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END SEMESTER EXAMINATION, JANUARY - 2024

M. B. A. Semester - III

Course Name: Business Ethics & Values **Course Code: MBA302**

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.	Define Values.	CO1
	b.	What is Professionalism?	CO1
	c.	Mention any two civic virtues.	CO1
	d.	Define Ethics.	CO1
	e.	Mention any two unethical practices in the area of HRM	CO1
	f.	Define Morality.	CO2
	g.	Mention any two activities of courageous people.	CO1
	h.	Enlist any two unethical practices which can take place in the area of Marketing.	CO1
	i.	Define any two characteristics of a good human being.	CO1
	j.	Define Business Ethics.	CO1
Q.2	**SHORT ANSWER QUESTIONS** – ***Attempt any Five.***		**(4x5 = 20 Marks)**
	a.	Define Human Values and explain how an individual acquires his values.	CO1
	b.	Explain different organizational values.	CO1
	c.	Discuss the importance of values related to right conduct.	CO1
	d.	How can an understanding of Ethics prevent corruption?	CO2
	e.	Enlist civic virtues giving suitable examples.	CO2
	f.	Discuss the relationship between ethics and morality.	CO2
	g.	Identify the relevance of Human values for Management Professionals	CO2

Q.3	**STRUCTURED QUESTIONS** – ***Attempt any Three.***		**(3x10 = 30 Marks)**
	a.	Discuss the importance of professional ethics and how it can be applied to the various functional areas of Marketing, Human Resource, Finance and IT.	CO4
	b.	"Teleological and deontological ethical theories are two different ways of implementing ethics" Discuss how giving suitable examples.	CO3
	c.	"Professionalism is a quality which can take you to greater heights in your career" Elaborate upon the statement mentioning the important components of professionalism	CO4
	d.	Explain the five core human values and how they contribute towards making an individual a good human being.	CO2

Q.4	**Case Analysis/ Situation Based QUESTIONS** – ***Attempt any Two.***		**(2x15 = 30 Marks)**
	a.	Read the following case-let and answer the questions that follow: Pawan is pursuing MBA and shares a room with you in the private hostel. He desperately needs a job after completing his course because of educational loan and weak economic background. In his last two semesters, he couldn't secure good grades due to serious illness. In current semester he has to secure good marks at any cost to satisfy minimum criteria for placements. Few days before the final semester exam, he comes to you and asks for money. He is stressed and nervous. He tells you about his plan to purchase semester papers to clear the exam and convinces you for the same by giving reference to his bad health, family status and his education loan. In such circumstances, would it be right to lend money to him? (a) Identify the moral dilemma faced by you. **(5)** (b) Analyse your role and duties as a friend, also suggest your course of action. **(10)**	CO6
	b.	You are a senior officer at an intelligence agency working for the internal security of the nation. You find out that a junior officer has been a victim of honey trapping through social media. In all of this, his phone was hacked and confidential files were leaked. The entire department has come together and wants you to take strict action against that officer for his behavior. That junior officer is highly skilled and a valuable asset for the organization. He is also very close to you as you have mentored him throughout and he also respects you a lot. Moreover, any action against him might attract media attention and bring a bad repute to the organization at large. (A) What are the ethical issues involved and the options available to you in such a situation? **(10)** (B) Also, suggest a course of action you would like to follow. **(5)**	CO5&6
	c.	Food Companies have often been accused of targeting children with advertisements for unhealthy products such as food, confectionary and snacks. Comment on their strategy from the view of consumer ethics. **(15)**	C04&CO5

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END SEMESTER EXAMINATION, JANUARY - 2024

M. B. A. Semester - III

Course Name: Security Analyses & Portfolio Management **Course Code: MBA321**

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.** Define the concept of arbitrage with example. CO1
- **b.** What is risk? Explain with suitable example. CO1
- **c.** Define the key components of portfolio management. CO1
- **d.** Recall the characteristics and significance of security analysis. CO1
- **e.** Explain the functions of rating agencies. CO1
- **f.** Explain the term intrinsic value with example. CO2
- **g.** Discuss the term S&P CNX Nifty. CO2
- **h.** Explain the key components of the diffusion index. CO2
- **i.** Explain the importance of diversification in asset allocation. CO2
- **j.** Discuss the economic factors used for the company analysis of any securities. CO2

Q.2 SHORT ANSWER QUESTIONS – ***Attempt any Five.*** **(4x5 = 20 Marks)**

- **a.** Apply the technique of Du-Pont analysis to measure the financial performance of any company. CO3
- **b.** Solve a problem by constructing an efficient portfolio using the Efficient Market Hypothesis (EMH). CO3
- **c.** Apply the concept of Industry life cycle to take the favorable investment decision. CO3
- **d.** Solve a company analysis problem by using non-financial indicators. CO3
- **e.** Examine the different steps taken under an investment process. CO4
- **f.** Analyze the impact of changes in interest rates on security prices and return. CO4
- **g.** Examine the concept of Tobin's Q by taking an example. CO4

Q.3 STRUCTURED QUESTIONS – ***Attempt any Three.*** **(3x10 = 30 Marks)**

- **a.** Analyze the risk-return tradeoff in investing and assess the impact of risk on investment strategies. CO4
- **b.** Examine the differences between systematic and unsystematic risk. CO4
- **c.** Evaluate the importance of technical analysis for trading of securities. CO5
- **d.** Critique the concept of market efficiency, examining whether financial markets are truly efficient o if there are opportunities for abnormal returns. CO5

Q.4 Case Analysis/ Situation Based QUESTIONS – ***Attempt any Two.*** **(2x15 = 30 Marks)**

- **a.** Evaluate the basic assumptions of modern portfolio theory and APT. Why APT is preferred from other? CO5
- **b.** Develop a financial plan for a young professional looking to achieve long-term financial independence, including savings, investment, and retirement strategies. CO6
- **c.** Design systematic and unsystematic risk with the different methods of measuring risks in connection with portfolio management. CO6

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END SEMESTER EXAMINATION, JANUARY - 2024

M. B. A. Semester - III

Course Name: Compensation Management **Course Code: MBA332**

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.	Describe Job evaluation.	CO1
	b.	What is managerial power model?	CO1
	c.	What is ESOP?	CO1
	d.	Give the meaning of living wage.	CO1
	e.	Explain job description and job specification .	CO1
	f.	What you understand by wages & salaries?	CO1
	g.	Explain market based pay structure.	CO1
	h.	Write short note on: 1. Allowances 2. Bonus	CO1
	i.	What are the principles of executive compensation?	CO1
	j.	Explain wage fixation.	CO1

Q.2	SHORT ANSWER QUESTIONS – *Attempt any Five.*		(4x5 = 20 Marks)
	a.	Describe agency theory of compensation.	CO2
	b.	What are the characteristic features of executive compensation? Explain Optimal Contracting Model.	CO2
	c.	Write short note on pay for performance. Discuss advantages of pay for performance.	CO2
	d.	Explain the term with example- Competency based pay and job based pay	CO2
	e.	Discuss the growing importance of compensation management in recent business scenario.	CO1
	f.	What you mean by wage differential?	CO1
	g.	Explain the decision band method of job evaluation.	CO2

Q.3		STRUCTURED QUESTIONS – *Attempt any Three.*	(3x10 = 30 Marks)
	a.	Discuss the different Incentive Scheme, given to the employees in the organization.	CO3
	b.	Explain the legal framework for calculation salaries.	CO2
	c.	Job evaluation provides for the comparison of one job with another job. Analyze the various techniques of job evaluation detailing their advantages and disadvantage.	CO3
	d.	Discuss Economic theory of wages.	CO2

Q.4		Case Analysis/ Situation Based QUESTIONS – *Attempt any Two.*	(2x15 = 30 Marks)
	a.	What are the components of compensation package of senior managers? How do they differ from Chief Executives? Give Example from any Industry of your choice.	CO3
	b.	The United National Bank has just decided to open a branch in town "X", which is an exclusive resort located about 40 kms. away from a large city "Y". There is no bank in that town at present. The United National Bank is anxious to determine the appropriate salary for the clerical staff it expects to recruit. Clerks in the bank's offices in the neighbouring city "Y" receive a starting salary of rupees 3,000 a month. As a matter of company policy, pay scales have been fixed on a par with other banks in the city. A survey of local establishments at the town "X", primarily insurance offices and other comparable concerns, indicates that the salary for qualified clerical personnel is rupees 3,500 a month. The higher salary in town "X" may be attributed in part to the substantial higher cost of living, the limited number of people seeking employment and the fact that there are no other banks. Banks in city "Y" have traditionally paid lesser salaries than other establishments, on the ground that banks offer better working conditions and higher dignity. 1) What should be the salary structure for the clerical staff in the United National Bank? 2) If there is a difference in pay scales in two different locations, how can the bank justify the same?	CO5
	c.	1. Fringe benefits are normally used as an informal way rather than an ethical motivation in an organization- Critically evaluate 2. Explain the concept of pay commission. Also analyze different factors associated with sixth pay commission.	CO4

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END SEMESTER EXAMINATION, JANUARY - 2024

M. B. A. Semester - III

Course Name: Training & Development **Course Code: MBA331**

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

Note: Read all the instructions carefully.

		CO
Q.1	**VERY SHORT ANSWER QUESTIONS** – ***Attempt All.*** **(2x10 = 20 Marks)**	**CO**
a.	List the major differences between training and development.	1
b.	What is informal learning?	1
c.	Define blended learning.	1
d.	What is executive coaching?	1
e.	What is an assimilating learning style?	1
f.	What are the advantages of incorporating experiential learning in training programs?	2
g.	Explain the principle of recency in learning.	2
h.	What is the role of motivation in employee training?	2
i.	Describe a converging learning style.	2
j.	Contrast virtual and physical learning environments.	2
Q.2	***SHORT ANSWER QUESTIONS – Attempt any Five.*** **(4x5 = 20 Marks)**	**CO**
a.	How does training contribute to employee skill development?	3
b.	How is training relevant to employee engagement and satisfaction?	3
c.	What role does technology play in creating an effective learning environment?	3
d.	What are the characteristics of a conducive learning environment?	3
e.	In what ways can Expectancy Theory enhance training effectiveness?	4
f.	Explain the significance of the Learning Curve in training development.	4
g.	Describe how continuous learning theories are applied in the workplace.	4
Q.3	**STRUCTURED QUESTIONS** – ***Attempt any Three.*** **(3x10 = 30 Marks)**	**CO**
a.	What is constructivist learning theory? Elaborate on its key concepts.	4
b.	Analyze the importance of cognitive learner engagement in training.	4
c.	Evaluate the impact of a dynamic labor market on the training needs of employees.	5
d.	How does the selection of training methods impact the effectiveness of a training program?	5
Q.4	**CASE ANALYSIS/ SITUATION BASED** – ***Attempt any Two.*** **(2x15 = 30 Marks)**	**CO**
a.	Discuss the role of personalized training sessions in enhancing employee engagement and effectiveness.	5
b.	Develop a training program for a customer service team using reinforcement theory. Include specific rewards and corrective measures to improve communication skills and customer satisfaction rates.	6
c.	Health First Medical Supplies is struggling with the time it takes for new employees to reach full productivity. The company wants to utilize the learning curve concept to enhance the efficiency of its training program for new hires. **1:** How would you apply the learning curve concept to improve the training program for new employees at HealthFirst? **2:** What strategies would you implement to reduce the time it takes for new hires to become fully productive?	6

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END SEMESTER EXAMINATION, JANUARY - 2024

M. B. A. Semester - III

Course Name: Project Management & Entrepreneurship **Course Code: MBA304**

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 do you mean by project management?	(CO1)
	b.	Bring out the responsibilities of project manager.	(CO1)
	c.	How are budgets framed in projects?	(CO1)
	d.	Write a note on quasi-project.	(CO1)
	e.	Explain the methods of scheduling projects.	(CO1)
	f.	Define PERT.	(CO1)
	g.	What is DPR?	(CO1)
	h.	What is auditing?	(CO1)
	i.	List out the types of organization structure in project management.	(CO1)
	j.	Explain conflict management.	(CO1)

Q.2		SHORT ANSWER QUESTIONS – *Attempt any Five.*	(4x5 = 20 Marks)
	a.	Define Project. State and explain characteristics of project.	(CO1)
	b.	Discuss the observations need to take during post project evaluation. Explain in detail.	(CO3)
	c.	Explain in detail Work Breakdown Structure (WBC).	(CO3)
	d.	Analyze the various methods for project selection. Support your answer with the help of examples.	(CO4)
	e.	Discuss the importance of venture capital financing for start-ups. Give detailed classification of venture capital finance.	(CO4)
	f.	Create a project family tree. Elaborate its each component.	(CO1)
	g.	Differentiate between entrepreneur and entrepreneurship.	(CO4)

Q.3	STRUCTURED QUESTIONS – *Attempt any Three.*	(3x10 = 30 Marks)
a.	Determine the various stages of the project life cycle. Draw an appropriate diagram to support your answer.	(CO3)
b.	Bring out the difference between CPM (Critical Path Method) and PERT (Program Evaluation and Review Techniques and their suitability of use. Explain critical path for the above with suitable examples).	(CO3)
c.	Determine the entrepreneurial opportunities in Uttarakhand. Highlight the government initiatives to promote entrepreneurial activities in the state.	(C04)
d.	What is matrix organization and what are the advantages of the matrix organization designed for project management? Under which situation is matrix structure suitable?	(CO1)

Q.4	Case Analysis/ Situation Based QUESTIONS – *Attempt both parts.*	(2x15 = 30 Marks)
a.	(i)Explain the Cost Benefit Analysis (SCBA)? How does SCBA differ from monetary cost and benefits analysis (financial analysis) of a project? (ii). Give detailed classification of entrepreneurs.	(CO3) (CO4)
b.	Case Study: Streamlining Project Selection for Optimal Results Company ABC, a global tech firm, faced the challenge of selecting the most promising projects from a diverse pool of opportunities. Implementing a structured project selection method became imperative. The company adopted a three-step approach: feasibility analysis, strategic alignment, and risk assessment. Firstly, projects were evaluated based on technical feasibility, budget constraints, and available resources. Subsequently, strategic alignment with the company's goals and market demands was assessed. Finally, a comprehensive risk analysis was conducted to identify potential challenges and mitigation strategies. Questions: I. How does the proposed project align with the company's technical capabilities and resource constraints? II. In what ways does the project contribute to the long-term strategic objectives of the company? III. What potential risks and challenges are associated with the project, and how can they be effectively managed to ensure project success?	(CO2) (CO3)

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M. B. A. Semester - III

Course Name: Financial Statement Analysis **Course Code: MBA324**

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

Note: Read all the instructions carefully.

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

a. Write down the significance of asset management ratios.

b. Discuss the indication obtained by low quick ratio

c. Write down the advantages of debt financing.

d. Suggest two methods to improve stock turnover.

e. Name the stakeholders for whom debt/equity ratio could be useful.

f. Discuss the symptoms of negative working capital.

g. Write down any two possible causes of positive cash inflow from investing activities.

h. Discuss the reason debts are considered to be the cheaper source of finance.

i. Discuss the effect of over liquidity upon profitability.

j. Discuss any two possible causes of greater debtors collection period.

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

a. Explain the causes of company facing financial problems show positive cash flows.

b. Discuss the reasons of company with positive net income become bankrupt.

c. Name the one statement to review the overall health of a company with reasons.

d. Discuss the essentials of a sound financial budget.

e. Comment upon the profit margins earned by the trade (operating) creditors and non-trade (debt holders) creditors.

f. Discuss the methods to optimize operating expenses for a company.

g. Distinguish between business analysis and financial analysis.

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

a. "Ratio analysis is among the most widely used tools of financial analysis but its role is often misunderstood". Elucidate with suitable illustrations.

b. Discuss the significance of Du Pont Control Chart for financial decision making.

c. Explain the claim: Financial statement analysis is an integral part of business analysis.

d. Explain how financial statements reflect the business activities of a company.

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

a. Compare the following two business proposals.

	PROPOSAL X		PROPOSAL Y	
YEAR	**CASH OUTFLOW**	**CASH INFLOW**	**CASH OUTFLOW**	**CASH INFLOW**
1	400000	200000	0	800000
2	0	800000	0	1200000
3	0	100000	1200000	100000
4	1600000	400000	200000	500000
5	200000	1000000	1000000	100000
TOTAL CASH FLOW	2200000	2500000	2400000	2700000

YEAR	**1**	**2**	**3**	**4**	**5**
DISCOUNT FACTOR @10%	**0.909**	**0.826**	**0.751**	**0.683**	**0.621**

You are required to:

I. Compute Discounted Cash Flows (DCF) for both the projects
II. Compute Net Present Value (NPV) for both the projects
III. Suggest the better proposal on the basis of NPV

b. Manufacturers report inventory in the form of raw materials, work-in-process, and finished goods. For each category, discuss how an increase might be viewed as a positive or a negative indicator of future performance depending on the circumstances that led to the inventory buildup.

c. Discuss the importance to analysis of the statement of cash flows. Identify factors entering into the interpretation of cash flows from operations with suitable illustrations.

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END SEMESTER EXAMINATION, JANUARY - 2024

M. B. A. Semester - III

Course Name: Labour Laws **Course Code: MBA335**

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 recognized Trade union as per the Trade unions act? CO1

b. Differentiate between temporary and permanent Disablement CO1

c. What is the maximum Bonus CO1

d. What is set on of Bonus CO1

e. Is contract labour covered under PF Act? CO1

f. What is the eligibility criterion to get ESI coverage? CO1

g. What is minimum bonus under the Bonus Act? CO1

h. What are the eligibility criteria for employees to receive gratuity? CO1

i. What do you mean by occupational disease CO1

j. What is the eligibility for ESI act 1948? CO1

Q.2 SHORT ANSWER QUESTIONS – Attempt any Five. (4x5 = 20 Marks)

a. It was clearly displayed in the manufacturing room of a factory that no worker should enter the room without wearing the safety eye glasses. A worker, Ram enters the room without wearing the safety glasses and starts working which leads to eye injury. The left eye of the employee got completely damaged leading to the case of partial disablement. The employee claims for the compensation but the management rejects the claim, due to the fact that it was negligence on the part of employee. Should the management pay the compensation in this case as per law? Give reasons. CO3,4

b. An employee works with an organization for 25 yrs. His last month salary is as under:
Basic: 45000
DA : 22000
HRA : 12000
TA : 9000
Medical: 6000
Calculate the gratuity payable to the employee. CO5

c. A group of 13 employees working with factory, absent themselves without due notice for 2 days. The management decides to deduct the wages of these 13 workers for six days. The workers filed a complaint against the management; appealing that the deduction for six days wages for two days absence was illegal and thus only two days wages should be deducted for two days absence. Who is right? Workers or Management. Give reasons. CO3,4

d. What are the various reasons and circumstances in which an employee can withdraw/take advance from his/her PF account while on job as per PF act 1952? CO1,CO3

e. A worker joins an organization on 1st September, 2022 and meets an accident leading to disablement on 2nd November, 2022. The worker is contributing in ESI fund. The worker demands disablement benefit from the organization. Is he liable to get disablement benefit under ESI? Give reasons. CO3,4

f. Critically analyze the Trade Union movement in India and highlight any four reasons for its failure. CO3,4

g. Under what circumstances the employer is not liable to pay compensation in case of disablement? CO3,4

Q.3 STRUCTURED QUESTIONS – Attempt any Three. (3x10 = 30 Marks)

a. Explain the benefits that can be availed by the insured employee under ESI Act? CO1,2

b. What are the various reasons and circumstances in which an employee can withdraw/take advance from his/her PF account while on job as per PF act 1952? CO1,CO3

c. Critically examine and discuss the permissible deductions from wages that can be made by the employer under Payment of Wages Act, 1936? CO3,4

d. An employee is drawing monthly wages of Rs 18,000. Calculate the monthly contribution of employer and employee to his/her ESI fund. What are the various benefits available to this employee, once he/she becomes an ESI card holder? CO3,5

4. Case Analysis/ Situation Based QUESTIONS – Attempt any Two. (2x15 = 30 Marks)

a. A worker while working on machinery in plant met an accident and lost his two fingers of one hand. The case accounted to permanent partial disablement. The worker was born on 16 April, 1980 and met an accident in 3rd February, 2022. His last drawn wages are Rs. 19000/month. Calculate the compensation for this case. Loss of two fingers of one hand accounts to 50% loss. CO5,6

b. An employee's monthly salary is as under:
Basic : 35,000
DA : 18000
HRA : 5000
TA : 2000
Medical: 2000
Calculate the monthly contribution of employer and employee to the provident fund and pension fund of PF. CO5,6

c. An employee drawing a monthly wage of Rs. 22,000 meets with an accident while working on a machine and dies on 18th March, 2021. He was born on 11th April, 1982. Calculate the amount of compensation payable to him. CO5,6

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END SEMESTER EXAMINATION, JANUARY - 2024

M. B. A. Semester - III

Course Name: Financial Institutions & Markets **Course Code: MBA322**

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. Define the term Sensitive Indices. CO1

b. Define the term Capital Market. CO2

c. Define the role of RBI. CO1

d. Explain the tem Government Securities. CO2

e. Define the term Stock Exchange. CO2

f. Define the term T-bills. CO1

g. Define Primary Market. CO2

h. Define Commercial papers. CO1

i. Explain the term Preference Shares. CO1

j. Explain the term Certificates of Deposits. CO2

Q.2 SHORT ANSWER QUESTIONS – ***Attempt any Five.*** **(4x5 = 20 Marks)**

a. Explain the role of Clearing corporation of India Ltd. CO2

b. What do you mean by the term Dematerialization? CO2

c. Explain few regulations of SEBI. CO3

d. Discuss briefly about NABARD. CO3

e. Explain the term Equity Shares. CO2

f. What are the major functions of IDBI? CO3

g. Elaborate the term Gilt –edged securities. CO2

Q.3 STRUCTURED QUESTIONS – ***Attempt any Three.*** **(3x10 = 30 Marks)**

a. Explore the impact of technological advancements on stock trading in India. How has the adoption of electronic trading platforms and algorithmic trading changed market dynamics, liquidity, and the overall trading environment? CO3

b. Define the role of technology and digital platforms in shaping the landscape of the Indian financial market, and highlight any challenges associated with this trend.CO3

c. "The NIFTY 50 and the BSE Sensex are popular stock market indices in India."
Question: What do the NIFTY 50 and BSE Sensex represent, and why are they significant in the context of the Indian financial market? CO4

d. Recognize the importance of RBI and its function in regulations of financial institutions. CO4

Q.4 Case Analysis/ Situation Based QUESTIONS – ***Attempt any Two.*** **(2x15 = 30 Marks)**

a. "Navigating Stock Market Volatility in India: A Case Study of XYZ Company"
Scenario: The stock market in India is known for its dynamic nature, characterized by rapid price fluctuations and changing economic conditions. XYZ Company, a prominent firm in the pharmaceutical sector, has experienced significant stock price fluctuations over the past year. Analysing this case, you can gain insights into the dynamics of the Indian stock market.
Question 1: In the context of XYZ Company's stock performance, examine the factors that have contributed to the volatility of the Indian stock market. How have global events, economic conditions, and industry-specific factors influenced the stock's performance over the past year?
Briefly provide a comprehensive analysis of the various factors that have impacted XYZ Company's stock performance in the Indian stock market, considering both domestic and international influences. Additionally, discuss how the company has responded to these challenges. CO5

b. ABC Bank is a prominent financial institution in India, with a substantial portfolio of loans extended to various businesses and individuals. Among its clients is XYZ Corporation, a medium-sized manufacturing company. XYZ Corporation has been a long-time borrower from ABC Bank and has a significant outstanding loan amount.
Over the past year, XYZ Corporation has faced financial difficulties due to economic challenges and a downturn in its industry. Despite its efforts to restructure its operations and repay its debts, the company finds itself unable to meet its loan obligations to ABC Bank. As a result, XYZ Corporation defaults on its loan payments for several consecutive months.
Concerned about the rising non-performing assets (NPAs) and the potential impact on the stability of the banking sector, the RBI begins to closely monitor the situation. ABC Bank, on its part, engages in negotiations with XYZ Corporation to find a solution to the default and avoid taking drastic measures.
Question 1: Explain the role and responsibilities of the RBI in regulating and supervising banks in India, especially concerning the management of NPAs.
Question 2: Analyse the potential consequences of XYZ Corporation's loan default on ABC Bank and the broader banking sector. How can a high level of NPAs affect a bank's financial health and its ability to lend to other customers? CO5

c. The National Stock Exchange of India (NSE) was founded in 1992 as a government-promoted exchange with the objective of providing a modern, efficient, and transparent platform for trading in various financial instruments. This case study explores how NSE has transformed the Indian stock market landscape.
The case study aims to analyze the growth, impact, and innovation brought about by NSE in the Indian stock market, as well as the challenges it has faced.

- Discuss the introduction of the electronic trading platform by NSE, which replaced the traditional open-outcry system.
- Analyze how the electronic trading system improved efficiency, transparency, and accessibility in the Indian stock market. CO4

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END SEMESTER EXAMINATION, JANUARY - 2024

M. B. A. Semester - III

Course Name: Strategic Management **Course Code: MBA301**

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.	Recall a Critical Success Factor from your area of specialization. Why is it critical?	CO 1
b.	What is managing stakeholder vs shareholder expectations?	CO 1
c.	Provide an example of SBU from corporate India.	CO 1
d.	With an example, explain core competence.	CO 1
e.	Explain strategic alliance with an example.	CO 1
f.	Discuss the use of the design strategic lens.	CO 2
g.	Explain the concept of the Balanced Scorecard.	CO 2
h.	Explain the 'novelty of technology' in resource strategy.	CO 2
i.	Explain strategy as an Experience lens.	CO 2
j.	Explain Political environment with an example.	CO 2

Q.2 SHORT ANSWER QUESTIONS – ***Attempt any Five.*** **(4x5 = 20 Marks)**

a.	Apply the resources, capabilities, and competencies for a restaurant business.	CO 3
b.	Apply the significance of the BCG matrix concerning a start-up.	CO 3
c.	Apply with an example the difference between market and capability-based SBU.	CO 3
d.	Apply the importance of Mandelow's matrix in an M&A.	CO 3
e.	Examine the 5 types of decisions for an international strategy.	CO 4
f.	Examine the relevance of discounted cash flow in the acceptability of a strategy.	CO 4
g.	Examine the concept of Polycentric international strategy.	CO 4

Q.3 STRUCTURED QUESTIONS – ***Attempt any Three.*** **(3x10 = 30 Marks)**

a.	Analyze the Strategy Clock for the cinema industry.	CO 4
b.	Analyze the GE Model for an industry of your choice.	CO 4
c.	Evaluate the Value Chain Analysis for a healthcare organization.	CO 5
d.	Evaluate the blue vs red ocean strategy for a mobile phone brand.	CO 5

Q.4 Case Analysis/Situation-Based QUESTIONS – ***Attempt any Two.*** **(2x15 = 30 Marks)**

a.	Evaluate the case facts & the strategic role of key players.	CO 5
b.	Conduct a SWOT analysis of the situation.	CO 6
c.	Using S.A.F Model, recommend your decision.	CO 6

HBR Case Study by Simon Greathead

Ricardo Ruiz couldn't fall asleep. It was his third trip to Singapore—he'd initially come to scout locations for the first Asian outpost of his climbing-gym chain, Ascendancy; had returned for the grand opening a year ago; and was there now to check on operations. But the 23-hour flight from Raleigh, North Carolina, via San Francisco hadn't gotten any easier, and the founder and CEO still found the jet lag brutal.

He had just given up and gotten dressed when his phone rang. It was Margo Little, Ascendancy's COO.

"You remember I'm in Singapore, right? And it's the middle of the night here?" Ricardo said in a teasing tone. The two were not only colleagues but old friends and climbing partners.

"I wouldn't have called if it weren't serious."

Ricardo snapped out of his fog. "What's wrong?" he asked, his heart racing. Had something happened to his family? Was there a company crisis?

"It's Ascendancy Liverpool," Margo said, referring to the company's second UK location, which had opened three months earlier. "A novice climber didn't tie in correctly, fell from 15 feet, hurt his back, and is suing us for £4 million."

"Didn't he sign the waiver?"

"Of course he did. Our lawyers say it's a ridiculous claim and will be thrown out. But it's all over the press. He says we didn't adequately warn him of the danger or give him enough instruction."

"But we follow the exact same procedures in every gym"—after 10 years, Ascendancy had 35 thriving ones in the United States, plus three international locations1—"and we've never had a problem before."

"I know. We're highlighting that fact with reporters and on social media. I called to get you to sign off on a statement. But I'm worried that Liverpool will take a big hit. Maybe Cardiff too. Given how slow out of the gate those gyms have been, we can't afford a PR crisis." She hesitated, and then spoke again. "Honestly, Ric, I'm starting to think maybe we came at the UK too fast."

"What do you mean?" the CEO asked. "This is one incident."

"Yes. But it's another warning sign. Why haven't our UK marketing campaigns worked as well as the U.S. ones? Why aren't sales doubling month to month like they're doing in Singapore? Why aren't we getting the same influencer traction we have everywhere else?2 And why on earth would any reporter think that a guy who fell because of his own carelessness deserves a story? I don't understand this market."

Ricardo ran a callused hand through his hair. He'd been worried about the UK gyms too. That's why he hadn't slept on the plane: P&L review.

"Let's focus on the problem at hand—damage control," he said. "Send me the statement, and I'll review it ASAP. I'll also book a flight to Liverpool. It sounds like I should be on the ground there. You too. We'll discuss the bigger picture then."

Ricardo ended the call. He felt sick, and it had nothing to do with jet lag. After all of Ascendancy's domestic success and the recent win in Singapore, had the team grown overconfident about its ability to conquer new markets?

A Heated Disagreement

Ricardo was still in Liverpool a week later. The climber had withdrawn his lawsuit following reports that he had previously injured his back in a nightclub brawl and had tried to sue on that occasion, too. But the gym still wasn't attracting the crowds the team had counted on.

Ricardo had called a meeting at the gym with Margo, who was also still on-site; Charlie Saperstein, the head of business development, who was Skyping in between visits to potential locations in Amsterdam; and Kian Chambers, whom they'd hired to oversee Ascendancy Liverpool.

Ricardo turned to the local manager first. "Kian, you know this market best. What do you think is going on?" He sensed the young man's hesitation and gave him an encouraging nod. "Please speak frankly."

"Well, like I said when we started, climbing is just catching on here.3 My mates and I have been doing it for years, but most lads my age do footie or rugby or cricket for sport, and the fitness people are used to just treadmills and machines. We've got to educate them, right? Plus, it's winter; when it's dark by afternoon, people don't get out as much. Even the athletic ones settle down for a pint at home or at the pub. And I know the lawsuit is over, but I think it created a bit of a scare and maybe some worries that this big American company was more interested in making a few quid than providing a quality experience. We get lots more questions about safety now, especially from mums. It's gotten even harder to fill the youth classes."

Ricardo grimaced. Young adults, teenagers, kids—they were Ascendancy's bread and butter.
Charlie jumped in. "We knew there would be challenges. But we picked Liverpool precisely because climbing gyms are new there, because it's not saturated with competitors, because we could start and lead the trend just like we did in our U.S. cities."
When the executive team had begun its international push, the criteria for site selection had been simple: The company looked for markets with English as the primary or the dominant secondary language and with city-plus-suburb populations of more than 2 million and two or fewer existing climbing gyms; populations of more than 1 million and just one existing gym; or more than 400,000 people and no gyms. 4 Liverpool, with more than 2 million residents in the metropolitan area and only two small climbing centers, had fit the bill.
"That strategy is working in Singapore," Charlie continued. "We can't open another gym there soon enough. I've also found two amazing sites in Amsterdam. There's a huge advantage to being a first mover5—making sure people get to know climbing through our walls and equipment and classes. We just need to give Liverpool more time."
"Cardiff too?" Margo chimed in. "The numbers there are just as bad."
"They're not bad—they're just not quite as good as we typically see," Charlie replied.
Ricardo frowned. "Not quite as good" was unlikely to satisfy the chain's private equity investors.
"With the growth we're seeing in Singapore, and with the success of the new Providence and Nashville gyms—and maybe Amsterdam, Manchester, and Dublin next year—we can make up for the slow start in Liverpool and Cardiff," Charlie said, his enthusiasm undimmed.
"That's not how we operate," Margo said, bristling. "Each gym needs to recoup 20% of its initial capital investment within a year and cover its operating costs within two.6 We're not on pace to do that here." She gestured at the three-story expanse of undulating gray across from the table where the group sat. Only two climbers were on it, gripping Ascendancy's signature neon holds.
"That's how we've done it in the past," Charlie answered. "But we've gotten some bad press here. When you're working in new countries, different issues crop up. Maybe we need to be more flexible with our overseas operations—shift the goals and the model to a portfolio approach."7
"Or maybe we should hit pause on our international expansion—take a little more time to understand the markets we're entering," Margo retorted. "Perhaps consider more factors than language, population, and competitors, and start way earlier on the education and outreach that Kian talked about. This is a $50 million company now. Why would we change the model that's gotten us to this point? It's the aggressive growth plan we should be rethinking."
"And let rivals like Kilimanjaro and Triple Peaks pass us?8 They're looking at Europe too."
"I get the urgency, Charlie," Margo said. "But I don't think we need to move quite as fast as you're suggesting."
Ricardo had never minded having his team engage in heated debates, but he saw that Kian was starting to look uncomfortable.
"OK, you two," he said. "It's clear where you stand. Charlie, go ahead to your next meeting. Margo, we have a plane to catch. And Kian, let's get you back out on the floor."
As Margo took calls from various local managers on the way to the airport, Ricardo replayed the earlier discussion. He couldn't imagine telling the board that he wanted to change the company's accounting practices to allow for more-modest single-gym targets, nor could he see suggesting that the global strategy they'd approved the previous year needed to be completely revamped. Neither was a good option.

Kids on the Wall

What Ricardo loved most about climbing was that it required so much focus you couldn't think about anything else. Toe on this foothold, hand on that jug, find another hold, stretch for the next grip. He was on one of the toughest routes at Ascendancy Raleigh and was almost to the top. If it was a choice between climbing and lunch, he always chose the former and ate a few energy bars at his desk.
Suddenly he heard cheering from below. It was the first day of his kids' December school break, and his wife, Emily—who was also Ascendancy's head of programming9—had brought them in for an afternoon of climbing.
"Just in time!" he shouted as he grasped the final hold and slapped the top of the wall. The kids continued cheering as he rappelled down and high-fived him on the ground.

“Can you stay and watch for a bit?” Emily asked.
“Sure.” Ricardo smiled; his enthusiasm for the sport had rubbed off on the family long ago. “Fifteen minutes here, a quick shower, then on to my next call.”
Once the kids were tied in and climbing, Emily turned to business. She had taken the day off, but the company’s UK challenges were worrying her, too.
“What’s the latest on Liverpool? The last I heard from Kian, classes were still at 50% capacity.”
“It’s slow,” Ricardo answered.
“Is it fallout from the lawsuit? Or are the English less into climbing than we thought?”
Ricardo hesitated. “I’m really not sure. We’ve upped the marketing. Kian is working his connections. But it’s just not picking up.”
“And Cardiff?”
“Slightly stronger. But not like here or Singapore.”
“What’s going on with Amsterdam?”

“Charlie just emailed. He’s negotiated two potential contracts. He wants me to visit this week, sign one this month, prep the site this winter, and start construction in the spring.”
“Are you comfortable moving that quickly?”
Ricardo looked at his seven-year-old son, who was already high up on the wall. Mateo was a risk-taker, trusting his gut and usually ascending in record time. Maya, 10, was more cautious. She climbed at about half Mateo’s pace but never slipped or fell.
In climbing and in business, Ricardo had always been like Mateo. But he was starting to wonder if under Ascendancy’s current circumstances, Maya’s strategy made more sense.

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END SEMESTER EXAMINATION, JANUARY - 2024

M. B. A. Semester – III

Course Name: Advertising & Marketing Communications **Course Code: MBA311**

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.	Name two forms of broadcast media commonly utilized in advertising and briefly explain their advantages.	CO-1
	b.	Explain how corporate advertising can impact a company's relationship with stakeholders and influence public opinion.	
	c.	Outline two current trends in internet marketing and discuss their implications for businesses in terms of staying competitive and reaching target audiences.	
	d.	Explain the importance of evaluating ethical aspects in promotional activities. Identify two ethical considerations that businesses should address when designing promotional campaigns.	
	e.	Define the scope of sales promotion in the overall marketing strategy of a business.	
	f.	List two key elements that make up the AMC mix, emphasizing their respective roles in reaching target audiences.	
	g.	Discuss the role of public relations in shaping and maintaining a positive brand image for a company.	
	h.	Discuss one factor that has contributed to the growth of Advertising & Marketing Communication in the digital era.	
	i.	Explain the concept of self-regulation in the context of advertising. Provide an example of an industry or organization that practices self-control in advertising.	
	j.	Name two benefits that businesses can derive from incorporating direct marketing into their promotional mix.	
Q.2		**SHORT ANSWER QUESTIONS** – *Attempt any Five.* **(4x5 = 20 Marks)**	
	a.	What is Emotional Creative Advertising, explain with example.	CO-4
	b.	When are Feelings ad used? Explain the component of Feelings ad (with example).	CO-3
	c.	Write a note on factors influencing Sales.	CO-2
	d.	How do you measure the impact of advertisement?	CO-6
	e.	Why is Positioning important. Write a note on positioning strategies.	CO-4
	f.	Explain the terms: a) Webcasting b) Eye Tracking	CO-1
	g.	Explain the advantages and disadvantages of sales promotion as compared to advertising.	CO-2
Q.3		**STRUCTURED QUESTIONS** – *Attempt any Three.* **(3x10 = 30 Marks)**	
	a.	What is Direct Marketing? Write about factors contributing to the growth.	CO-2
	b.	Explain AIDA Model, Prepare a flowchart to support.	CO-4
	c.	What are the principles of Testing? Write about its Testing Options.	CO-5
	d.	What are the emerging trends with reference to social media boom?	CO-6
Q.4		**QUESTIONS** – *Attempt any Two.* **(2x15 = 30 Marks)**	
	a.	Write a note on role of Advertising, mentioning its structure & disciplines, followed by its function.	CO-4
	b.	What are different types of media? List out the advantages and disadvantages.	CO-2
	c.	Explain the advantages and disadvantages of sales promotion as compared to advertising.	CO-5

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