	SHORT ANSWER QUESTIONS – *Attempt any Five.*	**(4x5 = 20 Marks)**
a.	During a performance review, a team leader wants to boost an employee's motivation using a mix of incentives. Identify how both monetary and non-monetary incentives can be incorporated into the feedback process to encourage improved performance. Provide a suitable strategy and justify your approach.	
b.	An organization is evaluating employee performance using both the Balanced Scorecard framework. How can these models guide managers in delivering effective, stakeholder-aligned feedback to enhance individual and team performance?	
c.	How are the financial indicators of performance used for the performance management of the organizations?	
d.	Discuss a few individual, group and organizational incentives that can be used by the organizations to reward the employees.	
e.	What is the difference between performance appraisal and performance management?	
f.	A sales manager has 20 sales executives as team members under him. While appraisal the manager rated all his team members very low (as poor). No employee was rated as good, average or excellent. Identify and explain the type of bias by the rater while evaluating the employee's performance.	
g.	An employee's first impression influenced the entire performance review, despite fluctuations in performance. Identify the bias and recommend an HR strategy to reduce its impact.	

Q.3	**STRUCTURED QUESTIONS** – ***Attempt any Three.***	**(3x10 = 30 Marks)**
a.	Do you feel rewards should be linked with performance? What can be the disadvantages of doing so? How can we overcome this disadvantage?	
b.	Explain the various steps involved in the process of performance management system.	
c.	Consider a scenario where your organization operates in a highly dynamic industry with rapidly changing market conditions. How would you implement the Balanced Scorecard framework to accommodate these changes and ensure its continued relevance and effectiveness in driving performance improvement and strategic agility?	
d.	Consider a scenario where you're part of a management team discussing whether to continue using the bell curve appraisal method. Some argue that it promotes healthy competition and rewards top performers, while others suggest it creates unnecessary stress and unfairly penalizes average performers. How would you contribute to this discussion and advocate for the best approach?	

P.T.O/-

Q.4	Case Analysis/ Situation Based QUESTIONS	(2x15 = 30 Marks)

In response to the growing concerns of its distributors and the need for expansion, Sanjeevani Pharmaceutical Company recognized the necessity for a comprehensive overhaul of its performance management system. Acknowledging the dissatisfaction stemming from the reliance solely on retailer feedback for performance appraisal, Sanjeevani aims to introduce a more balanced and objective evaluation method. To address this, the company plans to incorporate a multi-dimensional approach to performance assessment, incorporating both quantitative metrics such as sales targets achieved and qualitative feedback from various stakeholders, including retailers, customers, and internal evaluations.

Furthermore, to enhance transparency and accuracy in performance evaluation, Sanjeevani will implement training programs for both distributors and retailers on the importance of constructive feedback and performance measurement criteria. By fostering a culture of collaboration and mutual understanding between distributors and retailers, the company aims to mitigate biases and errors in the appraisal process. Additionally, Sanjeevani plans to introduce performance improvement initiatives and incentives to encourage distributors to strive for excellence, thereby increasing employee retention and loyalty.

Moreover, as part of its expansion strategy, Sanjeevani will prioritize recruiting distributors who demonstrate a strong commitment to performance excellence and align with the company's values and objectives. By emphasizing performance during the recruitment process and providing ongoing support and development opportunities, Sanjeevani aims to build a high-performing distributor network capable of driving growth and success in the competitive pharmaceutical market. Through these initiatives, Sanjeevani Pharmaceutical Company endeavors to create a performance-driven culture that fosters employee satisfaction, business growth, and long-term success.

Attempt any two:

a. How does Sanjeevani Pharmaceutical Company plan to address the dissatisfaction among its distributors regarding the performance appraisal process, particularly concerning the reliance on retailer feedback?

b. In light of the challenges posed by errors and biases in the current performance management system, how does Sanjeevani intend to improve transparency and accuracy in performance evaluation?

c. How will the company incentivize and support distributors to achieve performance excellence, thereby enhancing employee retention and contributing to the company's growth objectives?

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END SEMESTER EXAMINATION, JUNE - 2025

M. B. A. Semester - IV

Course Name: Derivatives & Risk Management **Course Code: MBAF202**

Time allotted: 03 Hours **Max. Marks: 100**

Note: Read all the instructions carefully.

Q.1 Attempt all questions (CO1,2) **(2x10=20Marks)**

a. What are financial derivatives? Provide a definition.

b. Outline the primary categories of financial derivatives.

c. Discuss the significance of underlying assets in derivative instruments.

d. How is financial risk defined in relation to derivative markets?

e. What does hedge mean in the context of managing risk?

f. Why are derivatives considered important tools in mitigating financial risks?

g. Highlight the essential attributes of a forward contract.

h. Explain the defining features of a futures contract.

i. What is meant by a swap contract?

j. Illustrate the concept of an interest rate swap.

Q.2 Attempt any *five* questions (CO3,4) **(4x5=20Marks)**

a. How does convergence influence trading strategies as a derivatives contract approaches maturity?

b. Describe the term "moneyness" and distinguish between in-the-money, at-the-money, and out-of-the-money options.

c. Define the spot price and elaborate on its role in determining derivative values.

d. Demonstrate the application of option-related terms such as strike price, premium, and expiry using a trading scenario.

e. Evaluate the methods used in pricing and valuing derivative instruments.

f. Assess the strategic advantages and potential risks associated with swaps in financial planning.

g. Define contango and backwardation, and explain their implications in futures markets.

P.T.O./-

Q.3 Attempt any *three* questions (CO 4,5) **(3x10=30Marks)**

a. Examine the payoff profiles for call and put options from both buyer (long) and seller (short) viewpoints. Use diagrams to analyze the risk and return for:
- Long Call
- Short Call
- Long Put
- Short Put

b. Provide a critical evaluation of the present landscape of the derivatives market in India. Identify key obstacles and suggest avenues for future expansion and reform.

c. Solve the following:

I. A stock is currently trading at a spot price of ₹1,000. The risk-free interest rate is 8% per annum. If the futures contract expires in 6 months, compute the theoretical futures price. (e^{rt}=1.0408)

II. The spot price of a commodity is ₹1,500. The risk-free interest rate is 10% per annum (continuous compounding). A futures contract on the commodity expires in 3 months (0.25 years). The futures price in the market is ₹1,560.

Assume no storage costs, taxes, or transaction fees. (e^{rt}=1.0253)

d. Solve the following:

I. A trader enters into a forward contract to sell 1,000 quintals of wheat at a strike price of ₹2,500 per quintal (short position). At the time of contract expiration, the spot price changes. Calculate the trader's total gain or loss in the following scenarios:
   i. If the spot price falls to ₹2,300 per quintal
   ii. If the spot price rises to ₹2,700 per quintal

II. An investor enters into a forward contract to buy 2,000 kg of silver at a strike price of ₹300 per kg (long position). At the time of contract expiration, the spot price changes. Calculate the investor's total gain or loss in the following scenarios:
   i. If the spot price rises to ₹320 per kg
   ii. If the spot price falls to ₹280 per kg

Q.4 Attempt any *two* questions (CO5,6) **(2x15=30Marks)**

a. An investor holds a stock currently priced at ₹500 per share. To hedge against potential price fluctuations, the investor enters into a futures contract on a stock index at a futures price of ₹510, taking a hedge position equivalent to one share. After one month, the spot price falls to ₹480 and the futures price falls to ₹485.

Using this information:

I. Calculate the basis at the time of entering the hedge and at the time of closing it.

II. Further, if the investor had taken a short hedge, determine the net payoff by considering the gain or loss from both the spot and futures positions.

III. Repeat the same for a long hedge, and evaluate which hedge strategy would be more effective in this scenario.

b. An investor takes a long position in 1 futures contract (1 lot = 100 units) on gold, with an exercise price of ₹60,000 per 10g (1 unit=10 g).. The initial margin required is ₹50,000, and the maintenance margin is set at 80% of the initial margin.

The contract is marked to market daily for 6 consecutive trading days, and the futures **prices** over the period are as follows:

Day	**Day 0**	**Day 1**	**Day 2**	**Day 3**	**Day 4**	**Day 5**	**Day 6**
Price	**60,000**	**60,100**	**59,900**	**59,600**	**59,700**	**60,100**	**60,200**

I. Prepare a daily margin account statement for the investor

II. Calculate the net profit/loss at the end of Day 6.

c. Critically evaluate the concepts of basis risk, cross hedging, and rolling hedge in the context of futures derivatives. How can these tools be applied to manage price risk in cases where direct hedging instruments are unavailable? Illustrate your answer with suitable examples and recommend appropriate hedging strategies for different market conditions.

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END SEMESTER EXAMINATION, JUNE - 2025

M. B. A. Semester - IV

Course Name: Retail Marketing **Course Code: MBAM108**

Time allotted: 03 Hours **Max. Marks: 100**

NOTE – Read all the Instructions carefully.

1. This question paper consists of four sections, each focusing on different cognitive objectives (COs).
2. Read the instructions carefully for each section before attempting the questions.
3. Attempt all the questions in the specified sections. Marks for each section are indicated in parentheses.
4. Ensure that you provide clear and concise answers.

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1. **SECTION A: VERY SHORT ANSWER QUESTIONS – Attempt All**

(2 x 10 = 20 Marks)

(Each question tests your ability to recall and understand *core concepts.)*

- **a.** Define retailing. **[CO-1]**
- **b.** What is the difference between organized and unorganized retailing? **[CO-1]**
- **c.** List any two functions of a retailer. **[CO-1]**
- **d.** Define ‘store layout’ in the context of a retail store. **[CO-1]**
- **e.** Mention two benefits of private label brands. **[CO-1]**
- **f.** What is meant by retail market segmentation? **[CO-2]**
- **g.** Explain the concept of retail mix. **[CO-2]**
- **h.** What is a planogram? **[CO-2]**
- **i.** Define omni-channel retailing. **[CO-2]**
- **j.** Explain ‘footfall’ in retail marketing. **[CO-2]**

2. **SECTION B: SHORT ANSWER QUESTIONS – Attempt any Five**

(4 x 5 = 20 Marks)

(These questions are aimed at application and analysis of core concepts.)

- **a.** Explain the importance of location in retail business. **[CO-3]**
- **b.** How does technology impact retail operations? **[CO-3]**
- **c.** Discuss the role of customer service in retailing. **[CO-3]**
- **d.** Describe the components of store atmospherics. **[CO-3]**
- **e.** Explain the process of merchandise planning. **[CO-4]**
- **f.** Analyse the changing trends in Indian retail sector. **[CO-4]**
- **g.** Explain how pricing strategies affect consumer buying behaviour in retail. **[CO-4]**

P.T.O./-

3. **SECTION C: STRUCTURED QUESTIONS – Attempt any Three** **(3 x 10 = 30 Marks)**

(Analysis, Evaluation, and Higher-Order Thinking)

a. Analyse the factors influencing consumer decision-making in a retail environment. **[CO-4]**

b. Compare and contrast different types of retail formats with examples. **[CO-4]**

c. Evaluate the role of supply chain management in the success of retail businesses. **[CO-5]**

d. Examine how visual merchandising enhances the customer shopping experience. **[CO-5]**

SECTION D: CASE ANALYSIS / SITUATION BASED QUESTIONS – Attempt any Two

(2 x 15 = 30 Marks)

(Evaluate, Design, Innovate)

a. A new entrant in the Indian retail market is planning to open a chain of grocery stores in Tier-II cities. Evaluate the challenges and opportunities the company may face. Provide strategic recommendations. **[CO-5]**

b. A fashion retail brand has been witnessing reduced footfall in its physical stores despite an increase in online engagement. As a retail strategist, design a plan to integrate online and offline channels effectively to enhance customer experience. **[CO-6]**

c. Create a detailed retail marketing mix for a start-up launching a specialty organic food store in an urban locality. Include key components such as product, price, place, promotion, and people. **[CO-6]**

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