

Enrol. No. S R H U

30/12/24
Regn. No. D D**END SEMESTER EXAMINATION, DECEMBER - 2024****M. B. A. Semester - III****Course Name: Financial Institutions & Markets****Course Code: MBAF204****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 Financial services.	(CO1)
	b.	Define the term Capital Market.	(CO1)
	c.	Define the term Call Money.	(CO1)
	d.	Explain the term Government Securities.	(CO1)
	e.	Define the term Credit rating Institutions.	(CO1)
	f.	Define the term T-bills.	(CO1)
	g.	Define Primary Market.	(CO1)
	h.	Define Commercial papers.	(CO1)
	i.	Explain the term Preference Shares.	(CO1)
	j.	Explain the term Certificates of Deposits.	(CO1)
Q.2		SHORT ANSWER QUESTIONS – Attempt any Five.	(4x5 = 20 Marks)
	a.	Explain the role of Non-banking financial Institutions.	(CO2)
	b.	What do you mean by the term Dematerialization?	(CO2)
	c.	Explain few regulations of SEBI.	(CO2)
	d.	Discuss briefly about NABARD.	(CO2)
	e.	Explain the term Equity Shares	(CO2)
	f.	What are the major functions of IDBI?	(CO2)
	g.	Elaborate the term Gilt –edged securities.	(CO2)
Q.3		STRUCTURED QUESTIONS – Attempt any Three.	(3x10 = 30 Marks)
	a.	Discuss the role of regulatory bodies like SEBI (Securities and Exchange Board of India) in maintaining market integrity in the Indian stock exchange. How have recent regulatory changes affected market participants and investor confidence?	(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)

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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. Case Study: The Rise of Fintech in Indian Financial Markets Background: In recent years, the Indian financial markets have witnessed a significant transformation with the emergence of various fintech companies. These companies leverage technology to provide innovative financial services, challenging traditional banking and investment models. One such company, "TechFinance India," has gained prominence for its digital lending platform. Scenario: TechFinance India was founded five years ago with a vision to make financial services more accessible and efficient for the Indian population. The company started by offering personal loans and has since expanded its services to include investment advisory, insurance, and digital payments. As a result, it has attracted a large customer base, particularly among the younger generation. However, this rapid growth has raised concerns and sparked debates within the financial industry. Traditional banks are worried about the potential disruption to their business models, while regulators are keenly monitoring the sector to ensure consumer protection and financial stability. Question: TechFinance India and similar fintech companies are attracting customers with their user-friendly interfaces, quick loan approvals, and lower interest rates. Traditional banks are struggling to keep up. How can traditional banks adapt to the changing landscape and compete with fintech companies?	(CO5)

END SEMESTER EXAMINATION, DECEMBER - 2024

M. B. A. Semester - III

Course Name: Human Resource Planning & Development Course Code: MBAH306
(noc24_125)

Time allotted: 03 Hours

Max. Marks: 100

Note: Read all the instructions carefully.

Q.1 VERY SHORT ANSWER QUESTIONS – Attempt All.		(10x2 = 20 Marks)	CO
a.	List one objective of Human Resource Planning?		1
b.	Define Human Resource Planning.		1
c.	What is coaching?		1
d.	Why is Succession Planning important in organizations?		1
e.	What is an employee assistance program (EAP)?		1
f.	What is competency mapping?		2
g.	List one importance of Human Resource Planning?		2
h.	What is Career Planning?		2
i.	What information does Human Resource Accounting provide to management?		2
j.	What are the key skills required for effective coaching?		2

Q.2 SHORT ANSWER QUESTIONS – Attempt any Five.		(5x4 = 20 Marks)	CO
a.	Discuss the key factors to be considered in a Human Resources Development program.		3
b.	Discuss how employee wellness programs contribute to employee satisfaction.		3
c.	Explain how performance appraisals can enhance career development and alignment with organizational goals.		3
d.	Explain how a mentoring relationship supports the growth of the mentee and the mutual benefits it provides.		3
e.	Describe the components of a comprehensive employee assistance program (EAP).		4
f.	Discuss the benefits of integrating Human Resource Planning with business strategy.		4
g.	Detail how Succession Planning supports organizational continuity.		4

Q.3 STRUCTURED QUESTIONS – Attempt any Three.		(3x10 = 30 Marks)	CO
a.	Explore the role of workforce analytics in Human Resource Planning and examine how it helps forecast and meet future HR needs.		4
b.	Define Career Planning and discuss its importance in individual professional development.		4
c.	Characterize a successful mentoring relationship and discuss the mutual benefits it provides to both participants.		5
d.	Analyze the impact of effective coaching on team dynamics and individual performance within a department.		5

Q.4 CASE ANALYSIS/ SITUATION BASED – Attempt any Two.		(2x15 = 30 Marks)	CO
a.	Outline the key steps to develop a mentoring program within an organization. Describe the practical considerations for matching mentors with mentees and how such programs can be monitored and evaluated by HR to ensure they contribute to employee development.		5
b.	Analyze how the adoption of a Human Resource Information System (HRIS) transforms traditional HR functions. Discuss the implications of using advanced data analytics for proactive workforce management and strategic decision-making.		6
c.	Prestige Enterprises has recently experienced issues with payroll discrepancies and high turnover rates. As an HR consultant, outline how you would conduct a Human Resources Audit to identify and resolve these issues. Include the steps you would take, the key areas you would focus on, and how you would report the findings to management.		6

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END SEMESTER EXAMINATION, DECEMBER - 2024
M. B. A. Semester - III

Course Name: Security Analysis & Portfolio Management **Course Code: MBAF209**
(noc24_mg102)

Time allotted: 03 Hours

Max. Marks: 100

Note: Read all the instructions carefully.

- Q.1 VERY SHORT ANSWER QUESTIONS – Attempt All.** **(2x10 = 20 Marks)**
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|---|-----|
| a. Define the term "trading" with suitable example. | CO1 |
| b. What do you mean by Tobin's Q? | CO1 |
| c. Recall the differences between trading and investment. | CO1 |
| d. Explain the concept of risk-return trade-off in investment. | CO1 |
| e. Define the market efficiency in the context of share market behavior. | CO1 |
| f. Discuss the process of Mutual fund investment by an individual. | CO2 |
| g. Discuss the core principles of value investing. | CO2 |
| h. Discuss the significance of Buy and Hold strategy in investment decisions. | CO2 |
| i. Explain the Noise theory with an example. | CO2 |
| j. Compare and contrast Economic and Industry analysis. | CO2 |

- Q.2 SHORT ANSWER QUESTIONS – Attempt any Five.** **(4x5 = 20 Marks)**
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|--|-----|
| a. Apply active and passive investment strategies to different market conditions | CO3 |
| b. Solve a problem of analyzing security prices by using technical analysis. | CO3 |
| c. Apply different plans to revise portfolio. | CO3 |
| d. Solve a portfolio optimization problem using the Dow Portfolio Theory. | CO3 |
| e. Analyze the Jensen's measures to manage portfolio. | CO4 |
| f. Examine the industry-specific risks associated with the automobile sector. | CO4 |
| g. Analyze the different avenues of investment of the money market of India. | CO4 |

- Q.3 STRUCTURED QUESTIONS – Attempt any Three.** **(3x10 = 30 Marks)**
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|--|--|
| a. Analyze the impact of different financial and non- financial indicators on the investment climate and provide a comprehensive assessment of potential investment opportunities, including a discussion of risk factors. CO4 | |
| b. Examine the systemic and non-systemic risks associated with investing in the service sector. Provide an analysis of potential risk mitigation strategies and their implications for portfolio management. CO4 | |
| c. Evaluate the differences between fundamental and technical analysis with their importance and limitations. CO5 | |
| d. Critique the impact of portfolio rebalancing strategies on long-term investment performance. Discuss the pros and cons of various rebalancing approaches. CO5 | |

- Q.4 Case Analysis/ Situation Based QUESTIONS – Attempt any Two.** **(2x15 = 30 Marks)**
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|--|--|
| a. Evaluate and critique the security market line. Explain the assumptions, analysis and applications of CAPM. CO5 | |
| b. Write a research report that provides a thorough analysis of an Indian IT sector, including an overview of key players, growth potential, and potential investment opportunities. CO6 | |
| c. Formulate a security analysis strategy for choosing the best investment alternative. CO6 | |

END SEMESTER EXAMINATION, DECEMBER - 2024**M. B. A. Semester - III****Course Name: Labour Laws****Course Code: MBAH307****Time allotted: 03 Hours****Max. Marks: 100****Note: Read all the instructions carefully.****Q.1 VERY SHORT ANSWER QUESTIONS – Attempt All. (2x10 = 20 Marks)**

- Trade union act comes under which labour code? CO1
- Differentiate between temporary and permanent Disablement CO1
- What is the maximum Bonus? CO1
- What is set on of Bonus? CO1
- Is contract labour covered under PF Act? CO1
- What is the eligibility criterion to get ESI coverage? CO1
- What is minimum bonus under the Bonus Act? CO1
- What are the eligibility criteria for employees to receive gratuity? CO1
- What do you mean by occupational disease? CO1
- What is the eligibility for ESI act 1948? CO1

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

- 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
- 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
- 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
- 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? CO3
- 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. CO4
- Critically analyze the Trade Union movement in India and highlight any four reasons for its failure. CO3
- Under what circumstances the employer is not liable to pay compensation in case of disablement? CO3

P.T.O./-

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? CO2
- 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? CO3
- c. Critically examine and discuss the permissible deductions from wages that can be made by the employer under Payment of Wages Act, 1936? CO4
- 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? CO5

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. CO6
- 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. CO6
- 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

END SEMESTER EXAMINATION, DECEMBER - 2024

M. B. A. Semester - III

Course Name: Services Marketing

Course Code: MBAM110

Time allotted: 03 Hours

Max. Marks: 100

Note: Read all the instructions carefully.

- Q.1 VERY SHORT ANSWER QUESTIONS – Attempt All. [Word limit – 30 words] (2x10 = 20 Marks)**
- Can you give an example of a tangible good? CO-1/PO-1
 - Can you define the role of the 'company' component in the Service Marketing Triangle? CO-1/PO-5
 - Describe the significance of the 'Place' element in making services accessible to customers. Provide examples of distribution channels for services. CO-1/PO-3
 - Define targeting in the context of market segmentation and explain its significance. CO-1/PO-2
 - Define differentiation and its role in creating a competitive advantage for a service. CO-1/PO-3
 - What is the fundamental difference between goods and services? CO-1/PO-1
 - How does 'Physical Evidence' influence customer perceptions of service quality? Provide examples of tangible cues used in service marketing. CO-2/PO-3
 - Discuss the role of process design in delivering consistent and efficient services. CO-2/PO-2
 - What role do intermediaries play in service delivery, and how can they enhance the customer experience? CO-2/PO-2
 - How does differentiation set a service apart from its competitors, and what are some common differentiation factors? CO-2/PO-3
- Q.2 SHORT ANSWER QUESTIONS – Attempt any Five. [Word limit – 100 words] (4x5 = 20 Marks)**
- As a marketing executive for a tech company, how would you use the idea of 'intangibility' to promote a new software service? CO-3/PO-2
 - As an employee in a service industry, how would you apply the concept of the Service Marketing Triangle to improve your interactions with customers and contribute to their positive experiences? CO-3/PO-3
 - Develop a process design plan for a restaurant to ensure efficient order taking and food delivery. CO-3/PO-3
 - Imagine you are managing marketing for a luxury spa. Describe the market segments you would identify and explain how you would tailor services for each segment. CO-3/PO-3
 - Analyze a situation where a company failed to align its organizational culture with its service strategy, resulting in negative customer experiences. What were the key contributing factors, and how could this have been prevented or rectified? CO-4/PO-6
 - Analyze the role of technology integration in adapting to changing customer demands in the context of service capacity management. CO-4/PO-3
 - Analyze the importance of conveying value accurately in service promotions. How can misalignment between promotion and service delivery affect customer perceptions? CO-4/PO-6
- Q.3 STRUCTURED QUESTIONS – Attempt any Three. [Word limit – 200 words] (3x10 = 30 Marks)**
- Analyze how customer loyalty can lead to positive word-of-mouth marketing and its impact on a service business's reputation. CO-4/PO-4
 - Compare and contrast the strategies for handling customer complaints in a traditional brick-and-mortar retail store and an online e-commerce platform. CO-4/PO-3
 - Evaluate the impact of a service failure on each component of the Service Marketing Triangle—Company, Employees, and Customers. How can a company effectively recover from a service failure, and what strategies can be implemented to prevent future occurrences? CO-5/PO-4
 - Assess the impact of poor positioning on a service's market performance and customer acquisition. CO-5/PO-1

P.T.O./-

Q.4 CASE ANALYSIS/ SITUATION BASED – Read the following case and answer any two of the following questions.

(2x15 = 30 Marks)

Happy Travels – Competing in The Online Travel Market

Background

Happy Travels is a mid-sized travel agency that specializes in custom-designed vacation packages. With the growth of online travel platforms and the ease of booking flights and hotels online, the agency has seen a sharp decline in bookings over the past three years. In response, Happy Travels has developed an online platform where customers can create and customize their own travel packages. However, they are struggling to attract new customers to the platform, and customer feedback suggests that the website is not user-friendly and lacks personalization.

Challenges

The company must improve its digital presence, enhance customer experience on the platform, and compete with established online travel agencies. They are also focusing on building a stronger brand identity in the competitive online travel market.

QUESTIONS

- a. Evaluate how Happy Travels can use digital marketing strategies to attract more customers to its online platform. What role do content marketing and social media play in building customer engagement? CO-5/PO-2
- b. Create a plan to integrate technology, such as chatbots, AI, and data analytics, into Happy Travels' online platform. How can these technologies enhance customer satisfaction and loyalty by providing personalized service experiences? CO-6/PO-4
- c. Create a strategy for Happy Travels to differentiate its service from other online travel platforms. How can service quality, personalization, and customer experience contribute to building a competitive advantage? CO-6/PO-6

Enrol. No. S R H U

6/1/25
Regn. No. D D**END SEMESTER EXAMINATION, DECEMBER - 2024****M. B. A. Semester - III****Course Name: Consumer Behaviour****Course Code: MBAM103****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.	Compare the selling concept with marketing concept on any three points		CO1
b.	What is perception?		CO1
c.	Explain Just Noticeable Difference (J.N.D.).		CO1
d.	Compare personal consumer with organizational consumer.		CO1
e.	How positioning and targeting interrelated to each other?		CO1
f.	Comment on the limitations of usage of primary data in consumer research.		CO2
g.	Explain Needs and Wants with example.		CO2
h.	Briefly describe the motivation process.		CO2
i.	List down the five criteria for effective targeting.		CO2
j.	Describe the concepts of brand personality.		CO2
Q.2		SHORT ANSWER QUESTIONS – Attempt any Five.	(4x5 = 20 Marks)
a.	What is Perceptual Mapping? Explain with example.		CO3
b.	Elaborate 'Trait Theory' of personality.		CO3
c.	Compare the advantages and disadvantages of analyzing consumer behavior through mail, personal interview and online surveying in terms of cost, speed, and quality of response.		CO3
d.	What are the four main influencers of attitudes?		CO3
e.	Differentiate between innate and acquired needs. Give an example of each.		CO4
f.	Discuss the various elements of consumer learning.		CO4
g.	List down and discuss the five criteria for effective targeting.		CO4
Q.3		STRUCTURED QUESTIONS – Attempt any Three.	(3x10 = 30 Marks)
a.	How do inner-directed people differ from other-directed people? How does that implicate marketers?		CO4
b.	Compare behavior learning with cognitive learning citing relevant examples.		CO4
c.	Why is Family Life Cycle an important basis for segmentation? Use rationale to support your answer with real example you come across with.		CO5
d.	In context of Consumer Behaviour does your lifestyle differ significantly from your parents' lifestyle? If so, how are the two lifestyles different? What factors cause these differences? Explain your answer with realistic justification.		CO5

P.T.O./-

A Consumer's Buying Decision Process

Lalith is a store manager and head of the distribution centre in an Indian company that's located in one of the developing cities. His family includes his parents who have retired from their respective banking professions, his wife who is working as a librarian in a college, his twin sons who are now eligible for primary school admissions and an unemployed younger sister whose marriage is fixed. Lalith belongs to a middle class segment but more or less, the income level and family saving is good.

Lalith's parents are conservative in nature. They prefer to spend on the basic necessities and those essential things that make up a living. However, Lalith likes to have a comfortable lifestyle and spends most of his earnings on furnishings and interior decor. Recently, Lalith had bought two air-conditioners but his parents didn't let him install it in their room. So, he had to put the second one in the children's room. Lalith often ignores his parent's advices and does what he feels like doing. He is also planning to purchase a car within a year. His wife doesn't mind Lalith's spending habits but she is very particular to ensure that her salary is spent only on the household expenses and the rest goes to the Fixed Deposit of her Bank.

Now, since Lalith's sister is getting married soon, his parents have insisted on Lalith to spend less and save more so that the marriage ceremony takes place in a splendid way. Lalith's marriage was a small event because most of the relatives and friends had already informed that they could not attend the occasion for personal reasons. And so, Lalith's parents wanted to invite all the relatives and friends for their daughter's wedding and make the occasion a grand success. Due to this reason, there are small fights happening in the house and Lalith feels that his income is not enough to meet the requirements. He is getting irritated over small things and he has lost concentration on his work.

Then, one particular working day when Lalith was carrying out his usual routine work at the warehouse he gets a sudden call from the Vice-President (VP) of the company asking him to meet within the next half an hour. He is surprised and at the same time nervous about the meeting wondering what was the meeting about. He delegates some work to his assistant and then hurries to the adjacent building block.

The top authorities of the company had their

offices in this block. No sooner he enters the building he is called inside the VP's chamber and after some time when Lalith comes out of the room he realizes that he has received a cash reward for a record work he had accomplished a long time back. The top management even presented him a Certificate of Excellence and a personal letter asking him to lead by example. When he comes back to his office he also realizes that a copy of his certificate was put across the company's internal e-mails and notice boards. He is very happy with the recognition he deserved especially with the Cash amount he received and commits himself to solving more complicated tasks at the workplace.

Realising the need for a car before his sister's marriage, he even decides to purchase a car without wasting much time. He takes a friend along when selecting the type of car, the brand, the features and other attributes. Lalith is not particular about the brand but he prefers to have a big, spacious car which also is convenient for long distance traveling. He has an unclear budget above which he is not willing to pay for the car. His friend tells him that while deciding the features, color and other aspects, he may have to spend additional amount as well. At the end, he and his friend list down the three suitable brands that meets Lalith's

considerations. After thinking for about a week, regarding the three car choices, Lalith finally selects one among them. In the next two days, he completes all the formalities and payments with respect to the purchase. He also tells the showroom executives to deliver the car to his home. He already has a driving license but then he decides to keep a driver till he gets the confidence to drive a big car. His parents are also happy seeing that Lalith, his wife and kids are excited about owning a car. Lalith manages to convince his conservative parents that savings are important but spending on finer things in life is not bad as well especially when you are in a position to do so. His sister's marriage takes place with grandeur and Lalith gets the opportunity to display his big car in front of the guests.

Question:

a	Evaluate the situation narrated in the case and give your rationale for the Lalith's decision making process and outcome of the process. Discuss in detail with suitable illustration.	CO5
b	What do you think are the factors that influence Lalith's buying behavior in general? According to Maslow's need hierarchy theory, what are the needs of Lalith as a consumer and as an individual?	CO6
c	Identify and analyze Lalith's decision-making stages when he purchased the car. Give your rationale for the decision he took.	CO6

END SEMESTER EXAMINATION, DECEMBER - 2024**M. B. A. Semester - III****Course Name: Working Capital Management****Course Code: MBAF212****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. List the types of working capital. CO1
 - b. State the importance of retained earnings in working capital. CO1
 - c. Define ABC analysis in inventory. CO1
 - d. State the formula for EOQ. CO1
 - e. Name one benefit of using FSN analysis. CO1
 - f. Summarize the importance of adequate working capital in a business. CO2
 - g. Summarize the process of forecasting cash inflows and outflows. CO2
 - h. Summarize the impact of an extended cash cycle on working capital. CO2
 - i. Discuss how delays in accounts receivable affect the cash cycle. CO2
 - j. Describe how JIT inventory management minimizes carrying costs. CO2
- Q.2** SHORT ANSWER QUESTIONS – *Attempt any Five.* (4x5 = 20 Marks)
- a. Calculate the cash conversion cycle for a firm using given data. CO3
 - b. Apply the Miller-Orr model to establish cash management boundaries for a firm. CO3
 - c. Illustrate the process of preparing an ageing schedule. CO3
 - d. Utilize the reorder level formula to determine the replenishment point of stock. CO3
 - e. Differentiate between factoring and a letter of credit as tools for working capital finance. CO4
 - f. Investigate the role of cash concentration in improving financial efficiency. CO4
 - g. Analyze the importance of a cash budget in long-term financial planning. CO4
- Q.3** STRUCTURED QUESTIONS – *Attempt any Three.* (3x10 = 30 Marks)
- a. A company has the following details for cash management: CO4
Daily Cash flow variance: ₹40,000
Fixed transaction cost: ₹250 per transaction
Opportunity cost: 10% per annum
Lower cash limit: ₹5,000
Analyze the optimal cash return point, upper cash limit, and range using the Miller-Orr Model.
Evaluate how the results help the company manage its cash fluctuations.
 - b. A company consumes 10,000 units of raw material annually. The ordering cost per order is ₹1,200, and the carrying cost per unit is ₹50 per year. If the carrying cost per unit increases to ₹75 while the ordering cost remains constant, Compare the new EOQ with the original EOQ and examine the effect of carrying costs on the optimal order quantity. CO4
 - c. Analyze the relevance of EOQ and JIT techniques in minimizing inventory costs while ensuring production continuity. Assess the risks associated with implementing JIT in a volatile supply chain environment. CO5
 - d. A company uses both internal and external sources of working capital. Analyze the advantages and limitations of using short-term bank loans compared to trade credit as a source of working capital. CO5

P.T.O./-

Q.4

Case Analysis/ Situation Based QUESTIONS – Attempt any Two.

(2x15 = 30 Marks)

- a. XYZ Corp operates through 5 regional branches, each maintaining a separate bank account for local transactions. At the end of every week, surplus funds from these accounts are manually transferred to the corporate head office account. The current process is time-consuming and leads to idle funds at regional branches. CO5

Additional Data:

Total weekly cash surplus at branches: ₹10,00,000

Opportunity cost of idle funds: 10% per annum.

Centralizing funds could save ₹15,000 per month in administrative costs.

Critique the existing cash concentration process and its inefficiencies. Assess the potential savings from implementing an automated cash concentration system and Justify whether XYZ Corp should adopt a centralized cash pooling system.

- b. A manufacturing firm has the following details for the quarter ending June: CO6

Particulars	April (₹)	May (₹)	June (₹)
Opening Cash Balance	25,000	?	?
Collections from Debtors	1,50,000	1,20,000	1,30,000
Payments to Suppliers	1,00,000	80,000	90,000
Salaries and Wages	30,000	35,000	40,000
Overheads	10,000	12,000	15,000
Capital Expenditure	-	20,000	-

The firm aims to maintain a minimum closing cash balance of ₹20,000 each month. Design a monthly cash budget and compute the closing cash balance for April, May, and June. Assess whether the minimum balance is maintained and develop recommendations if deficits occur.

- c. "Combining techniques such as EOQ, JIT, and ABC can improve the efficiency of inventory management systems." Formulate a hybrid inventory management approach that incorporates EOQ, JIT, and ABC analysis. Design guidelines for applying this hybrid model to reduce costs and improve efficiency. CO6

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END SEMESTER EXAMINATION, DECEMBER - 2024

M. B. A. Semester - III

Course Name: Organizational Change & Development

Course Code: MBAH310

Max. Marks: 100

Time allotted: 03 Hours

Note: Read all the instructions carefully.

Q.1		VERY SHORT ANSWER QUESTIONS – Attempt All.	(2x10 = 20 Marks)	
a.		How organisations can be diagnosed at three different levels?		CO2
b.		What do you understand by organizational change?		CO1
c.		Define Values and Assumptions of OD		CO1
d.		Explain the term VUCA.		CO2
e.		How do you see role of change agent in ensuring change for the organization?		CO2
f.		What is DADA syndrome?		CO1
g.		What is the 7S framework of McKinsey?		CO1
h.		What are the five dimensions of corporate culture?		CO2
i.		Explain strategic change features.		CO2
j.		Explain Skill of OD Agents		
Q.2		SHORT ANSWER QUESTIONS – Attempt any Five.	(4x5 = 20 Marks)	
a.		What is team building intervention? Explain the process of team building.		CO2
b.		Explain Lewin's model of Organization Change?		CO2
c.		Chances are that the university you are attending is currently undergoing some sort of change to adapt more closely to its environment. Discuss the external forces that are driving the change. What internal drivers for change also exist?		CO3
d.		Describe Kübler Ross' Change Curve Model.		CO3
e.		Why do people and organizations resist change? Describe few methods of managing resistance to change.		CO3
f.		According to you, what is the future of OD? What kind of challenges might arise for OD in future?		CO3
g.		Explain OD T group intervention technique for nursing and doctors practioners.		CO3
Q.3		STRUCTURED QUESTIONS – Attempt any Three.	(3x10 = 30 Marks)	
a.		What is process intervention? How process interventions can be used in an OD program to solve problems?		CO3
b.		Which model of change management would benefit when "Businesses undergoing technology implementations or process changes" Describe the dynamics of change management model.		CO4
c.		Discuss the role of business process re-engineering in organizational change and critically evaluate it's significance.		CO3
d.		Explain the force field analysis phases of the organizational life cycle with an illustration.		CO3

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Q.4	Case Analysis/ Situation Based QUESTIONS – Attempt any Two.	(2x15 = 30 Marks)
a	Mr. Ashwin Kumar is the Marketing Department Manager of XYZ Ltd. He has noticed that the department staff seems to be pulling in separate directions and some members have trouble cooperating with others. He feels team building will help department function in a more positive and productive way. Mr. Ashwin Kumar interviews several OD consultants to find the change agent that will be right for what the department needs. Mr. Ashwin decides on Ms. Praveena Chudhari, an OD consultant that best answered the question, "How will this change agent build a group into a team?" Ms. Praveena Chudhari meets Mr. Ashwin Kumar to discuss the problems. They define the problem as Mr. Ashwin Kumar sees it. They discuss specific questions to ask and data that will be collected from interviews with team members. Ms. Praveena Chudhari interviews Mr. Ashwin Kumar's staff and immediately a number of issues surface that appear counter-productive to effective functioning. Lack of communication is identified as the most serious problem, and many of the other major issues are the direct result of the communication breakdown. Ms. Praveena Chudhari reports the general findings back to Mr. Ashwin Kumar without mentioning any names. After discussing the problem and possible ways to solve it, they decided on some action steps for XYZ Ltd. Question (a): If you were appointed as the OD Consultant, what would you have suggested? Question (b) : As an OD Consultant, formulate strategies to improve and solve the problem of XYZ Ltd.	CO5 & 6
b	For years, intel thrived on a business model that cofounder Andy Grove perfected and reinforced under his leadership and the leadership of his successor, Craig Barrett. But Intel's latest CEO, Paul Otellini, has different plans. Rather than continuing to build faster chips just for PC computers, Otellini sees bigger opportunities in new "platforms". Otellini also wants to raise the profile of marketing, rather than let engineers determine which products are developed. Even the famous Intel logo (with a lowered "e") is being ditched for a more contemporary design. Q1. What Change management strategies has Paul Otellini used to help introduce the various changes at Intel? Q2. Discuss evidence that some employees are resisting the changes. What, if anything, can Otellini do to minimize this resistance?	CO5 & 6
c	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 numbers 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. Question 1. 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.	CO5

END SEMESTER EXAMINATION, DECEMBER - 2024**M. B. A. Semester - III****Course Name: Project Management & Entrepreneurship** **Course Code: MBA303****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.	What are agile projects?		(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.		(CO5)
g.	Differentiate between entrepreneur and entrepreneurship.		(CO4)
Q.3	STRUCTURED QUESTIONS – Attempt any Three.	(3x10 = 30 Marks)	
a.	"What criteria would you use to evaluate the profitability of a Road construction, and how would you determine whether the projected returns justify the risks involved?"		(CO6)
b.	Discuss the concept of SHGs. Explain role and function of SHGs. How these groups impacting society. Give your suggestion to make these groups more innovative and effective.		(CO3)
c.	Determine the entrepreneurial opportunities in Uttarakhand. Highlight the government initiatives to promote entrepreneurial activities in the state.		(C04)
d.	You are appointed as a project manager for Construction Company. Company has assigned you a flyover construction project in Dehradun. Briefly elaborate how you will complete project by adhering project life cycle phases in an effective manner.		(CO6)

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Q.4 Case Analysis/ Situation Based QUESTIONS – Attempt any two. (2x15 = 30 Marks)		
a.	(i). Explain venture capital financing. Describe various Features and functions of venture capital financing. (ii). Describe the concept of work break down structure in project planning.	(CO6)
b.	You are appointed as a project manager for Construction Company. Company has assigned you a flyover construction project in Dehradun. Briefly elaborate how you will complete project by adhering project life cycle phases in an effective manner.	(CO4)
c.	Prime powers Ltd is a growing start-up which manufactures the spare parts for bicycles, located in Ambattur, Chennai. The customers of PPL include brands like Hero, BSA and Hercules. Apart from this, the company takes up all fabrication work for other companies as outsourcing. The company has bagged orders recently for the Government cycles to school students. The capacity of the company is now insufficient for the demand at hand. The Production manager is in a dilemma and approaches the MD for discussing the issue. The manager anticipates more demand and suggest for expansion of new facility which the MD is not willing. Questions: I. What would you suggest for capacity planning? II. Give a clear picture about the demand supply match here.	(CO4)

Enrol. No. S R H U

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Regn. No. D D**END SEMESTER EXAMINATION, DECEMBER - 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 Professionalism.	CO1
	b.	What are copyrights?	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.	CO1
	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 compassion.	CO1
	j.	Write any two characteristics of a profession.	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.	Identify the relevance of Human values for satisfaction in life.	CO1
	c.	Enumerate the human values related to love.	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.	Explain different organizational values	CO2
Q.3		STRUCTURED QUESTIONS – Attempt any Three.	(3x10 = 30 Marks)
	a.	Indian Scriptures like Vedas, Upanishads, Gita, Ramayana and Mahabharata are full of wisdom about thoughts on management. Discuss how a manager can apply the Indian Ethos to manage people with a holistic approach.	CO3
	b.	Elaborate the five core human values and how they contribute towards making an individual a good human being.	CO4
	c.	. Discuss how a manager can apply the Indian Ethos to manage people with a holistic approach.	CO3
	d.	Differentiate between the ethical theories giving suitable examples.	CO2

P.T.O./-

Q.4	Case Analysis/ Situation Based QUESTIONS – Attempt any Two.	(2x15 = 30 Marks)
	a. Ashok Jaiswal was the administrative officer in a company. He lived with his parents. His father owned a stationery shop that supplied stationery to government departments and retail outlets. The family was doing reasonably well with the earnings from two members. As the administrative officer, it was Ashok's duty to purchase a large amount of stationery. Being a private company, they did not go through elaborate procedures to purchase stationery items. The company policy was to purchase good items from reliable suppliers for use by the staff. The company did not want to go in for invitation of quotes from different vendors and select the lowest bidder as it would have been a time consuming process. The total value of the stationery purchases was also not very high, compared to the total purchase made by the company. Ashok used to inform his father of the items and the quantities required for the company. He used to place orders with his father's firm for most of the purchases. The rates quoted by his father's firm were not abnormally high when compared to the market rates. In this way, he managed to give his father a lot of business. He also used to give a few trivial purchase orders to other firms as well. Answer the following questions: a) Was Ashok right in informing his father of the purchases to be made? (5) b) Do you see any conflict of interest in purchasing items from a firm owned by an employee's relative? (10)	CO 4 & 5
	b. A company installs productivity software to monitor employee activity, including websites visited, hours worked, and idle time on computers. While the goal is to improve efficiency, some employees feel it invades their privacy, particularly as this was not clearly communicated beforehand. Answer the following questions a) What are the ethical implications of monitoring employees without full disclosure? b) Should the company prioritize transparency with employees or focus on productivity and how could the company implement monitoring in a way that respects employee privacy?	CO4 & 5
	c. Business ethics is of no practical importance to managers. Debates about right and wrong should be left to the classroom. Critically evaluate this statement. (15)	CO5

END SEMESTER EXAMINATION, DECEMBER - 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

(2x10 = 20 Marks) CO

All.

- | | |
|---|---|
| a. What is a SWOT analysis? | 1 |
| b. What is environmental analysis in strategic management? | 1 |
| c. Define the value chain approach in strategic planning. | 1 |
| d. Define the strategic management. | 1 |
| e. List the phases of strategy formulation. | 1 |
| f. Explain the characteristics of strategic management. | 2 |
| g. Define the term strategic business unit. | 2 |
| h. Describe the relevance of McKinsey's 7S Framework for restructuring. | 2 |
| i. Explain the concept of corporate portfolio analysis. | 2 |
| j. Describe the importance of strategy evaluation and control. | 2 |

Q.2 SHORT ANSWER QUESTIONS – Attempt any Five.

(4x5 = 20 Marks) CO

- | | |
|---|---|
| a. Discuss the role of global environment analysis in identifying growth opportunities. | 3 |
| b. Describe how external analysis mitigates regulatory risks for businesses. | 3 |
| c. What role do government regulations play in determining strategic actions? | 3 |
| d. Explain how environmental appraisal aligns a business's strengths with external opportunities. | 3 |
| e. Analyze the impact of cultural and social differences on global menu adaptations. | 4 |
| f. Examine the alignment of strategic management with external market opportunities. | 4 |
| g. Evaluate the impact of global healthcare trends on pharmaceutical strategies. | 4 |

Q.3 STRUCTURED QUESTIONS – Attempt any Three.

(3x10 = 30 Marks) CO

- | | |
|---|---|
| a. Analyze the strategic advantages of diversification. | 4 |
| b. How does internal analysis help organizations identify key competencies? | 4 |
| c. How effective is the ETOP framework in strategic planning for volatile environments? | 5 |
| d. Evaluate the relevance of strategic intent in long-term organizational planning. | 5 |

Q.4 CASE ANALYSIS/ SITUATION BASED – Attempt any two

(2x15 = 30 Marks) CO

- | | |
|---|---|
| a. Evaluate the significance of using SWOT analysis as a tool for decision-making in dynamic business environments. | 5 |
| b. EcoMove Technologies, a company specializing in electric vehicles, plans to expand into a market where customers are hesitant to adopt new technologies due to high costs and infrastructure gaps. The company aims to align its strategy with government policies promoting sustainability. Propose a strategic management model to address these challenges and suggest actionable steps to increase customer acceptance and align with government policies. | 6 |
| c. EcoAgriTech Solutions, a company specializing in agricultural technology, wants to launch its services in rural areas to address the challenges of low productivity and poor access to resources. The company must also align its solutions with local government schemes for rural development. Design a value chain strategy to create value for small-scale farmers. | 6 |
