

**QUESTION PAPERS FOR END TERM THEORY
EXAMINATIONS
May-2023**



**M.Tech., MTPT, M.Sc., MBA, EMBA, M.Des.,
2nd, 4th & 6th SEMESTER**

199

Total No. of pages: 02

Roll No.....

VI/VIII SEMESTER

B.Tech (Minor)

May-2023

END TERM EXAMINATION

MBE-ALS I Action Learning Segment- I

Time: 3:00 Hours

Max. Marks: 40

Note : Attempt any four questions.

Assume suitable missing data, if any.

Q.1 (a) An angel investor decided to invest in a robotic manufacturing company that was seeking to create a particular type of robot. The investment involved two parts. First, the investor extended a loan @12% pa. Second, the investor purchased a portion of the company against INR 5 crore. *Given the risks in the sector, investors are willing to have an exit plan in the event their investment does not live up to their expectations. What are the alternatives available to him?* [5] [CO1]

Q.1 (b) Ms. Yasmin is planning to start a lifestyle clothing brand. She needs some funds (approx. 5L on urgent basis) for purchasing the raw material and manufacturing the sample products. After testing the prototype in the market, she will incorporate her business and will also need INR 5 Lakhs for purchasing of fixed assets and INR 6 Lakhs for financing the working capital and other legal compliances (such as incorporation, GST, Labor compliances, etc). What are the alternative(s) available to her to raise the initial funding. Will raising funds through crowdfunding platform be a good idea or not? What are the different types of crowdfunding methods? [5] [CO3]

Q.2 Ms. Meera, an IIM alumnus, has started a gaming console business along with her friends. She has validated her product and has few early customers. She is willing to raise funding at this stage.

A. What is the type of funding required at this stage? Brief out the steps she is required to follow to raise the required funds. [7] [CO2]

B. It is believed that "the quality of deal is always proportional to credibility which an individual possess". What constitute an individual credibility? [3] [CO1]

200

Q.3 Ms. Heena is planning to start a lifestyle clothing brand but is unaware of legal compliances she is required to follow. In your viewpoint, what are the important compliances (laws, rules, and regulations) a person should be aware of before starting a business?

[10] [CO4]

Q.4(a) Mr. Rahul is working on an idea of providing athleisure wear to youngsters. For launching his business, he needs to raise funding of 50 Lakhs from external sources. While preparing pitch-deck and business plan to procure the required funds, he is confused with respect to the information which will be uncommon in both the documents. Advise him in regard to the type of information which is required to be presented in a pitch deck and not necessarily in business plan. Also, list out the important components of a business plan.

[5] [CO1], [CO2]

Q.4(b) Mr. Tarun, along with his friends Rahul and Daksh, has recently started business of WEB DEVELOPMENT. They are planning to choose a right kind of legal structure to formalise their business. What are the different types of legal structures and what are the factors which will help them in deciding the legal structure which they should choose?

[5] [CO4]

Q.5(a) Mr. Adil has recently developed a website for providing financial planning services to college students and is looking for an investor to raise the funding. Imagine that investor has agreed to invest \$10 Million for 10% Equity with a condition to keep provision of 2000 shares for Employees as ESOP. Prepare a capitalisation table for the same showing current shareholding, revised shareholding, pre-money valuation and post money valuation. Additional information: Adil (3000 shares), Ayat (3000 shares), Ira (2000 shares)

[5] [CO4]

Q.5(b) If you were thinking about starting a clothing store for teens and young women in your hometown, what competitive analysis techniques can be used to identify your unique selling proposition and competitive advantage?

[5] [CO3]

END

Total No. of Pages 3

6th/8th SEMESTER

END SEMESTER EXAMINATION

Roll No.

B.Tech (Minor)

May-2023

MGT 27

Management Accounting

Time: 3:00 Hours

Max. Marks:50

Note : Answer any three out of question no. 1,2,3 & 4.
Question 5,6 are compulsory
Marks are indicated along with each question.
Basic Calculator is allowed.
Assume suitable missing data, if any.

Q.1 The following information is available for Mandalay Company:

ACTUAL

Materials: 15,000 pounds purchased at \$6 per pound; used 12,500 pounds

Direct labor: 2,000 hours at \$10 per hour

Units produced: 500

STANDARD

Materials: 30 pounds per unit at a price of \$7 per pound

Direct labor: 4 hours per unit at a wage rate of \$11 per hour

- a) Determine the appropriate Material Variances (5 Marks) (CO4)
- b) Determine the appropriate Labour Variances (5 Marks) (CO4)

Q.2 Assembly of product P1 requires two units of component X, one unit of component Y, and two units of component Z. Job produced 200 units of P1. The following information pertains to material variances for this job, analyzed by component:

	COMPONENT		
	X	Y	Z
Price variance	1000 U	750 F	450 U
Quantity variance	2500 U	1000 U	800 F

P.T.O.

The actual material prices were \$2 more, \$3 less, and \$1.50 more per unit for components X, Y, and Z, respectively, than their standard material prices per unit.

- Determine the number of materials units consumed of each type of component. (5 Marks) (CO4)
- Determine the standard materials price per unit of each type of component. (5 Marks) (CO4)

Q.3 Fab Motors has manufactured compressor parts at its plant in Pitcairn, Indiana, for the past 25 years. An outside supplier, Superior Compressor Company, has offered to supply compressor model C38 at a price of \$200 per unit. Current unit manufacturing costs for C38 are as follows:

Direct materials	\$80
Direct labor	\$60
Variable overhead	\$56
Fixed overhead	\$17
Total costs	\$213

- Should Superior Compressor's offer be accepted if the Pitcairn plant is presently operating below capacity? (5 Marks) (CO3)
- What is the maximum acceptable purchase price if the plant facilities are fully utilized at present and if any additional available capacity can be deployed for the production of other compressors? (5 Marks) (CO3)

Q.4 a) Worthington Company makes cash (20% of total sales), credit card (50% of total sales), and account (30% of total sales) sales. Credit card sales are collected in the month following the sale, net a 3% credit card fee. This means that if the sale is \$100, the credit card company's fee is \$3, and Worthington receives \$97. Account sales are collected in the first month following the sale. The following table identifies the projected sales for the next year: (10 Marks) (CO4)

WORTHINGTON COMPANY PROJECTED SALES			
MONTH	SALES	MONTH	SALES
January	\$12,369,348	July	\$21,747,839
February	\$15,936,293	August	\$14,908,534

March	\$13,294,309	September	\$11,984,398
April	\$19,373,689	October	\$18,894,535
May	\$20,957,566	November	\$21,983,545
June	\$18,874,717	December	\$20,408,367

Prepare a statement showing the cash expected each month from the collections from these sales.

Q.5 a) "When production capacity is constrained, determine what products to make by ranking them in order of their contribution per unit." Do you agree with this statement? Explain. (5 Marks) (CO1)

b) "When production capacity is limited and it is possible to obtain additional customer orders, a firm must consider its opportunity costs to evaluate the profitability of these new orders." Do you agree with this statement? If so, what are the opportunity costs in this context? (5 Marks) (CO1)

Q.6 State True or False with brief explanation. (10 Marks) (CO1, CO2)

- Management Accounting is directed towards external users of information.
- Management Accounting facilitates optimum use of scarce resources.
- The sales budget is the basis for all the other operating budgets.
- Zero-based budgeting questions each activity in the current budget and determines whether an activity should be supported as is re-engineered or eliminated.
- If the actual labour rate was more than the standard rate, the labour rate variance is unfavourable.
- A favourable variance is not always indicative of good performance.
- With the help of CVP analysis, it is possible to decide which product is most profitable and least profitable.
- Increase in the price of the product manufactured is not the only way that the profits could be maximised or retained.
- In make or buy decision, it is profitable to buy from outside firm when supplier's price is below firm's own total costs.
- All fixed costs are sunk costs but all sunk costs are not fixed costs

END

Total no. of Pages:01

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Roll no.....

SECOND SEMESTER

MBA

END TERM EXAMINATION

May -2023

MBA 102 HUMAN RESOURCE MANAGEMENT

Time: 03:00 Hours

Max. Marks: 50

Note : ATTEMPT ANY FIVE QUESTIONS.

All questions carry equal marks.

Assume suitable missing data, if any.

- Q1. Explain how human resources management can be instrumental in helping a company create competitive advantage. [10 MARKS] [CO 1]
- Q2. You have about 32 employees working in your factory. Create a list of five online sources you could use to provide training to them, at no cost to you or to them. [10 MARKS] [CO4]
- Q3. Identify the issues pertaining to non-harmonious relations in industry. Give remedial measures in accordance to the labor laws that you have studied. [10 MARKS] [CO 3]
- Q4. Several years ago Walmart instituted a new employee scheduling system that makes it more difficult for its employees to know for sure what hours they would be working. Basically, the store supervisor calls them at the last minute if there's an opening that day. Based on what you read in human resource management course, is the new system ethical? Why or why not? Is it fair? What would you do if you were a Walmart employee? [10 MARKS] [CO3]
- Q5. Compensation equity: Is compensation judged to be fair? Discuss various compensation equity issues. [10 MARKS] [CO2]
- Q6. Briefly discuss and give examples of at least five common interviewing mistakes. What recommendations would you give for avoiding these interviewing mistakes? [10 MARKS][CO1]

Total No. of Pages: 03

Roll No.....

2nd SEMESTER

MBA

End Term Examination

May-2023

MBA-104

Business Research Methods

Time 3:00 Hours

Max. Marks: 50

Note: Attempt any Five questions.

All questions carry equal marks.

1. Attempt any two of the following

(a). Highlight the difference between fundamental vs applied research. Where would you keep the kind of research work carried out by most of the commercial research agencies in business and management? (CO1)

(b) "Well begin is half done". Comment in context of importance and role of defining a research problem. (CO1,2)

(c). Differentiate between stratified vs quota sampling. (CO 2,3)

2. One Nation One Election (ONOE)

From the past few years, it is observed that elections take place frequently at different level of Indian federal structure. According to NITI Aayog, in the last 30 years, there is hardly any year without an election to either a State Assembly or to Lok Sabha or both. Any election requires enormous efforts and resources leading to the idea of ONOE. The idea of ONOE has got a mixed response from the various stakeholders.

You are required to conduct a research study to understand the voter's attitude and perception towards the idea of ONOE.

In this context, write suitable research methodology highlighting: research approach, design, data collection plan, sampling technique and sample size which you would like to use.

(CO 3,4)

3. Chief Technology Officer (CTO) of a Public Sector Enterprise (PSE) observed that a significant percentage of employees are not using e-office which is against the revised manual of the organization. The CTO approaches you to design a questionnaire to understand the reasons of poor adoption of e-office in light of various demographic, social and professional variables. Design a suitable questionnaire as per the mandate of the research problem (CO 2,3)

4. In May 2016, Ministry of Petroleum and Natural Gas (MOPNG), introduced the 'Pradhan Mantri Ujjwala Yojana' (PMUY) as a flagship scheme with an objective to make clean cooking fuel such as LPG available to the rural and deprived households which were otherwise using traditional cooking fuels such as firewood, coal, cow-dung cakes etc. Usage of traditional cooking fuels had detrimental impacts on the health of rural women as well as on the environment. Approximately 8 crores LPG connections have been released by 2019 to the target beneficiary of this scheme. As a research intern, you are required to conduct a study to carry out an impact analysis of this scheme especially the changes in socio-economic, health and environmental perspective. It is an all-India level study.

Explain the data collection plan that you would like to use.

(CO 3)

5. A survey was conducted among 200 school students. The basic objective of the survey was to understand the relationship of performance in science with gender (captured as 0,1 for female and male respectively), reading and writing ability, score in mathematics and social science. Following is the output of multiple linear regression analysis:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.727 ^a	.528	.516	6.89000

a. Predictors: (Constant), female, math score, social studies score, reading score, writing score

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	10297.900	5	2059.580	43.385	.000 ^b
Residual	9209.600	194	47.472		
Total	19507.500	199			

a. Dependent Variable: science score

b. Predictors: (Constant), female, math score, social studies score, reading score, writing score

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	9.472	3.160		2.997	.003
reading score	.271	.072	.280	3.760	.000
writing score	.313	.078	.300	3.986	.000
math score	.285	.076	.270	3.752	.000
social studies score	-.026	.063	-.028	-.408	.684
female	-3.576	1.061	-.180	-3.370	.001

a. Dependent Variable: science score

Based on the output, answer the following questions: (CO 3,4)

- Frame suitable hypotheses.
- What is the significance of R and adjusted R square in model summary?
- How would you interpret the ANOVA result provided in the middle table above?
- What are the results of the hypothesis stated above?

(e). Which factors have least and highest impact on dependent variable?

6. Write short note on any two of the following: (CO 1,2)

(a). Validity vs Reliability

(b). Contents of a research report

(c). Semantic differential scale

Total no. of Pages: 04

Roll No. _____

**II SEMESTER
MBA**

END TERM EXAMINATION

MBA106 FINANCIAL MANAGEMENT AND POLICY

May-2023

Time: 3:00 Hours

Max. Marks: 50

Note : Attempt any 5 questions from 7.
All questions carry equal marks.
Scientific calculator is allowed.
Assume suitable missing data, if any.

Q.1

(1A) The capital structure of the SonaComs Corporation Ltd consists of an ordinary share capital of Rs 25,00,000 (shares of Rs 100 par value) and Rs 10,00,000 of 10% debentures. The unit sales increased by 30 percent from 1,00,000 units to 1,30,000 units, the selling price is Rs 10 per unit, variable costs amount to Rs 6 per unit and fixed expenses amount to Rs 3,00,000. The income tax rate is assumed to be 35 per cent. You are required to calculate the following:

- (i) The percentage increase in earnings per share.
- (ii) The degree of financial leverage at 1,00,000 units and 1,30,000 units.
- (iii) The degree of operating leverage at 1,00,000 units and 1,30,000 units. [5]

(1B) Comment on the behaviour of operating and financial leverage in relation to increase of production from 1,00,000 to 1,30,000 units in the above case. [3]

(1C) What is EBIT—EPS analysis? What are its limitations? [2][CO 2]

Q.2

(2A)

Projects	CF 0	CF 1	CF 2	CF 3	CF 4
P	(1,000)	+600	+200	+200	+1,000
Q	(1,000)	+200	+200	+600	+1,000
R	(1,300)	+100	+100	+100	+1,600
S	(1,300)	0	0	+300	+1,600

(a) Calculate the payback period for each project.

(b) If the standard payback period is 2 years, which project will you select? Will your answer be different if the standard payback is 3 years?

(c) If the cost of capital is 10 per cent, compute the discounted payback for each project? Which projects will you recommend if the standard payback is (i) 2 years; (ii) 3 years?

(d) Compute the NPV of each project? Which projects will you recommend? [8]

(2B) Differentiate between NPV and IRR. Which is a superior evaluation criterion, IRR or the NPV? [2][CO 3]

Q.3

(3A) A proforma cost sheet of a company provides the following particulars:

Particulars	Amount per unit
Elements of cost:	
• Raw materials	Rs 90
• Direct labour	20
• Overhead	70
• Total cost	180
• Profit	40
• Selling price	220

The following further particulars are available:

1. Raw materials in stock, on average, one month;
2. Materials in process (completion stage, 50 per cent), on average, half a month;
3. Finished goods in stock, on average, two months.
4. Credit allowed by suppliers is two months;
5. Credit allowed to debtors is one month;
6. Average time-lag in payment of wages is 2.5 weeks and one month in overhead expenses; one-fourth of the output is sold against cash;
7. Cash in hand and at bank is desired to be maintained at Rs 4,65,000.

You are required to prepare a statement showing the working capital needed to finance a level of activity of 1,15,000 units of production. You may assume that production is carried on evenly throughout the year, and wages and overheads accrue similarly. For calculation purposes, 4 weeks may be taken as equivalent to a month, total days need to be taken as 360. [7]

(3B) What are the advantages of cash planning? How does cash budget help in planning the firm's cash flows? [3][CO 3]

Q.4

(4A) Ebola Limited manufactures human and veterinary pharmaceuticals, bulk drugs, skin-care products, and veterinary feed supplements and markets bio-analytical and diagnostic instruments. On 31 March 2023, the company has a paid-up share capital of Rs. 75 million and reserves of Rs. 325.90 million. It does not employ long-term debt. The following are other financial highlights on the company during 2018–2023:

Year	EPS	DPS	Book Value	Market Value
2018	6.21	2	26.03	100
2019	10.91	2.5	34.44	205
2020	11.57	2.5	43.52	209.38
2021	11.47	2.7	37.98	164
2022	10.44	3	45.42	138.88
2023	11.23	3.2	53.45	155

Note: Years 2018-2023 closed on 31 March. Market value is the averages of high and low share prices.

You are required to calculate

- (a) ROE, (b) dividend payout, (c) retention ratio, (d) growth rate,
(e) dividend yield, (f) earnings yield and (g) cost of equity. [7]

(4B) Is equity cost free? Why or why not? [3][CO 2]

Q.5

(5A) KM Ltd has an expected return of 25 per cent and standard deviation of 30 per cent. PA Ltd. has an expected return of 24 per cent and standard deviation of 35 per cent. KM has a beta of 0.87 and PA 1.25. The correlation between the returns of KM and PA is 0.75. The standard deviation of the market return is 20 per cent.

- (i) If you invest 30 per cent in PA and 70 per cent in KM, what is your expected rate of return and the portfolio standard deviation?
- (ii) What is the market portfolio's expected rate of return and how much is the risk-free rate? [5]

(5B) A company's current price of share is Rs. 60 and dividend per share is Rs. 4. If its capitalization rate is 12 per cent, what is the dividend growth rate? [3]

(5C) Define systematic and unsystematic risks. Give examples of both.

[2][CO1]

Q.6 Write short notes on: (Word limit: 250-300 words for each part)

- (i) 'The profit maximization is not an operationally feasible criterion'. Do you agree? Illustrate your views.
- (ii) Comment: "The virtue of the IRR rule is that it does not require the computation of the required rate of return."
- (iii) Comment with example: "Debt-Equity Ratio plays an important role for companies."
- (iv) 'Generally, individuals show a time preference for money.' Give reasons for such a preference.
- (v) Does diversification reduce risk? What are limits to diversification?

[5 questions* 2 Marks] [CO 1, 5]

Q.7

(7A) The primary purpose for which a firm exists is the payment of dividend. Therefore, irrespective of the firm's needs and the desires of shareholders, a firm should follow a policy of very high dividend payout. Do you agree? Why or why not?

[5]

(7B) What is a bonus issue or stock dividend? What are its advantages and disadvantages?

[5][CO 5]

Total no. of Pages: 3

Roll no.....

II/VI/VIII Semester

MBA/B.TECH

END TERM EXAMINATION

May-2023

MBA-108 OPERATIONS AND SUPPLY CHAIN MANAGEMENT

Time: 03:00 Hours

Max. Marks: 50

Note : Assume suitable missing data, if any.

Use of non-programmable scientific calculator is allowed.

Q.1 Lucille Jenkins, the CEO for the Durham International Manufacturing Company (DIMCO), believes that the company can significantly increase its operating profit by implementing supply chain management. DIMCO manufactures a variety of consumer electronic products, from hair dryers to humidifiers to massagers, for the world market.

Lucille believes that DIMCO has already integrated its internal processes and is ready to proceed with external integration. However, she is uncertain as to which direction to take. Should the company work on integrating the suppliers or the distributors first? Currently, DIMCO uses approximately 1350 different components and/or raw materials in manufacturing its product line. Those components and raw materials are purchased from approximately 375 different suppliers around the world. In terms of distribution, DIMCO currently sends its finished products to a central warehouse that supplies 10 regional distribution centers (RDC); 6 are domestic and 4 are located outside of the United States. Each RDC supplies an average of 12 local distributors that each supply an average of 35 retailers. Lucille is looking for some advice. [CO1,2,3] [10]

- Briefly describe DIMCO's supply chain
- What are the advantages that DIMCO can gain by implementing supply chain management?
- What would you recommend DIMCO – should it integrate suppliers or distributors? Why?

Q.2 The XYZ Hospital is considering the purchase of a new ambulance. The decision will rest partly on the anticipated mileage to be driven next year. The miles driven during the past 5 years are as follows,

Year	Mileage
1	3,000
2	4,000
3	3,400
4	3,800
5	3,700

- Forecast the mileage for next year (6th year) using a 2-year moving average
- Find the MAD based on the 2-year moving average. Compare it with 2-year moving average MAD.
- Compute the forecast for year 6 using exponential smoothing, an initial forecast for year 1 of 3,000 miles, and $\alpha = 0.5$

[CO2,3] [10]

Q.3 (a) ABC hospital is trying to improve its image by providing a positive experience for its patients and their relatives. Part of the "image" program involves providing tasty, inviting patient meals that are also healthful. A questionnaire accompanies each meal served, asking the patient, among other things, whether he or she is satisfied or unsatisfied with the meal. A 100-patient sample of the survey results over the past 7 days yielded the following data,

Day	No. of Unsatisfied Patients	Sample Size
1	24	100
2	22	100
3	8	100
4	15	100
5	10	100
6	26	100
7	17	100

Construct a *p*-chart that plots the percentage of patients unsatisfied with their meals. Set the control limits to include 99.73% of the random variation in meal satisfaction. Comment on the results.

[CO1,2,3,4] [5]

Q3. (b) ABC's machine shop uses 2,500 brackets during the course of a year. These brackets are purchased from a supplier 90 miles away. The following information is known about the brackets

[CO2,3] [5]

Annual demand – 2500

Holding cost per bracket per year - \$150

Order cost per order - \$18.75

Lead time – 2 days

Working days per year – 250

- a) What would be the economic order quantity ?
- b) What would be the annual inventory holding cost ?
- c) How many orders would be made each year ?
- d) What is the time between the orders ?
- e) What is the reorder point ?

ATTEMPT ANY TWO OF THE FOLLOWING

[10 x 2 = 20]

Q.4 What is the importance of *Aggregate Production Planning* in operations management? Explain its linkage with MRP and ERP.

[CO2,4]

Q.5 Enumerate any 5 supply chain risk and the associated risk mitigation approaches. Elaborate how can IT help in improving SCM by giving suitable examples.

[CO2,3,4]

Q.6 What is the classification of inventory ? Why it is required? Explain any one classification approach.

[CO1,2,3]

Q.7 What do you understand by “bullwhip effect”? How it can be reduced? Discuss with the help of a retail sector example.

[CO1,2]

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Total No. of Pages: 02

Roll No.....

2nd SEMESTER

MBA

END TERM EXAMINATION

May-2023

MBA-110 BUSINESS ENVIRONMENT

Time: 3:00 Hours

Max. Marks: 50

Note : All questions are compulsory.

Q1. Discuss the current state of Indian retail sector. Present opportunities and challenges in Indian Retail sector taking into consideration (but not limited to) following points:

- FDI policy in Indian Retail sector
- Participants in Indian Retail sector
- In what modes are the foreign players operating in India

[10] [CO4]

Q2. Japan has witnessed an innovation-led growth. It ranks 13th in the Global Innovation Index 2021 rankings, up from 16th in the previous year's rankings. It boasts about its domestic innovative firms and its innovative clusters, which tops the overall innovation cluster ranking in the world. Using Porter's Diamond explain the global competitiveness of Japan.

[10] [CO3]

Q3. You are the CEO of a company that has to choose between making a \$100 million investment in Russia or Poland. Both investments promise the same long-run return, so your choice is driven by risk considerations. Assess the various risks of doing business in each of these nations. Which investment would you favour and why (Explain in the backdrop of political systems)?

[10] [CO2]

OR

Explain "pay-for-performance system" and "lifetime employment" complicate company activities? Explain how these two cross-cultural differences reflect Hofstede's long-term versus short-term orientation.

[10] [CO2]

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Q4. What is outsourcing? How do firms decide which activities to conduct in-house and which to outsource? Explain in the light of ITES-BPO industry?

[10] [CO4,5]

OR

As explained by Ronald Coase - The boundaries of the firm are determined by how transactions and information costs differ within and between firms.

In the light of this, explain how technological advances have affected these boundaries.

[10][CO4,5]

Q5. Answer the following:

- a. Difference between tariff and non-tariff barriers
- b. Role of WTO as regulator and promoter of world trade

[10] [CO3]

END

Total No. of Pages _3_

Roll No.

2nd SEMESTER

MBA

END SEMESTER EXAMINATION

May-2023

MBA 112

Management Accounting

Time: 3:00 Hours

Max. Marks:50

Note : Answer any three out of question no. 1,2,3 & 4.
Question 5,6 are compulsory.
Marks are indicated along with each question.
Basic Calculator is allowed.
Assume suitable missing data, if any.

Q.1 Avdesh Instruments Company's standard cost sheet shows the following costs for material and labour used in completing a single unit of one of its products:

Material 5 pieces @ 4 paise ₹0.20

Labour 1/4 hour @ ₹2 per hour ₹0.50

Standard capacity of the enterprise is 12,500 standard productive hours per month.

During the month of March 2023, the production of the product was 40,000 units at the following costs:

Material 2,10,000 pieces @ 5 paise

Labour 12,000 hours @ ₹2

a) Calculate appropriate Material variances

(5 Marks)(CO4)

b) Calculate appropriate Labour Variances

(5 Marks) (CO4)

Q.2 Assembly of product P1 requires two units of component X, one unit of component Y, and two units of component Z. Job produced 200 units of P1. The following information pertains to material variances for this job, analyzed by component:

P.T.O.

Total No. of Pages _3_

Roll No.

2nd SEMESTER

MBA

END SEMESTER EXAMINATION

May-2023

MBA 112

Management Accounting

Time: 3:00 Hours

Max. Marks:50

Note : Answer any three out of question no. 1,2,3 & 4.
Question 5,6 are compulsory.
Marks are indicated along with each question.
Basic Calculator is allowed.
Assume suitable missing data, if any.

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During the month of March 2023, the production of the product was 40,000 units at the following costs:

Material 2,10,000 pieces @ 5 paise

Labour 12,000 hours @ ₹2

- a) Calculate appropriate Material variances (5 Marks)(CO4)
b) Calculate appropriate Labour Variances (5 Marks) (CO4)

Q.2 Assembly of product P1 requires two units of component X, one unit of component Y, and two units of component Z. Job produced 200 units of P1. The following information pertains to material variances for this job, analyzed by component:

P.T.O.

	COMPONENT		
	X	Y	Z
Price variance	1000 U	750 F	450 U
Quantity variance	2500 U	1000 U	800 F

The actual material prices were \$2 more, \$3 less, and \$1.50 more per unit for components X, Y, and Z, respectively, than their standard material prices per unit.

- Determine the number of materials units consumed of each type of component. (5 Marks) (CO4)
- Determine the standard materials price per unit of each type of component. (5 Marks) (CO4)

Q.3 Klear Camera Company is considering introducing a new video camera. Its selling price is projected to be \$1,200 per unit. Variable manufacturing costs are estimated to be \$360 per unit. Variable selling costs are 20% of sales dollars. The company expects the annual fixed manufacturing costs for the new camera to be \$4,200,000.

- Compute Klear's contribution margin per unit (3 Marks) (CO3)
- Determine the number of units Klear must sell to break even. (3 Marks) (CO3)
- Klear is considering a design modification that would reduce the variable cost of the camera by \$200 per unit. Explain whether this change will cause Klear's breakeven point to increase or decrease when compared to the initial plans. (4 Marks) (CO3)

Q.4 a) Roger's Relaxation Center analyzes the profitability of three operating units: its restaurant, bar, and gym. Revenues, variable costs, and attributable fixed costs (which can be avoided if the unit is eliminated) for each unit are as follows:

	RESTAURANT	BAR	GYM
Revenue	\$520,000	\$325,000	\$180,000
Variable costs	240,000	60,000	50,000
Attributable fixed costs	70,000	25,000	55,000

Roger, the owner, is considering converting the gym area into an expanded restaurant area

a) Ignoring remodeling costs, by how much will the restaurant segment margin have to increase for the center's income to be at least as high as it is now?

(5 Marks) (CO2)

b) What other considerations will Roger want to consider before making the decision to eliminate the gym unit to expand the restaurant area?

(5 Marks) (CO2)

Q.5 a) "When production capacity is constrained, determine what products to make by ranking them in order of their contribution per unit." Do you agree with this statement? Explain.

(5 Marks) (CO1)

b) "When production capacity is limited and it is possible to obtain additional customer orders, a firm must consider its opportunity costs to evaluate the profitability of these new orders." Do you agree with this statement? If so, what are the opportunity costs in this context?

(5 Marks) (CO1)

Q.6 State True or False with brief explanation. (10 Marks) (CO1, CO2)

a) Management Accounting is directed towards external users of information.

b) Management Accounting facilitates optimum use of scarce resources.

c) The sales budget is the basis for all the other operating budgets.

d) Zero-based budgeting questions each activity in the current budget and determines whether an activity should be supported as is re-engineered or eliminated.

e) If the actual labour rate was more than the standard rate, the labour rate variance is unfavourable.

f) A cost variance is said to be favourable if the standard cost is more than the actual cost.

g) An assumption of break-even analysis is that selling price remains constant.

h) Profit is the difference between sales and contribution.

i) In make or buy decision, it is profitable to buy from outside firm when supplier's price is below firm's own total costs.

j) All fixed costs are sunk costs but all sunk costs are not fixed costs

END

Total No. of Pages: 02

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Roll No.

2nd SEMESTER
MBA(Even)

END SEMESTER EXAMINATION

May - 2023

MBA 114 INFORMATION TECHNOLOGY MANAGEMENT

Time: 3:00 Hours

Max. Marks: 50

Note: Attempt any five questions.

All questions carry equal marks.

Assume suitable missing data, if any.

Q.1a) List and describe five competitive strategies enabled by information systems that firms can pursue. [5][CO1]

b) If you were setting up the website for an IPL team, what management, organisation and technology issues might you encounter? [5][CO2]

Q.2 a) Describe IT infrastructure from the service perspective. [5][CO2]

b) Differentiate between cloud computing, green computing, and quantum computing. [5][CO2]

Q.3 a) What are the major capabilities of Database Management System (DBMS), and why is a relational DBMS so powerful? [5][CO3]

b) "Capturing the knowledge in an organization is not purely about technology." Comment. [5][CO3]

Q.4 a) How can analytics aid in objective decision making? [5][CO5]

b) What is a data warehouse? How can data warehousing technology help to enable analytics? [5][CO3]

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Q.5a) How does building new systems produce organizational change?
Discuss with the help of examples. [5][CO6]

b) How do the internet and internet technology work, and how do they support communication and e-business? [5][CO5]

Q.6 a) How do Porter's competitive forces model, and value chain model help companies develop competitive strategies using information systems? [5][CO1]

b) Web 2.0 dramatically increase the ability of people to interact with businesses and each other, to share and find information, and form relationships. Examine the statement with suitable examples. [5][CO4]

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Roll No.

4th SEMESTER

MBA(Even)

END SEMESTER EXAMINATION

May - 2023

MBAMK 212 MARKETING ANALYTICS

Time: 3:00 Hours

Max. Marks: 50

Note: Attempt any five questions. All questions carry equal marks.
Assume suitable missing data, if any.

Q.1 a) Explain how predictive and prescriptive analytics differ. Provide suitable examples. [5][CO1]

b) Describe the steps involved in data pre-processing. [5][CO1]

Q.2 a) List the steps involved in building data mining models to identify useful patterns. [5][CO2]

b) How does the customer journey for consumer durable products (e.g., electronics and automobiles) differ from consumer packed goods (e.g., food and beverages)? Explain along with touchpoints and KPIs. [5][CO3]

Q.3 a) An EdTech App in India is examining its high churn rate among app users. What can be the reasons for churn? How will you determine the important reasons for churn using data from the EdTech app? [5][CO2]

b) Describe any four metrics for tracking customer experience. [5][CO2]

Q.4 a) Differentiate between conjoint analysis and discrete choice modeling? [5][CO4]

b) How would you analysis a digital product (e.g., Amazon prime video)? List and explain the steps involved in such analysis. [5][CO4]

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Q.5a) Imagine that you are the head of a modern retail outlet and you have to devise a pricing strategy to help increase revenues and profits. Develop a comprehensive pricing model that will attract consumers and increase profit margins.

[5][CO3]

b) Do you think customer lifetime value is useful for banks to calculate when they decide to acquire a customer? Provide suitable examples

[5][CO3]

Q.6 a) What are the concerns about using AI in marketing? Explain with suitable examples from products marketed with AI techniques (e.g., credit approvals, or movies recommended)

[5][CO1]

b) Create a customer journey map for online grocery store.

[5][CO3]

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Roll no.....

SECOND SEMESTER

MBA

END TERM EXAMINATION

May -2023

**MBAHR 212 CROSS CULTURAL AND INTERNATIONAL HUMAN
RESOURCE MANAGEMENT**

Time: 03:00 Hours

Max. Marks: 50

Note : ATTEMPT ANY FIVE QUESTIONS

All questions carry equal marks.

Assume suitable missing data, if any.

- Q1. Explain how cross cultural and global human resources management can be instrumental in helping a company create a competitive advantage.
[10 MARKS] [CO 2]
- Q2. Discuss the behaviours that help build trust climate and the behaviours that help preclude the trust climate.
[10 MARKS] [CO 1]
- Q3. 'In the absence of incentives to modify their role behavior when abroad, it is not surprising that the expatriates concerned performed normally.' Elucidate the performance management for expatriates in light of this statement.
[10 MARKS] [CO 3]
- Q4. You are the HR manager of a firm that is about to send its first employees overseas to staff a new subsidiary. Your boss, the president, asks you why such assignments often fail, and what you plan to do to avoid such failures. How do you respond?
[10 MARKS] [CO 4]
- Q5. Examine the complexities that arise when firms move from compensation at the domestic level to compensation in an international context.
[10 MARKS] [CO3]
- Q6. What intercountry differences affect HRM? Give examples of how each may specifically affect HRM with reference to the inter country cultures studied in the course.
[10 MARKS][CO 4]

Total No. of Pages: 4

Roll No.

**IV SEMESTER
MBA**

END SEMESTER EXAMINATION

MAY-2023

MBAAN214 Data Mining for Business Analytics

Time: 3:00 Hours

Max. Marks: 50

Note: Question 1 is compulsory. Attempt any four from remaining six questions. Assume suitable missing data, if any. Use of calculator is allowed.

Q1. In parts i to iv, write the correct option.

(CO1, CO2, CO3)

i. Entropy (6,5) is ----- Entropy (5,6) :

(a) Same as (b) less than (c) more than (d) none of these **1 Mark**

ii. A technique which can help in reducing the dimensions of a dataset is:

(a) ANOVA (b) Regression Analysis (c) Principal Component Analysis (d) MANOVA **1 Mark**

iii. If the Karl Pearson correlation coefficient between two variables is positive then the covariance between the variables is:

(a) positive (b) negative (c) can be positive or negative (d) less than correlation **1 Mark**

iv. If a sample is completely homogenous, its entropy is:

(a) 0 (b) 1 (c) 2 (d) between 0 and 1 **1 Mark**

v. Define 'Different (x_i, y_i) ' function to measure distance in case of categorical variables. Using this function, Min-Max normalization (MMN), z-score normalization and the data given in the following table, find out which person should be considered as more similar to a 60-year-old male using MMN and z-score normalizations respectively. Justify which type of normalization should be preferred while dealing with mix of categorical and continuous variables. (Assume that for Age variable, the range is 50, the minimum is 10, the mean is 45, and the standard deviation is 15). **4 Marks**

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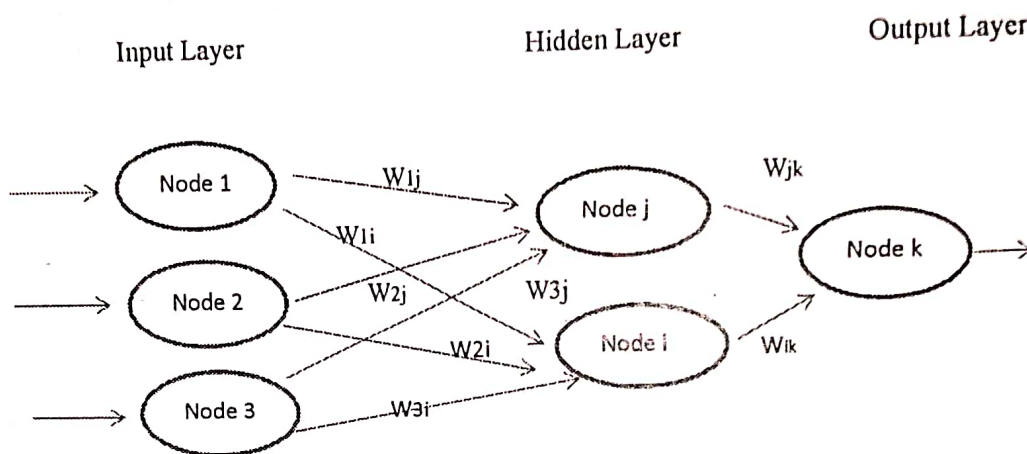
Patient	Age	AgeMMN	AgeZscore	Gender
A	60	?	?	Male
B	20	?	?	Male
C	60	?	?	Female

vi. Illustrate any 2 diagnostics checks for Multiple Linear Regression.

2 Marks

(CO3)

Q2. Study the following neural network:



The associated initial connected weights are:

W_{1j}	W_{1i}	W_{2j}	W_{2i}	W_{3j}	W_{3i}	W_{jk}	W_{ik}
0.2	0.1	0.3	-0.1	-0.1	0.2	0.1	0.5

(a) Explain the concept of neural network algorithm in the context of data mining **3 Marks**

(b) Apply the input instance [0.5, 0.2, 1.0] to the above feed forward neural network:

i. Compute the input to nodes i and j. **3 Marks**

ii. Use the sigmoid function to compute the initial outputs of nodes i and j. **2 Marks**

iii. Use the output values computed in part b to determine the input and output values for node k. **2 Marks**

Q3. Consider an undirected network for individuals A, B, C, D, and E on a social media platform. A is connected to B and C. B is connected to A and C. C is connected to A, B, and D. D is connected to C and E. E is connected to D. (CO4)

(a) Produce a network graph for this network. Is this network connected?

2 Marks

P.T.O

(b) What node(s) would need to be removed from the graph for the remaining nodes to constitute a clique? **2 Marks**

(c) What is the degree for node A? **1 Mark**

(d) Which node(s) have the lowest degree? **1 Mark**

(e) Tabulate the degree distribution for this network. **2 Marks**

(f) Calculate the density of the network. **2 Marks**

Q4. (a) An online store sells products under 8 categories, labelled A, B, C,H. The past purchase details of 5 customers (C1, C2, C3, C4, C5) are given in the following Table: **(CO1)**

Product/ Customer	A	B	C	D	E	F	G	H
C1	1	0	0	1	1	0	1	1
C2	1	0	1	1	1	1	0	0
C3	0	1	1	0	0	0	1	1
C4	1	0	0	1	1	0	0	0
C5	1	1	1	0	0	0	0	1

where $a_{ij} = 1$, if customer i purchased product j
 $= 0$, otherwise

Use Jaccard coefficient to find customer who is closest to customer C₁. **5 Marks**

(b) Consider following data in respect of 20 students: **(CO2)**

Student ID	Marks in Decision Sciences	Marks in Aptitude Test	Student ID	Marks in Decision Sciences	Marks in Aptitude Test
1	14.8	28	11	10.7	12.2
2	11.05	12	12	14.3	27
3	12.2	21	13	12.4	19.5
4	12	20	14	14.85	29.2
5	14.5	29.5	15	10.9	13.6
6	11.2	13	16	13.9	29.7
7	11.5	12	17	10.4	12.2
8	12.8	19	18	10.8	13.6
9	14.75	28.8	19	14	28.8
10	10.5	14	20	12.47	22.8

It is given that using a suitable method students (represented by Student IDs) are grouped into 3 clusters: Cluster 1 = {2, 6, 7, 10, 11, 15, 17, 18} ; Cluster 2 = {3, 4, 8, 13, 20} ; Cluster 3 = {1, 5, 9, 12, 14, 16, 19}. Consider a new student with 14 marks each in Decision Sciences and Aptitude Test. Using a suitable distance measure, determine the cluster to which this new student belongs. **5 Marks**

Q5. The following is a training set D taken from a customer database. Using information gain as the attribute selection measure, bring out first level of the decision tree for the concept 'buy iPhone', i.e. for the last column which indicates whether a customer is likely to purchase an iPhone (You have to do only one iteration, i.e. identify the attribute which form root of the tree, show the resultant braches and stop). (CO3) **10 Marks**

ID	Age	Income	student	Credit_ratin g	Class: buy iPhone
1	Youth	High	No	Fair	No
2	Youth	High	No	Excellent	No
3	Middle aged	High	No	Fair	Yes
4	Senior	medium	No	Fair	Yes
5	Senior	Low	Yes	Fair	Yes
6	Senior	Low	Yes	Excellent	No
7	Middle aged	Low	Yes	Excellent	Yes
8	Youth	medium	No	Fair	No
9	Youth	Low	Yes	Fair	Tes
10	Youth	medium	Yes	Fair	Yes
11	Youth	medium	Yes	Excellent	Yes
12	Middle aged	medium	No	Excellent	Yes
13	Middle aged	High	Yes	Fair	Yes
14	Senior	medium	no	Excellent	No

Q6. (a) What are the Characteristics of stationary time series? **2 Marks**

(b) Suggest checks for examining stationarity of a time series. **3 Marks**

(c) Suggest Methods for making a time series stationary. **3 Marks**

(d) The following residuals are from a linear trend model used to forecast sales: 2.0, -0.5, 1.5, 1.0, 0.0, -3.0, 1.5, -4.5, 2.0, 0.0, -1.0. Compute Mean Absolute Deviation. **2 Marks**

(CO3)

Q7. Write short notes on any two of the following: (CO1, CO2) **10 Marks**

(a) Steps involved in performing Linear Discriminant Analysis

(b) Measures for evaluating predictive performance of a Data mining model

(c) Key Challenges pertaining to Data Pre-Processing in a Data Mining Project

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Roll no.....

4th SEMESTER

Masters Business Administration (MBA)

MIDTERM EXAMINATION

May-2023

MBAMK-214 Digital Marketing Tools

Time: 3:00 Hours

Max. Marks: 50

Note: All questions are compulsory.
Assume suitable missing data
Use Examples wherever necessary.

Q.1 You are a digital marketing specialist for a new startup that sells healthy homemade meal delivery services. Your goal is to increase website traffic and generate more leads for the company.

Task: Develop a comprehensive digital marketing plan that includes the following components:

- Identify your target audience and their needs.
- Develop a content marketing strategy.
- How will you use social media to promote your content and engage with potential customers?
- How will you develop an email marketing campaign to nurture leads and promote special offers?
- How will you track and analyse website traffic and lead generation metrics?

[10][CO-1]

Q.2 Which brand is your favourite when it comes to digital marketing techniques and customer engagement methods. Mention what you like about them and give a few suggestions.

[10][CO-4]

Q.3 According to you which social media platforms work best for different categories of businesses (mention the category alongside the suitable platform)? Mention any 4 Social Media channels, and also tell which types of campaigns are successful in these channels respectively

[10][CO-1]

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Q.4 Mention the use of the following tools in digital marketing

1. Hootsuite
2. Google Analytics
3. SimilarWeb
4. WordPress
5. Google Trends

[2x5][CO-2]

Q.5 State whether the following statements are True or False. If false, give the reason [2x5][CO-1,2,3,4]

1. Email marketing is an outdated strategy and has been replaced by social media marketing.
2. Google Ads only appear on search engine results pages and not on other websites.
3. Retargeting ads are only shown to people who have previously visited a website.
4. Influencer marketing is only effective for businesses in the fashion and beauty industries.
5. A high bounce rate on a website indicates that the website is performing well.

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Roll No.

4th Semester

MBA

END SEMESTER EXAMINATION

May-2023

MBAHR 214 Performance Management

Time:3Hours

M.M.50

Note: Answer any 5 questions

Q1. Discuss the various steps involved in transforming an organization from "compelling place to work" to "compelling place to invest" in context of Performance Management. 10 (CO 1,2)

Q2. Discuss the role of competency mapping in Training and development; recruitment; career development and performance management. Explain with relevant examples. 10 (CO 2,3)

Q3. "A positive strong and mature organizational culture can enhance performance of employees and organizations". How far is it true? Explain. 10 (CO1,2)

Q4. Discuss the various factors affecting the successful implementation of Performance Management in the organizations. 10 (CO3)

Q5. Discuss the essence of KRAs, KPIs, performance targets and business metrics for any company and profile of your choice. 10 (CO2,4)

Q6: Discuss the role of frientorship in institutionalizing performance in the organizations. Substantiate the discussion with supporting drivers. 10 (CO3,4)

Q7: XYZ Corp. is a mid-sized manufacturing company that has been experiencing declining productivity and morale among its employees. The company's management team has identified that the performance management process needs to be improved to address these issues. As the HR manager, you have been tasked with developing a performance management system that can improve productivity and morale. What steps would you take to achieve this goal? . 10 (CO1, 4)

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FOURTH SEMESTER
MBA

Roll No.....

May 2023

END TERM EXAMINATION

MBAMK-218 BUSINESS TO BUSINESS MARKETING

Time: 3:00 Hours

Max. Marks: 50

Note : Attempt any five questions.

Assume suitable missing data, if any.

- Q.1 Compare B2C marketing with B2B marketing. Take an example from both the industries and discuss their relationship building strategies. [10 M][CO 2]
- Q.2 (a) Explain the Howard Sheth model of buying behaviour in B2B Marketing. [5 M][CO 3]
(b) "Emotional appeals are more effective in B2B marketing than functional benefits". Critically examine the above statement. [5 M][CO 1]
- Q.3 What are channel management decisions? Explain the conflicts that can emerge in managing the distribution channels in B2B context. [10 M][CO 4]
- Q.4 "Segmentation is the process of dividing heterogeneous market into homogeneous sub-groups displaying similar needs and wants". Explain the statement by taking an example of Airbus, world's prominent aircraft manufacturer. [10 M][CO 3]
- Q.5 India's largest automaker Maruti Suzuki Ltd. procures engine oil from various marketers like Castrol, Mobil, Helix, Gulf etc. As a category manager, develop a suitable checklist/framework to evaluate the above suppliers. [10 M][CO 4]
- Q.6 (a) "Arriving at a just price is one of the biggest challenges to all B2B marketers". Comment by taking any suitable example. [5 M][CO 4]
(b) Identify key challenges faced by consultancy services providers like McKinsey, BCG, and Bain & Company in charging the price of their services from enterprises ranging from small to large. [5 M][CO 4]

Total no. of pages: 4

Roll Number:.....

**III SEMESTER
(MBA)**

END TERM EXAMINATION

MAY-2023

**MBAHR 218 INTERPERSONAL PROCESSES AND
COUNSELLING SKILLS FOR MANAGERS**

Time: 3 Hours

Max. Marks: 50

Note: Each question is of 10 marks.

All questions are compulsory.

In Q3 there is a choice attempt one either part A or part B .

Q1 Mark is a 27-year-old man who has been struggling with anxiety and depression for several years. He seeks counselling to work through these issues and improve his overall well-being. His Counsellor uses the 5-D model of counselling to guide their sessions. In the first session, the Counsellor asks Mark about his background, family history, and current concerns. Through this process, they discover that Mark has a history of trauma and abuse, which has contributed to his anxiety and depression. The Counsellor asks Mark to think about what he would like to achieve through counselling. Mark shares that he wants to feel more confident and in control of his life. Together, the Counsellor and Mark develop a plan for how to achieve these goals. They discuss different therapy approaches, including cognitive-behavioral therapy and mindfulness techniques. They also talk about self-care strategies that Mark can incorporate into his daily routine. The Counsellor helps Mark to visualize what his life will look like when he has achieved his goals. Mark imagines feeling more confident and self-assured, and having healthier relationships with family and friends. Over the course of several sessions, the Counsellor and Mark work together to implement the plan they have developed. They practice mindfulness exercises and cognitive-behavioural techniques, and discuss how to incorporate self-care into Mark's daily routine.

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Questions:

1. How did the discovery phase help the Counsellor and Mark understand the underlying causes of Mark's anxiety and depression and explain strategies that are included in this plan? [6 Marks] [CO 2,4]
2. How did the delivery phase involve putting the plan into action, and what outcomes did Mark achieve as a result of counselling using the 5-D model? [4 Marks] [CO 3,5]

226 Q2 Samantha is a 35-year-old woman who seeks counselling to deal with feelings of anxiety and low self-esteem. During her first session, her counsellor introduces her to transactional analysis, a therapy approach that focuses on understanding and improving communication patterns and relationships. Using transactional analysis, the counsellor helps Samantha identify her three ego states: Parent, Adult, and Child. They work together to explore how these ego states affect her relationships with others and her own sense of self-worth. Through their discussions, Samantha realizes that she often behaves in a "parental" ego state, where she is critical of herself and others, and sets high expectations that are difficult to meet. This has led to feelings of anxiety and low self-esteem, as well as strained relationships with family and friends. The counsellor encourages Samantha to explore her "child" ego state, where she can be more vulnerable and authentic. Through this exploration, Samantha learns to express her emotions in a healthy way and to set boundaries with others. Over the course of several sessions, Samantha continues to work on improving her communication patterns and relationships, using transactional analysis as a framework. She begins to feel more confident and empowered, and her relationships with others become more positive and fulfilling.

Questions:

1. How did the counsellor use transactional analysis to help Samantha identify and explore her ego states? How did exploring her "child" ego state help Samantha to express her emotions and set boundaries?

[6 Marks] [CO 1,2]

2. What were the outcomes of using transactional analysis in Samantha's therapy, and how did it benefit her overall well-being? [4 Marks] [CO3,5]

Q3 A "Conflict can play a valuable role in counselling by providing an opportunity for individuals to explore their underlying issues and work towards resolution." Do you agree or disagree with this statement? Provide examples of how conflict can arise and manage in a counselling session.

[10 Marks] [CO 1,5]

OR

Q3 B Imagine you are a counsellor working with a client who is struggling with addiction. What action strategies could you use to help them overcome their addiction and develop healthier habits?

[10 Marks] [CO 1,3,5]

Q4 You are a Counsellor working with a client who has experienced a recent trauma. Which approach(es) to counselling would you use, and why? How would you apply these approaches in your sessions with the client?

[10 Marks] [CO 2,3,5]

Q5 XYZ Corporation is a manufacturing company that specializes in producing high-quality industrial equipment. The company has been in operation for over 50 years and has a strong reputation for excellence in its field. As the head of production, you are responsible for overseeing the production process and ensuring that the company meets its production

targets while maintaining high quality standards. You work closely with other members of the management team to develop strategies and plans that support the company's growth and profitability. One of your key responsibilities is to ensure that the production process is efficient and effective, and that any issues or problems are identified and addressed quickly. To achieve this, you have implemented a system of regular quality checks and audits, and have established clear procedures for identifying and resolving production issues. In addition to these operational responsibilities, you also play a key role in developing and implementing the company's strategic plans. You work closely with the CEO and other members of the management team to identify new markets, develop new products and services, and explore new opportunities for growth. To stay ahead of the competition, you have also invested in new technologies and equipment that help to streamline the production process and improve efficiency. You work closely with the R&D team to identify new technologies and processes that can be integrated into the production process to improve quality and reduce costs. Through these efforts, you have been able to position XYZ Corporation as a leader in its industry, with a strong reputation for quality and innovation.

Questions:

1. What strategies did the head of production implement to ensure efficient and effective production processes? How does the head of production contribute to the company's strategic plans?

[6 Marks] [CO 1,2,3]

2. What investments did the head of production make to improve the production process and maintain the company's competitive edge?

[4Marks] [CO 3,4,5]

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Roll no.....

4TH_SEMESTER
MBA

END TERM EXAMINATION

May-2023

**MBAFM 218 CORPORATE MERGERS, ACQUISITIONS AND
RESTRUCTURING**

Time: 03:00 Hours

Max. Marks: 50

Note: All questions carry equal marks.
Assume suitable missing data, if any.

Q.1. what are the issues involved in cross-border mergers and acquisitions?

Q.2. How integration of target firms is executed? What is the responsibility of integration committee?

Q.3. Write notes on:

- a) Mezzanine financing
- b) Stock vs. cash offers
- c) LBO

Q.4. the following is the pre-merger and post-merger data relating to firm A (acquiring firm) and firm B (target firm):

	Pre-merger A	Pre-merger B	Post-merger A
Earnings	Rs. 2,00,000	Rs. 1,00,000	Rs. 3,50,000
Number of Shares	50,000	10,000	?
EPS	Rs. 4	Rs. 10	?
Market Price	Rs. 40	Rs. 100	?
PE Ratio	10	10	10
Value of the firm	Rs. 20,00,000	Rs. 10,00,000	Rs. 35,00,000

The firm A after merger is not expected to have any growth in earnings except that there is a synergy of Rs. 50,000 in earnings generated by the merger. The firm A is considering to issue (i) 20,000 shares, (ii) 37,500 shares, or (iii) 30,000 shares to acquire the firm B. Critically evaluate the proposal from the point of view of the worth of the shareholders. How the expected growth in earnings of the two firms will affect the decision?

Q.5. Smart Ltd. wants to acquire Dull Ltd. The balance sheet of Dull Ltd. is as follows:

Liabilities	Amount(Rs.)	Assets	Amount(Rs.)
Equity Share Capital (60,000 shares)	6,00,000	Plant and Equipments	11,00,000
Retained Earnings	2,00,000	Cash	20,000
12% Debentures	2,00,000	Debtors	30,000
Creditors and other liabilities	3,20,000	Inventories	1,70,000
TOTAL	<u>13,20,000</u>	TOTAL	<u>13,20,000</u>

Additional information:

- I. Shareholders of Dull Ltd. will get one share in Smart Ltd. for every two shares. External liabilities are expected to at Rs. 3,00,000. Shares of Smart Ltd. would be issued at its current price of Rs. 15 per share. Debenture-holders will get 13% convertible debentures in the purchasing company for the same amount. Debtors and inventories are expected to realise Rs. 1,80,000.
- II. Smart Ltd. has decided to operate the business of Dull Ltd. as a separate division. The division is likely to give cashflows (after tax) to the extent of Rs. 3,00,000 per year for six years. Smart Ltd. has planned that, after 6 years, this division would be demerged and disposed of for Rs. 1,00,000.
- III. Company's cost of capital is 14%.

Make a report to the managing director advising him about the financial feasibility of the acquisition.

-END-

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Roll no.....

IVth SEMESTER

MBA

END TERM EXAMINATION

May-2023

MBAAN218 BIG DATA ANALYTICS

Time: 3 Hours

Max. Marks : 50

Note : Attempt any FIVE questions.
Assume suitable missing data, if any.

Q.1 Differentiate between

[CO1, 2, 3, 4] [4*2.5]

1. RDBMS and Cassandra
2. Wide and Narrow Transformations
3. RDD and Dataframe
4. Hive and Pig

Q.2 (a) What is Big Data, and where does it come from? Why businesses are using Big Data for competitive advantage.

[CO1] [5]

(b) How is Hadoop and Big Data related?

[CO3] [5]

Q.3 (a) Explain the three types of YARN Scheduler algorithm.

[CO3][5]

(b) What are the various types of No-Sql Databases.

[CO2][5]

Q.4 (a) Explain the concept of Mem-Table, SS-Table and Bloom filter. [CO2] [5]

(b) Explain the significance of combiner in Map-Reduce job executes with an example.

[CO2] [5]

P.T.O.

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Q.5 (a) What are filters in Pyspark? Explain with an example. [CO4][5]

(b) Illustrate with the help of CQL commands, how a column family can be created and modified in the database. [CO4] [5]

Q.6 (a) What is SPARK. Explain its installation process. [CO4][5]

(b) What is Rack Awareness in Hadoop HDFS? [CO3][5]

Q.7 Formulate how big data analytics help business people to increase their revenue. Discuss with any one real-time application. Elaborate on the technologies used for the processing of the big data in the application.

[CO2, 3][10]

FOURTH SEMESTER

MBA

END TERM EXAMINATION

May-2023

MBASC-220 INTERNATIONAL LOGISTICS MANAGEMENT

Time: 03:00 Hours

Max. Marks: 50

Note : Assume suitable missing data, if any.

Use of non-programmable scientific calculator is allowed.

Q.1 In a two-stage system, both supplier and retailer follows Q-model for their respective inventory management.

The retailer faces a constant and uniform weekly demand of 280 units over 360 days of operation. The ordering cost for retailer with supplier is Rs 6000 and holding cost is 20%. Determine the ordering policy of retailer if there's no lead time.

Further, the supplier starts with an inventory which is 3 times the retailer's optimal order size. The supplier replenishes the retailer till his (supplier's) stocks depletes to nil. Subsequently, supplier places order for next lot, again equal to 3 times the retailers optimal order size and receives it in time to replenish every 4th order of retailer. The ordering cost for supplier is Rs 2000 and his holding cost is 10%.

Determine the total annual cost of operation of the system if the product cost is Rs 150. Assume there's no lead time and all replenishments are instantaneous.

[10][CO#2,4]

Q.2 An electronics company has two contract manufacturers in Asia:

Foxconn assembles its tablets and smart phones and Flextronics assembles its laptops. Monthly demand for tablets and smartphones is 10,000 units, whereas that for laptops is 4,000. Tablets cost the company \$100, laptops cost \$400, and the company has an annual holding cost of 25%. Currently the company has to place separate orders with Foxconn and Flextronics and receives separate

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shipments. The fixed cost of each shipment is \$10,000. What is the optimal order size and order frequency with each of Foxconn and Flextronics?

The company is thinking of combining all assembly with the same contract manufacturer. This will allow for a single shipment of all products from Asia. If the fixed cost of each shipment remains \$10,000, what is the optimal order frequency and order size from the combined orders? How much reduction in cycle inventory can the company expect as a result of combining orders and shipments?

[10][CO#1,24]

ATTEMPT ANY THREE OF THE FOLLOWING

[10 x 3 = 30]

Q.3 Why measurement of logistics performance is important? List down some of the financial and non-financial measures of the logistics performance management.

[CO#1,4]

Q.4 What kind of costing approach is better suited for determining the logistics cost? Why?

[CO#3,4]

Q.5 Elaborate on the strategic importance of benchmarking tool in logistics operations.

[CO#2,4]

Q.6 List some of the Bretton Woods organization and their role in facilitating global trade and logistics.

[CO#1,3]

END

Total no. of Pages: 1

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Roll no.....

IV SEMESTER
MBA

END TERM EXAMINATION

May-2023

MBAFM220 Financial Derivatives and Risk Management

Time: 03:00 Hours

Max. Marks: 50

Note : Attempt five questions. Q. 5 and Q. 6 are mandatory.

All questions carry equal marks.

Assume suitable missing data, if any.

Q.1 What is the difference between an option seller and an option buyer, and how do they work? [10 Marks][CO#2]

Q.2 What is a swap agreement, and how is it used to manage interest rate risk? [10 Marks][CO#3]

Q.3 Discuss Black-Scholes model [10 Marks][CO#3]

Q.4 Suppose Bank nifty is trading at 43500. Today is Friday and your view is a sideways market for the next expiry (next Thursday). What could be your trading strategy if you want to sell options but do not want to take unlimited risks? [10 Marks][CO#4]

Jet Airways, which commenced operations on May 5, 1993, has established its position as a market leader in India. The airline has been repeatedly adjudged India's best domestic airline by Abacus-TAFI and has won several national and international awards.

Jet Airways operates a fleet of 85 aircraft, which includes 10 Boeing 777-300 ER aircraft, 10 Airbus A330-200 aircraft, 54 classic and next-generation Boeing 737-400/700/800/900 aircraft, and 11 modern ATR 72-500 turboprop aircraft. With an average fleet age of 4.45 years, the airline has one of the youngest aircraft fleets in the world.

Jet Airways operates to 63 destinations, both within and outside India. International routes include New York, San Francisco, Toronto, Brussels, London (Heathrow), Hong Kong, Singapore, Shanghai, Kuala Lumpur, Colombo, Bangkok, Kathmandu, Dhaka, Kuwait, Bahrain, Muscat, Doha, Abu Dhabi, and Dubai.

Its major cost is the cost of aviation fuel. In addition to fuel costs, the other costs include landing costs at various airports and baggage handling

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costs. The remuneration of pilots and airline personnel will have to be competitive since there is a huge demand for these personnel because of the presence of a number of new airlines that operate throughout the world.

The revenue for airlines comes mainly from passenger fares and cargo fares. The passengers of Jet Airways come from various countries and pay their fares in the currency of their own country. Jet Airways finances the purchase of its airplanes by borrowing money either in India or in other countries through bond issue. The interest payments will have to be paid in the currency in which the bond is issued. Future plans for Jet Airways include purchase of additional planes, which will also be financed through borrowing.

Q 5. What are the various risks that Jet Airways is facing?

[10 Marks][CO#1]

Q.6 How can these risks be reduced using derivative securities?

[10 Marks][CO#2]

Total no. of Pages 02

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Roll no.....

MBA/ BTech.

END TERM EXAMINATION

MAY-2023

MBAMK220 INTERNATIONAL MARKETING

Time: 3 Hours

Max. Marks: 50

Note: Answer Any Five Questions. All questions carry equal marks. Assume suitable missing data, if any.

Q1. Why Regiocentric approach is important for India in today's competitive business environment? Explain with the support of suitable examples.

(CO2, L3)

Q2. Explain the role and importance of Strategic Alliances in the international growth of a company with the support of suitable illustrations?

(CO1, L3)

Q3. Reliance Consumer Products, the Fast Moving Consumer Goods arm of Reliance Retail Ventures Limited, announced expansion of its packaged goods portfolio including soaps, hygiene, laundry and home care products, setting up direct competition with established players such as Hindustan Unilever, Reckitt Benckiser and Procter & Gamble. The new launches include Glimmer beauty soaps, Get Real and Puric natural and Hygiene soaps, Dozo dishwash bars and liquids, HomeGuard toilet and floor cleaners, and Enzo laundry detergent powder, liquid and bars.

"Our ambition is to help every Indian and Asian country household get access to products at reasonable price points and the success of Reliance Consumer Products on a long run," a Reliance Consumer spokesperson said.

What strategy you will suggest to Reliance Consumer Products in the assumed competitive business scenario? Explain with the support of suitable examples.

(CO3, L2, L3)

Q4. Write a short note on the following:

(5 Marks * 2 = 10) (CO1, L2)

a) International Distribution

b) International Market Segmentation

Q5. "India is probably the most promising one because of its size and growth potential. With the Indian market soon expected to sell 5 million vehicles (annually), there are many opportunities for us," Thierry Koskas, the newly appointed Global Chief of Citroen (French Car Maker). Thierry Koskas, on his first visit outside of Europe after assuming charge as Citroen CEO, said the automaker wants to be present in India with deeply localised

products positioned across segments at the heart of the market and grow in a steady and progressive way.

What feasible suggestions you will provide as a 'Consultant' to Mr. Thierry Koskas, Global Chief of Citroen for the growth of Citroen vehicles in highly competitive market in India? (CO2, L2, L3)

Q6. Recently, Apple Chief Executive Tim Cook opened U.S. giant's two official Apple (owned) retail stores in Mumbai and New Delhi in India in a significant milestone for the (Cupertino-based tech giant) iPhone maker roughly 25 years after entering the South Asian market. Apple's iPhones currently assume less than 5% of the Indian smartphone market, but the share has grown in recent years as more Indians buy premium handsets. The opening of Apple's 20,000-square-foot store in the Reliance-owned high-end shopping mall in the financial capital Mumbai attracted hundreds of people who queued to see Tim Cook open the glass doors.

How Apple owned retail stores in India will support in increasing the sales of Apple premium handsets in the Indian smartphone market, explain with the support of suitable illustrations? (CO3, L1, L3)

Q7. In April of 2012, Mr. Chirag Gupta and Mr. Ankur Gupta set out to become business partners of the premium gourmet popcorn brand '4700BC Popcorn'. Their idea was visionary to bridge the gap between Indian market vis-a-vis Gourmet popcorn.

Brimming with hope and excitement about the potential of the idea, they hired local bakery Chef to transform their ideas into flavours.

They decided to come up with unique and interesting flavours that were totally new to the Indian market, and as for naming the flavours, they chose to go with a combination of international and domestic appeals like Wasabi and Sour Cream!

Consequently, they opened franchises in Hyderabad, Ludhiana and Chandigarh.

In the following years, Mr. Chirag Gupta and Mr. Ankur Gupta expanded 4700BC Popcorn into Retail, E-commerce, airlines, railways, and introduced Pouches, Microwave popcorn, Makka, Protein Pops, Gifting options, etc. As the brand reached new heights, they decided to take it international. Dubai was the first country they exported to and subsequently to Nepal, Bangladesh, USA, etc. totaling over 9 countries.

What suggestions you will give to Mr. Chirag Gupta and Mr. Ankur Gupta '4700BC Popcorn' for marketing premium gourmet popcorn brand '4700BC Popcorn' in Dubai, Nepal and Bangladesh?

(CO2, L2, L3)

Total No. of Pages 4

Roll No.

Fourth SEMESTER

NIA

END SEMESTER EXAMINATION

May-2023

MBAFM 222

Financial Modeling and Forecasting

Time: 03:00 Hours

Max. Marks:50

Note : Answer any TWO questions out of question no. 4,5 & 6
Questions 1,2 and 3 are compulsory
Marks are indicated along with the questions
Assume suitable missing data, if any.
financial/scientific calculator is allowed.

Q1 Write a short note on the following:

(CO1)(10 Marks)

- a) Components of Time Series
- b) Altman Z Score Model
- c) Value at Risk and Expected Shortfall

Q2. Answer True or False with brief explanation.

(CO1,CO2,CO3) (1 Mark each)

- a) As the uncertainty about the expected cash flows increases, the value of an asset increases.
- b) The free cash flow to equity will always be higher than the dividend.
- c) The free cash flow to equity can never be negative.
- d) Working capital of a company is related to its level of sales.
- e) An asset with an infinite life (i.e., it is expected to last forever) will have an infinite value.
- f) If the correlation between two variables is zero, it means no relationship between the two variables.
- g) Time Series data face the problem of stationarity meaning that means and variance of the data varies over time.
- h) Panel data are data on one or more variables collected at the same point in time.
- i) When examining quarterly results of a company in a seasonal business, it is useful to compare to the preceding quarter.
- j) Inflation should increase the value of stocks because it increases expected future cash flows.

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Q3. Ecolab Inc. sells chemicals and systems for cleaning, sanitizing, and maintenance. It reported earnings per share of \$2.35 in 2013, and expected earnings growth of 15.5% a year from 2014 to 2018, and 6% a year after that. The capital expenditure per share was \$2.25, and depreciation was \$1.125 per share in 2013. Both are expected to grow at the same rate as earnings from 2014 to 2018. Working capital is expected to remain at 5% of revenues, and revenues which were \$1,000 million in 2013 are expected to increase 6% a year from 2014 to 2018, and 4% a year after that. The firm currently has a debt ratio ($D/(D+E)$) of 5%, but plans to finance future investment needs (including working capital investments) using a debt ratio of 20%. The stock is expected to have a beta of 1.00 for the period of the analysis, and the treasury bond rate is 6.50%. (There are 63 million shares outstanding.)

- 28 a) Assuming that capital expenditures and depreciation offset each other after 2018, estimate the value per share. (5 Marks)(CO3)
- b) What would the value per share have been, if the firm had continued to finance new investments with its old financing mix (5%)? Is it fair to use the same beta for this analysis? (5 Marks)(CO3)

Q4 a) XYZ Corp. currently has an EPS of \$3.10, and the benchmark PE for the company is 21. Earnings are expected to grow at 6 percent per year. (CO2) (5 Marks)

- i. Estimate the current stock price.
- ii. What is the target stock price in one year?
- iii. Assuming the company pays no dividends, what is the implied return on the company's stock over the next year? What does this tell about the implicit stock return using PE valuation?

b) FDP Corp. has yearly sales of \$42 million and costs of \$13 million. The company's balance sheet shows debt of \$64 million and cash of \$21 million. There are 1,750,000 shares outstanding and the industry EV/EBITDA multiple is 6.8. What is the company's enterprise value? What is the stock price per share? (CO2) (5 Marks)

Q5 One of the main techniques for isolating the effects of seasonality is decomposition. The decomposition methodology also uses the multiplicative model as its basis. The multiplicative model is:

$$T * C * S * I$$

where

T = trend; C = cyclical; S = seasonality; I = irregularity

The process of isolating the seasonal effects begins by determining TC for each value and dividing the

time-series data (TCSI) by TC. The result is

$$(T \cdot C \cdot S \cdot I) / T \cdot C = S \cdot I$$

Using the 5-year quarterly time-series data on U.S. shipments of household appliances given in the Table, calculate the T.C and S.I component.

(CO2)(10 Marks)

Shipments of Household Appliances

Year	Quarter	Shipments
1	1	4009
	2	4321
	3	4224
	4	3944
2	1	4123
	2	4522
	3	4657
	4	4030
3	1	4493
	2	4806
	3	4551
	4	4485
4	1	4595
	2	4799
	3	4417
	4	4258
5	1	4245
	2	4900
	3	4585
	4	4533

Q6 a) The following regression results were based on monthly data over the period January 2008 to December 2017:

(5 Marks)(CO3)

$$\begin{aligned}\hat{Y}_t &= 0.00681 + 0.75815X_t \\ \text{se} &= (0.02596) \quad (0.27009) \\ t &= (0.26229) \quad (2.80700) \\ p \text{ value} &= (0.7984) \quad (0.0186) \quad r^2 = 0.4406 \\ \hat{Y}_t &= 0.76214X_t \\ \text{se} &= (0.265799) \\ t &= (2.95408) \\ p \text{ value} &= (0.0131) \quad r^2 = 0.43684\end{aligned}$$

where Y = monthly rate of return on a common stock, %, and X = monthly market rate of return, %.

- i) What is the difference between the two regression models?
 - ii) Given the preceding results, would you retain the intercept term in the first model? Why or why not?
 - iii) How would you interpret the slope coefficients in the two models?
- b) Shown below are monthly food and beverage sales in the United States during a recent year over an eight-month period (\$ million). Develop the equation of a trendline through these data and use the equation to forecast sales for October.

(5 Marks)(CO2)

Month	Sales (\$ million)
January	32,569
February	32,274
March	32,583
April	32,304
May	32,149
June	32,077
July	31,989
August	31,977

END TERM EXAMINATION

May-2023

MBASC222 SUPPLY CHAIN STRATEGY & INNOVATION

Time: 03:00 Hours

Max. Marks: 50

Note : Answer any five questions.
Assume suitable missing data, if any.

Q.1 What do you understand by Fourth-Party Logistics (4PL) Service Provider? How it differs from 3PL? Discuss the role of 4PL for Pharmaceutical Industry. [CO1,2,3,4] [10]

Q2. Consider the recent shortage of semi-conductor in automobile industry. Discuss the possible short term and long-term solutions from supply chain perspectives to overcome this issue. [CO2,3,4] [10]

Q3. Discuss the key learnings from the "Bike & Company Limited" case. Why BCL is not able to provide products on time to dealers and customers? What solutions would you suggest to come out of this problem?

[CO2,3,4,5] [10]

Q4. Discuss the impact of implied demand uncertainty on the responsiveness of a supply chain. Explain the zone of strategic fit for a selected sector company like ZARA of your choice. [CO3,4] [10]

Q5. Rise and fall of Subhiksha is a case study of mis-match between the competitive strategies and supply chain strategies, Justify. Why this company was failed while retail sector was growing fast? Explain.

[CO2,3,5] [10]

Q6. Consider the case study, Daikin Industries, Ltd.. Justify that Daikin supply chain is a supply chain more focussed on customer responsiveness.

[CO4, 5] [10]

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Q7. Write the short notes on *any two* of the following.

- (a) Strategic Alliances: Advantages and Disadvantages.
- (b) Visibility-Velocity-Variability in a mobile manufacturing company.
- (c) Role of reverse logistics in a e-retail company like Amazon.

[CO1,2] [10]

END

Time:3 Hours

Note: Answer any 5 questions

Q1 "Even those organisations that strive for operational excellence will have to maintain the minimum level of innovation and attention to and care for their employees". Discuss 10 (CO1,2)

Q2. Discuss the four distinct approaches to product customisation suggested by Gilmore and Pine. 10 (CO2,3)

Q3. "Customer empathy map" is designed to induce a certain level of customer focus by encouraging an organization to consider the world through the eyes and ears of customer. In light of the same, discuss the important elements of customer empathy map. 10 (CO4)

Q4. "If the company becomes aware of those customers who demonstrate an increased likelihood of ending the relationship, then it can take adequate measures and actions to prevent it." Discuss this statement in context of RFM Model. 10 (CO2,3)

Q5. The three value disciplines have a vital role to play in ensuring success of the companies. Discuss these value disciplines as proposed by Treacy and Wiersema. 10 (CO,4)

Q6. Explain the various goals and benefits of using E. CRM. Also discuss the essence of SERVQUAL model for improving the quality of services. 10 (CO1,2)

Q7. ABC Corp. is a B2B company that provides software solutions to small and medium-sized businesses. They have been experiencing a decline in customer satisfaction ratings and are losing customers to their competitors. The company's management team has identified that improving their CRM strategy could help address these issues. As the CRM manager, you have been tasked with developing a strategy to improve customer satisfaction and retention. What steps would you take to achieve this goal? 10 (CO1,3)

Total no. of Pages: 02
End Term Examination
Fourth Semester

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Roll no.....

May-2023
EMBA

Paper Code: EIT-01 Data Warehousing & Database Management

Max Marks: 50

Duration: 03 Hours

Note: All questions are compulsory.
Marks for questions are indicated alongside
Assume suitable missing data, if any.

Q1. Answer the following questions in brief.(any five) [10] [CO1,2]

- Use Armstrong's axioms to prove the soundness of the pseudo transitivity rule.
- What is query processor?
- Define the term primary key with suitable example.
- What are integrity constraints?
- List out few salient features of open source databases.
- What are the various types of failures that can occur in database?

Q2. a) What is functional dependency? Write down the rules for finding implied functional dependencies from a set of given FD's. [4][CO4]

- Explain generalization/serialization with suitable example. [4][CO3]
- List the ACID properties. [2][CO5]

Q3. (a) Consider the following relation schema and set F of functional dependencies: [4][CO3]

$R = (A, B, C, D, E).$

$A \rightarrow BC$
 $CD \rightarrow E$
 $B \rightarrow D$
 $E \rightarrow A$

List the candidate keys for R.

(b) A relation $R(A, B, C)$ has FDs $AB \rightarrow C, C \rightarrow A$. Is R in 3NF or in BCNF? Justify your answer. [3][CO3]

(c) What is the degree of relationship? Discuss the various types of degree of relationship with diagram? [3][CO3]

Q4. Differentiate between:

[10][CO1,5]

- a) Procedural and non-procedural DMLs
- b) Conflict and View Serializability

Q5. Write short notes on the following: (*any four*)

[10][CO5]

- a) Weak Entity Set
- b) Derived attributes
- c) Referential Integrity
- d) Mapping Cardinality
- e) Database Administrator

END

Total no. of Pages: 03

Roll no.....

SEMESTER-III
EXECUTIVE-MBA

END TERM EXAMINATION

MAY-2023

**EFM 01 SECURITY ANALYSIS AND PORTFOLIO
MANAGEMENT**

Time: 3:00 Hours

Max. Marks: 50

Note : Attempt any 5 questions from 6.
All questions carry equal marks.
Scientific calculator is allowed.
Assume suitable missing data, if any.

Q.1

(1A) What monetary and fiscal policies might be prescribed for an economy in deep recession? [5]

(1B) Consider two firms producing smartphones. One uses a highly automated robotics process, whereas the other uses workers on an assembly line and pays overtime when there is heavy production demand.

(i) which firm will have a higher profit in a recession? And in a boom?

(ii) which firm stock will have a higher beta? Explain with reasons.

[5][CO2]

Q.2

(2A) (i) DMK Specialists pays a current (annual) dividend of Rs. 1.00 and is expected to grow at 20% for 2 years and then at 4% thereafter. If the required return for Deployment Specialists is 8.5%, what is the intrinsic value of DMK Specialists stock?

In what circumstances it is important to use multistage dividend discount models rather than constant growth models? Explain [5]

(2B) You expect the price of IBX stock to be Rs. 59.77 per share a year from now. Its current market price is Rs. 50, and you expect it to pay a dividend 1 year from now of Rs. 2.15 per share.

(i) What are the stock's expected dividend yield, rate of price appreciation, and holding-period return? [2.5]

(ii) If the stock has a beta of 1.15, the risk-free rate is 6% per year, and the expected rate of return on the market portfolio is 14% per year, what is the required rate of return on IBX stock? [2.5] [CO1]

Q.3

(3A)

(i) A firm has an ROE of 3%, a debt-to-equity ratio of 0.5, a tax rate of 35%, and pays an interest rate of 6% on its debt. What is its operating ROA? [2.5]

(ii) A firm has a tax burden ratio of .75, a leverage ratio of 1.25, an interest burden of 6, and a return on sales of 10%. The firm generates \$2.40 in sales per dollar of assets. What is the firm's ROE? [2.5] [CO 1]

(3B)

(i) Explain the basic assumptions on which technical analysis is based?

(ii) What information will be provided by Candlestick chart pattern to a trader? [5] [CO1]

Q.4 Mr. Rohit is required to make the following payments at the end of each year for next 6 years:

Year	Payment(Rs. Lakh)
1	25.50
2	19.25
3	18.25
4	17.5
5	19.5
6	17.5

He is planning to immunize his liability by investing in following Two bonds:

Bond X: 11% coupon Bond of FV Rs. 1000/- maturing after 5 years redeemable at 5% premium and currently traded at Rs.966.38/-

Bond Y: 13% coupon Bond of FV Rs.1000/- maturing after 3 years, redeemable at 5% discount and currently traded at Rs.988.66/-

Answer the following questions:

- If the interest rate is 12%, calculate the proportion of Funds to be invested in Bonds X and Y, so that Mr. Rohit's payment is immunized.
- After one year if the interest rate changes to 14%, determine the adjustment to be made, so that Mr. Rohit's portfolio remains immunized.

[10] [CO2,3]

Q.5

(5A) Explain the Capital Asset Pricing Model (CAPM) and its assumptions. How does CAPM help in estimating the expected return on an investment? [5]

(5B) A pension fund manager is considering three mutual funds. The first is a stock fund, the second is a long-term government and corporate bond fund, and the third is a T-bill money market fund that yields a rate of 8%. The probability distribution of the risky funds is as follows:

	Expected Return	Standard Deviation
Stock Fund (S)	20%	30%
Bond Fund (B)	12	15

If you were to use only the two risky funds, and still require an expected return of 14%, what would be the investment proportions of your portfolio?

[5] [CO 2]

Q.6 Write short notes on any four: (250 words)

(6A) Systematic Risk vs Unsystematic Risk [2.5]

(6B) Risky Assets vs Risk-free Assets [2.5]

(6C) Current yield vs Yield to maturity? [2.5]

(6D) Efficient Portfolio [2.5]

(6E) Immunization strategy [2.5]

(6F) Sharpe Ratio as a portfolio performance measure [2.5]

[CO 1,2,3]

IV SEMESTER

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EMBA
B.Tech./B.Des./BBA/BAE/M.Sc./M.Des./M.Tech./MBA/Ph.D/B.Tech. (Eve)

END TERM EXAMINATION

May-2023

COURSE CODE: Internet Business Models and Business Strategies

COURSE TITLE: EKTM-01

Time: 3 Hours

Max. Marks: 50

Note: Attempt any 5 questions out of the given choices.
All questions carry equal marks.
Assume suitable missing data, if any.

- Q.1 Explain concept of dominant revenue models with its variants and its idea? [10][CO2, CO3]
- Q.2 Examine differences between value creation and extraction in the marketplace and in the market space with a suitable example? [10][CO4, CO5]
- Q.3 Suggest strategies to advertise and build a modest eatery business through use of various online tools? [10][CO3, CO4]
- Q.4 Determine the viability of Amazon.com's business model by appraising it on its component measures? [10][CO3, CO4]
- Q.5 Examine role and impact of internet on an industry supported with an appropriate example? [10] [CO3, CO5]
- Q.6 Comment upon impact of e-markets on organizations? [10] [CO3, CO4]
- Q.7 Investing in IT infrastructure is as critical as it was in place, plant, machineries and equipment's in earlier traditional businesses. Explain the above with examples? [10][CO3, CO4]

Total no. of Pages 02

Fourth Semester

END TERM EXAMINATION

EMK-01 INTERNATIONAL MARKETING MANAGEMENT

Time: 3 Hours

Roll no.

EMBA

MAY-2023

Max. Marks: 50

Note: Answer Any Five Questions. All questions carry equal marks. Assume suitable missing data, if any.

Q1. How Polycentric approach is important for the growth of a company in an international market? Explain with the support of suitable illustrations. (CO2, L2)

Q2. Micro Turners Group, founded in 1969 is one of the largest integrated automotive component manufacturers in India. It has 12 world class manufacturing facilities mainly located in the North & West India. With the infrastructure and technology platform developed over 40 years, the Group is well positioned in the Indian Auto and Non-Auto component markets.

Moving with a growth rate of 11% CAGR, the company has posted a turnover of USD \$225 Million in last year. Micro Turners mainly aims at expanding their business across the globes through technological excellence. We significantly feature Good Quality, High Volume & Competitive Cost.

What market entry strategy you will suggest to Micro Turners Group in successfully selling automotive components in the United States market? Explain with the support of suitable examples. (CO1, L2, L3)

Q3. Write a short note on the following:

(5 Marks * 2 = 10) (CO1, L2)

- International Marketing Environment
- International Market Positioning

Use Case – A- MMG Group

MMG Group, which owns and operates McDonald's restaurants in northern and eastern India, will invest Rs 400 - 600 crore over the next three years on reimagining of outlets and opening new ones, its Chairman, Sanjeev Agrawal said.

McDonald's outlets have come up in several new markets, including Orissa, Assam and Shimla, according to Mr. Sanjeev Agrawal. "This year, our target is to open 40 new restaurants. Currently, we have 170 outlets. We shall also be opening the first McDonald's outlets in markets such as Ranchi, Jamshedpur, Sri Ganganagar, Siliguri and Gorakhpur, besides expanding in eastern India. "Currently, we are marketing products of McDonald's in new upcoming markets in many newer ways," Sanjeev Agrawal, Chairman, MMG Group.

"McDonald is bullish on the growth of Indian market and McDonald will maintain a healthy relationship with MMG Group", Morgan Flatley, Executive Vice President, Global Chief Marketing Officer and New Business Ventures, McDonald's Corporation.

Based on the assumed Use Case - A- MMG Group – Attempt Q4 and Q5.

Q4. What suggestions you will give to Mr. Sanjeev Agrawal, Chairman, MMG Group in successfully marketing products of McDonald's in new upcoming markets in India?
(CO3, L2, L3)

Q5. How Ms. Morgan Flatley, Executive Vice President, Global Chief Marketing Officer and New Business Ventures, McDonald's Corporation will maintain a healthy relationship with MMG Group and grow McDonald's new business in India?
(CO2, L2, L3)

Use Case –B- Motorsport Facility

Owners of McLaren, Lamborghini, Ferrari, Porsche and other supercars and bikes, and motorsport enthusiast, will soon have more destinations to choose from for reviving up their machines and witnessing the magic on asphalt.

Currently there are just three such facilities: Buddh International Circuit in Greater Noida, Madras Motor Race Track in Chennai and Kari Motor Speedway in Combatore. The upcoming infrastructure spells good news also for super cars brands who have often rued the lack of infrastructure in a country where the tribe of supercar owners is increasing steadily. India sold 509 super luxury cars (those priced above Rs 1.5 crore) in 2022, the highest for a year, breaking the previous record of 323 units in 2018.

"The fact that there are so many people seeing an opportunity in building the racetrack in emerging market like India, gives us a lot of confidence that the trend will give a fillip to the super luxury sports car market and Lamborghini will continue marketing its products in India in newer ways," Sharad Agarwal, India Head, Lamborghini India. The race track near Bengaluru is being developed by Mr. Boopesh Reddy, the Managing Director of real estate firm Bren Corporation who himself is a supercar enthusiast. "This will be a world-class motorsport facility with top-notch amenities including a clubhouse for both drivers and spectators. "Currently we are looking for 'International Marketing Consultant' for promoting world-class motorsport facility in domestic and international markets," said Boopesh Reddy, Managing Director, Bren Corporation.

Based on the assumed Use Case –B- Motorsport Facility - Attempt Q6 and Q7.

Q6. What feasible suggestions you will give as a 'Consultant' to Mr. Boopesh Reddy, Managing Director, Bren Corporation for promoting the upcoming world-class motorsport facility in United States and Asian markets?
(CO2, L2, L3)

Q7. How Lamborghini India will use the upcoming world-class motorsport facility in India for the growth of super luxury Lamborghini sports cars in India?
(CO3, L1, L2)

Total no. of Pages: 3

Roll no.....

FOURTH SEMESTER
MBA (E)

END TERM EXAMINATION

May-2023

ESCM-02 INTERNATIONAL LOGISTICS MANAGEMENT

Time: 03:00 Hours

Max. Marks: 50

Note : Assume suitable missing data, if any.

Use of non-programmable scientific calculator is allowed.

Q.1 State TRUE and FALSE

[5x1=5][CO#1,2,4,5]

- a) Aggregation of inventory leads to higher safety stocks
- b) *Shortest path problem* and *minimum spanning tree* addresses same objective
- c) *Asian Development Bank* (ADB) is a *Bretton Woods Organization*
- d) *Bullwhip effect* demonstrates good coordination in a supply chain
- e) All variants of 40 ft containers have same volume

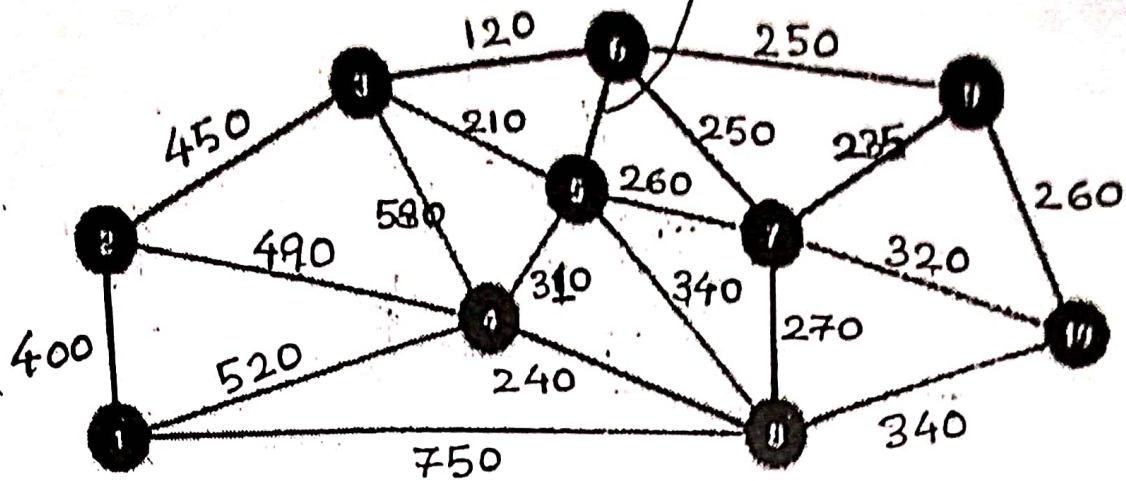
Q.2 Four wagons are available at station 1,2,3 and 4. These are required at four stations I, II, III and IV. The mileages between various stations are given below. How should the wagons be transported so as to minimize the total mileage covered.

[8][CO#3,5]

	I	II	III	IV
1	1	4	6	3
2	9	7	10	9
3	4	5	11	7
4	8	7	8	5

Q.3 A group of global oil companies are jointly planning to build an oil pipeline to connect several international capital cities, as shown below. The miles between cities are shown on each branch. Determine a pipeline system that will connect all the 10 capital cities using the minimum number of lines of pipe, and indicate how many miles of pipe will be used.

[7][CO#1,3,5]



- Q.4 ABC sources from hundreds of suppliers and is considering the aggregation of inbound shipments to lower costs. Truckload shipping costs \$500 per truck along with \$100 per pickup. Average annual demand from each supplier is 10,000 units. Each unit costs \$50 and ABC incurs a holding cost of 20 percent. What is the optimal order frequency and order size if ABC decides to aggregate four suppliers per truck?

ABC has the following inputs,

Demand per product, $D_i = 10,000$

Holding cost, $h = 0.2$

Unit cost per product, $C_i = \$50$

Common order cost, $S = \$500$

Supplier-specific order cost, $s_i = \$100$

What is the optimal order size and frequency if each truck has a capacity of 2,000 units?

[10][CO#2,4,3,5]

ATTEMPT ANY TWO OF THE FOLLOWING

[10 x 2 = 20]

- Q.5 A automobile company has 2 warehouses which experience a demand that is not steady from one week to the next and follows distribution given by,

Warehouse 1 $\sim N(4000, 24)$, Warehouse 2 $\sim N(3000, 7)$

where $N(X, Y)$ is normal distribution with mean X , standard deviation Y

Fixed setup costs are \$1,000/order and the holding cost is 25% of the cost of automobile, with each unit costing the company \$10. Lead time for firm is 4 weeks. Now, firm wants to consolidate the operations of two warehouses to achieve operational savings. Work

with a probability of 0.15. What ordering policy would you recommend for firm? ($z = 1.65$)

[CO#1,2,3,5]

Q.6 What is the objective of designing distribution network? Elaborate on any three designs highlighting advantages or disadvantages over others?

[CO#1,3,4]

Q.7 Elaborate on the approaches to measure logistics performance. Why is the correct measurement of the logistics performance important?

[CO#1,2,3,4]

-----END-----

Total no. of Pages: 1 25) Roll no.

IV SEMESTER EMBA

END TERM EXAMINATION

May-2023

COURSE CODE: EMK-03 COURSE TITLE: Marketing of Services

Time: 03:00 Hours

Max. Marks: 50

Note : All questions carry equal marks.
Assume suitable missing data, if any.

Section A: Attempt any Four

(5*4=20)

- Q.1 How service providers manage the demand and supply of services?
[5] [CO#2]
- Q.2 Highlight concept of service blueprint. [5] [CO#2]
- Q.3 How customer perceptions are different from expectation? [5][CO#2]
- Q.4 Briefly explain the ways to improve service delivery in service organizations. [5] [CO#3]
- Q.5 What are the implications of the services marketing triangle?
Explain giving suitable examples. [5] [CO#1]

Section B: Attempt any Three

(10*3=30)

- Q.1 What factors should be kept in mind while deciding about the price of a service. Suggest alternative pricing strategies, with examples.
[10][CO#2]
- Q.2 Why do customers switch service providers? Can you do anything as a marketer to prevent the customers from switching. [10][CO#3]
- Q.3 In what ways is distribution of services different from goods? Identify a few services which can be distributed electronically and discuss the challenges involved in it. [10][CO#4]
- Q.4 How important is it for a hotel located at a hill station to use promotions during off-season? Also identify the possible sales promotion schemes it can offer. [10][CO#4]

IV SEMESTER

EMBA

END TERM EXAMINATION May-2023

COURSE CODE ESCM-04

COURSE TITLE: Service Operations Management

Time: 03:00 Hours

Max. Marks: 50

Note: Attempt any five questions

Assume suitable missing data, if any.

- Q.1 (a) "Service operations is full of challenges." Discuss. [5] [CO1]
(b) "Global economy has been changing at unprecedented pace and services have been in centre of this transformation." Explain. [5] [CO1]
- Q.2 (a) Discuss SERVQUEL model with suitable examples. Highlight its limitations. [5] [CO1]
(b) Discuss factors influencing consumer behaviour in services? How they differ w.r.t goods? [5] [CO2]
- Q.3 (a) Elucidate consumers' decision-making process in services. [5] [CO2]
(b) What is meant by the term service package? What factors need to be monitored to make it customer friendly? [5] [CO3]
- Q.4 (a) Discuss the concept of new service development. Discuss various categories of new services with suitable examples. [5] [CO3]
(b) How market segmentation helps to meet and exceed customer satisfaction? [5] [CO3]
- Q.5 (a) Briefly discuss service design model service blueprinting with suitable examples. [5] [CO4]
(b) For any one of the following, discuss how service marketing strategies can be formulated:
(i) Tourism (ii) public utility services (iii) Logistics [5] [CO4]
- Q.6 Write short notes on any of the two:
(a) Service encounter (b) Technology and automation in services (c) Innovations in services. [5 x2] CO3

Total No. of Pages : 01

Roll No. :

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EMBA IV Semester
END TERM EXAMINATION
EIT-06: BPR and ERP Implementation

Time: 3 Hours

Marks: 50 Marks

Attempt any five Questions

- Q1. Define ERP and state the reasons for the failure of ERP. 10 Marks**
- Q2. How does ERP helps in business organisations to achieve their goals. 10 Marks**
- Q3. What are the different ERP software's available in the market. 10 Marks**
- Q4. Define BPR and the advantages for implementation of BPR. 10 Marks**
- Q5. What is the difference between SAP and BAAN? 10 Marks**
- Q6. What are the advantages of ERP Implementation? 10 Marks**
- Q7. What are the future trends in Business Process Reengineering (BPR)? 10 Marks**

Total no. of Pages: 2

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Roll no.....

FORTH SEMESTER EMBA

~~B.Tech./B.Des./BBA/BAE/M.Sc./M.Des./M.Tech./MBA/Ph.D./B.Tech. (Eve)~~

May-2023

END TERM EXAMINATION

COURSE CODE: EMK-06 COURSE TITLE: Sales & Distribution Management

Time: 03:00 Hours

Max. Marks: 50

Note: Question 4 is mandatory.
All questions carry equal marks.
Assume suitable missing data, if any.

Q.1 How do B2B companies approach pricing and negotiation, and what are some effective pricing and negotiation tactics for achieving favorable deals? [10][CO1]

Q.2 What is integrated marketing communication (IMC), and how can B2B companies create an IMC plan? [10][CO2]

OR

What are the benefits and limitations of outsourcing sales promotion? Which companies have effectively outsourced sales promotion efforts (mention at least 3 companies)? [10][CO4]

Q.3 Discuss the different types of sales promotion techniques that companies can use and provide examples of at least three companies that have used them successfully. [10][CO3]

OR

What factors influence organizational buying behavior, and what steps does a company follow to make purchases? [10][CO1]

Q.4 XYZ Pvt Ltd is a leading manufacturer of air conditioners in the Indian market. The company has recently launched a new range of energy-efficient air conditioners that are designed to reduce power consumption by

up to 50%. However, despite the innovative features and superior quality of the product, the sales have been slower than expected.

To address this issue, the company decides to launch a sales promotion campaign to increase the sales of its new air conditioner range. The promotion campaign is planned for the summer season, which is the peak season for air conditioner sales in India. The company decides to offer a free installation and a 10% discount on the purchase of any air conditioner from its new range. The promotion is advertised through various channels, including television, newspapers, and social media.

The promotion campaign is well-received by customers, and the sales of the new air conditioner range increase significantly during the promotion period. However, the sales growth is short-lived, and the sales drop back to pre-promotion levels after the promotion period ends. The company realizes that the promotion campaign did not have a lasting impact on the sales of its new range of air conditioners.

Question:

[20][CO3]

1. Evaluate the relevance of offering a discount and free installation as a sales promotion technique.
2. Suggest some alternative promotional techniques that could have been used to achieve long-lasting sales.
3. What can be some of the factors that may have contributed to the slow sales of XYZ Pvt Ltd's new air conditioner range, despite its innovative features and superior quality?

Total No. of Pages: 01

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Roll No.: _____

End Term Examination MBA (Executive) Semester IV (2021-23)

EKTM-08
E Business and E Commerce

Time: 3 Hour

Maximum Marks: 50

- (1) Question No. 5 is compulsory.
- (2) Attempt any Four from the remaining five.
- (3) Draw neat diagrams wherever necessary.

Note: Assume suitable missing data, if any. Write your answer precisely.

Q.No.

1. Explain different models of E-Business.
2. What do you understand by Mobile Commerce ? Describe about M Commerce Model.
3. Differentiate between intranet and extranet with examples ?
4. Explain legal issues and ethical issues related to E- Business?
5. Illustrate the role of cryptography in network security ?
6. Discuss the advantage and disadvantage of online advertisement in details?
7. What is EDI explain the advantages of EDI?

Total No. of Pages 2

Roll No.

4th SEMESTER

E MBA

END SEMESTER EXAMINATION

May-2023

EFM-08

Project Appraisal and Finance

Time: 3:00 Hours

Max. Marks:50

Note : Answer any three out of question no. 3, 4, 5 & 6.

Question 1,2 are compulsory

Marks are indicated along with each question.

Scientific Calculator is allowed

Assume suitable missing data, if any.

Q.1 a) A Company has INR100cr of debt with unlevered cash flow of INR38cr. Debt is to be repaid in five years with interest cost of 10%. Minimum DSCR that company needs to maintain as per the agreement with lenders is 1.3. In case of DSCR breach in any year, the company will have to payoff the excess cash (after regular debt servicing) to lenders. Calculate the DSCR of the company in the next five years.

(CO3)(5 Marks)

b) Explain the Tailor method and Dedicated percentage method of repayment in project finance.

(CO4)(5 Marks)

Q.2 A Project has an estimated cost of INR1000cr. Project construction phase is 3 years. Project is funded by 60% debt. After operation commences, project will generate an annual post tax cash flow of INR200cr. Annual depreciation is 20% of the project cost. Loan is to be repaid in 5 years and interest on loan is 6%.

a) Calculate the total debt to be serviced at the end of three years of construction and LLCR.

(CO3)(5 Marks)

b) Calculate debt to be serviced at the end of each year during operational phase.

(CO3)(5 Marks)

Q.3 a) What are covenants in bond agreement? Explain with examples various type of Covenants in a bond agreement.

(CO1)(5 Marks)

→P.T.O

b) What is a technical default? What are the options available to lender in case of technical default? (CO1)(5 Marks)

Q.4 Explain the key risks in project finance with respect to various counterparties involved. Draw the risk matrix for a toll road project. (CO2)(10 Marks)

Q.5 Write a short note on the following: (CO2)(10 Marks)

- a) Social Cost Benefit Analysis
- b) Corporate Financing vs Project Financing

Q.6 Answer True or False with brief explanation (CO1,CO2,CO4)(1 Mark each)

- a. In project finance initiatives, the borrower is a specially created company which is financially and legally dependent on the sponsor
- b. In project finance initiatives, sponsors normally offer the assets of the SPV as collateral to lenders as security for the project's receipts
- c. In project finance initiatives, the degree of leverage depends on the sponsor's leverage.
- d. When calculating net operating cash flow (unlevered free cash flow), changes in net working capital are not taken into account
- e. The funds set aside in the DSRA (debt service reserve account) are a way creditors use to safeguard their rights toward the SPV.
- f. Cover ratios are profitability indicators for a project finance deal.
- g. Return on Investment from project is a secondary consideration for the lenders.
- h. A power plant with long term PPA can be funded through project finance.
- i. Operating Cash flow should not be less than debt servicing for a financially viable project.
- j. Project with high technology risk are not suitable for project finance.

END

Total No. of Pages: 02

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Roll No.

2nd Semester

EMBA

END SEMESTER EXAMINATION

May-2023

EMBA201 HUMAN RESOURCE MANAGEMENT

Time:3 Hours

M.M-50

Note: Answer any 5 questions

Q1. In ABC Ltd. , the management looks at work and life or “ work life balance” as a very important component to retain employees in the organization. The company is saying no to leave encashments which leaves no choice to employees but to exhaust the number of days off they are getting during the year. In effect, the organization ensures employees spending quality time off work as well. Starting this financial year, it has revised its CL policy by doing away with leave encashments. Now the HR Department has removed the concept of CL encashments, thereby ensuring that the employees make use of allotted casual leaves. This is done to encourage people to avail leaves and maintain a healthy work life balance

- a. Comment on the new policy adopted by ABC Ltd.
- b. Explain the role of work life balance in retaining the employees of the organization.

10 (CO1,3)

Q2. Many firms build a competency analysis framework to regulate recruitment. In such firms, the HR department relies on automated analysis—to gauge talent and skill gaps.

In light of the above discuss the steps involved in the process of competency mapping

10 (CO1,2)

Q3. “New technology, hybrid workforces, an abundance of information, and post-pandemic preferences have altered perspectives on career development. What people want from their careers and employer has also changed significantly” In light of this statement, explain the role of training and development in changing the learning landscape.

10 (CO1,3)

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Q4. "Without proper analytics, there is a high percentage chance that the business could unknowingly be losing money because of processes that just aren't resonating or working well with its employees. Measuring data on employee processes can help with better insight and overall management to people teams everywhere." Discuss 10 (CO3,4)

Q5. Discuss the essence of employee engagement surveys in identifying the areas that are thriving and need attention? 10 (CO1,2)

Q6. The contemporary approach to Human Resource planning establishes a link between the broad range of external and organisational factors and specific personnel programs. Explain.
10 (CO2,4)

Q7. ABC Corporation is a leading company in the technology industry. Due to an expansion in its business, the company is planning to recruit several new employees in various departments. As the HR manager of the company, you have been tasked with designing a recruitment and selection process that ensures the selection of the best candidates. What steps would you take to design an effective recruitment and selection process?
10 (CO2)

Total no. of Pages :

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Roll No.:

II Semester
End Term Examination
Course Code – EMBA-202

EMBA (DSM)
May-2023
Financial Management

Time: 03:00 Hours

Max. Marks: 50

Instructions: Attempt Any five questions. All questions carry equal marks.
Assume suitable missing data, if any.

Q1. “Financial accounting and financial management are complementary in nature. Do you agree? Explain.

An investor deposits a sum of Rs.6, 00,000 in a bank account on which interest is credited @9% p.a. How much amount can be withdrawn annually for a period of 12 years?

[10M] [CO1]

Q2. How is cash flow different from accounting profit? Which one is better for Capital Budgeting decisions? Why?

Aryan Ltd. purchased a machine two years ago at a cost of Rs. 30,000. At that time the machine was estimated to have 6 years life. Its annual cash operating cost is Rs. 20,000. The finance manager wants to replace it with a new machine having annual cash operating expenses of Rs. 15,000. The cost of new machine is Rs. 35,000 and its estimated life is 5 years with zero scrap value. Present scrap value of old machine is Rs.18, 000. Straight line method of depreciation is used by the company. Tax rate is 40%. Suggest on the basis of NPV whether the company should replace the old machine if the minimum required rate of return is 10% p.a.

[10M] [CO2]

Q3. What are the various factors that affect the cost of capital? Explain.

The following is the capital structure of ABC Ltd.:

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Particulars	Amount (Rs.)
Equity Share Capital (Face Value Rs.10 per share)	20,00,000
9% Preference Share Capital (Face Value Rs.100 per share)	5,00,000
11% Debentures (Face Value Rs.100 per debenture)	10,00,000
Retained Earnings	5,00,000
Total	40,00,000

All these securities are traded on the capital market. Recent prices are: Debentures @ Rs.105 per debenture, Preference share @ Rs.120 per share, Equity shares @ Rs.25 per share. The company expects to pay a dividend of Rs. 2 per share at the end of the year which is expected to grow at 5% p.a. The company pays income tax @ 30%. Calculate the company's cost of capital using book value weights and market value weights. [10M] [CO2]

Q4. Differentiate between Operating Leverage and Financial Leverage.

There are two companies 'L Ltd.' and 'U Ltd.'. They are identical in all respects except in terms of their capital structure as given in the table below:

	U Ltd.	L Ltd.
EBIT (Rs.)	9,00,000	9,00,000
7.5% Debentures (Rs.)	-	20,00,000
Equity	18%	20%
Capitalisation Rate		

Calculate the value of two firms and illustrate using MM approach how an investor holding 10% shares of L Ltd. will be benefitted by switching over his investment from L Ltd. to U Ltd.

[10M] [CO2]

Q5. Explain the significance of Walter's model with example.

The following information is collected from the current year annual report of ABC Ltd :

Earning of firm	Rs. 18, 00,000
Number of equity shares	3, 00,000
Return on Equity	22.5%
Cost of equity	15%

What should be the dividend payout ratio so as to keep the share price at Rs. 42 by using Walter Model? Also, determine the optimum dividend payout ratio and the market price of share at the optimum dividend payout ratio. What will the maximum and minimum share price under this model?

[10M] [CO3]

Q6. What are the determinants of working capital?

While preparing a project report on behalf of a client you have collected the following facts. Estimate the net working capital required for the project. Add 10% to your computed figure to allow for contingencies.

Estimated cost per unit of production:	Amount per unit(Rs.)
Raw materials	80
Direct Labour	30
Overhead (exclusive of depreciation Rs.10 per unit)	60
Total Cost	170

Additional Information:

(a) Selling price Rs. 200 per unit ,

(b) Level of activity 1, 04,000 units of production per annum,

(c) Raw materials in stock average 4 weeks

(d) Work in progress (assume 50% completion stage in respect of conversion costs and 100% completion in respect of materials) average 2 weeks,

(e) Finished goods in stock average 4 weeks,

(f) Credit allowed by suppliers' average 4 weeks,

(g) Credit allowed to debtors

average 8 weeks,

(h) Lag in payment of wages

average 1.5 weeks,

(i) Cash at Bank is expected to be Rs. 25,000.

You may assume that production is carried on evenly throughout the year (52 weeks) and wages and overheads accrue similarly. All sales are on credit basis only.

[10M [CO4]

Q7. Why ABC analysis is the most important inventory management technique?

Find out the economic order quantity and the number of orders per year from the following information.

Annual consumption: 36,000 units

Purchase price per unit: Rs. 54

Ordering cost per order: Rs. 150

Inventory carrying cost is 20% of the price per unit of inventory.

Also, calculate from the following information.

(1) Re-order level (2) Maximum level (3) Minimum level (4) Average level

Normal usage: 100 units per week

Maximum usage: 150 units per week

Minimum usage: 50 units per week

Re-order quantity (EOQ) 500: units

Lead time: 5 to 7 weeks

[10M] [CO4]

Total no. of Pages: 02

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Roll no.....

II SEMESTER

EMBA (Even)

END TERM EXAMINATION

May-2023

COURSE CODE EMBA203

COURSE TITLE MARKETING RESEARCH

Time: 03:00 Hours

Max. Marks: 50

Note: Attempt any five questions.
All questions carry equal marks.
Assume suitable missing data, if any.

- Q.1 Explain the Scope, Importance and limitations of marketing research. [10] [CO1]
- Q.2 Design a questionnaire for identifying the consumer perception towards four-wheeler or any brand. [10] [CO2]
- Q.3 Explain Conjoint analysis and its types. Conjoint analysis is used for which type of strategy formulation. [10] [CO3]
- Q.4 Explain probability vs non probability sampling techniques. [10] [CO4]
- Q.5 Ashok Leyland, a major manufacturer of Trucks and Buses, has decided to make a foray into small passenger transport vehicles. Their product development team has developed an MUV (Multi Utility Vehicle) with 7 seats and 8 seats configuration. They found that MUVs like Toyota Innova, GM Tavera and many more other models from Mahindra and Tata Motors are doing good business in India. The company outsourced the research to find out the market potential for MUV in India to Market Research Group (MRG). MRG conducted sample market studies in Salem in Tamilnadu and Gorakhpur in Uttar Pradesh. They submitted a market potential report to Ashok Leyland, which suggested that there is good potential in the market for MUV. Based on the research report, the company launched the MUV Stile with technological collaboration with

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Nissan India Ltd. This product is similar to Nissan Evalia. In May 2015 Ashok Leyland took a decision to withdraw Stile due to weak sales.

Do you think that the sample market study is good practice in such type of cases. Examine. [10] [CO4]

Q.6 Explain the various components of an effective Management Information System. [10] [CO6]

Q. 7 Assume as an example a marketing research problem of your choice. Assuming you have all required data and have completed the research, as a Researcher prepare and submit a final model final research report for the above topic, duly incorporating all the marketing research report guideline. [10] [CO6]

EMBA

II (SECOND) SEMESTER

B.Tech./B.Des./BBA/BAE/M.Sc./M.Des./M.Tech./MBA/Ph.D./B.Tech. (Eve)

May-2023

END TERM EXAMINATION

COURSE CODE EMBA 204

COURSE TITLE Business Environment

Max. Marks: 50

Time: 03:00 Hours

Note : All questions carry equal marks.
Assume suitable missing data, if any.

- Q.1 The table from the Surinam economy is presented below, extract and story body the pointers which exhibit anomalous behavior in an economy, identify the potential reasons of hyperinflation. Identify the drivers of inflation in light of it being a demand pull or cost push? [MM: 25][CO#1]

Year	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989
<i>in percent of GDP</i>										
Revenues	35.5	33.5	33.1	29.0	28.3	27.8	29.3	27.5	30.2	33.6
o.w. grants	7.4	8.4	8.2	0.3	0.4	0.3	0.3	0.4	0.8	1.6
Expenditures	34.0	36.2	37.5	46.7	46.2	49.3	55.8	53.9	51.5	47.3
Current	27.3	27.6	28.6	40.9	41.5	46.2	53.6	52.0	49.7	45.7
Capital	6.7	8.7	9.0	5.8	4.7	3.1	2.2	1.9	1.8	3.2
Overall balance	1.4	-2.7	-4.4	-17.7	-17.8	-21.5	-26.6	-26.3	-21.3	-13.7
Seignorage	-0.3	3.1	1.6	5.3	12.0	19.5	19.2	13.6	14.6	10.8
<i>annual percentage change, year-end</i>										
Base money	-2.3	23.1	9.9	29.1	48.3	52.6	36.1	20.1	21.6	15.3
Inflation	13.9	7.3	6.5	3.9	4.5	15.8	30.0	52.2	-7.6	2.0

- Q.2 How consumption function is related to National Income? Explain the Keynes's Psychological Law of Consumption? Share your understanding about average propensity to consume and marginal propensity to consume? How as an economist you will raise the propensity to consume? [MM 25] [CO#2]

Q.3 Fiscal policy also feeds into economic trends and influences monetary policy. When the government receives more than it spends, it has a surplus. If the government spends more than it receives it runs a deficit. To meet the additional expenditures, it needs to borrow from domestic or foreign sources, draw upon its foreign exchange reserves or print an equivalent amount of money. This tends to influence other economic variables. On a broad generalisation, excessive printing of money leads to inflation. If the government borrows too much from abroad it leads to a debt crisis. If it draws down on its foreign exchange reserves, a balance of payments crisis may arise. Excessive domestic borrowing by the government may lead to higher real interest rates and the domestic private sector being

unable to access funds resulting in the "crowding out" of private investment. Sometimes a combination of these can occur. In any case, the impact of a large deficit on long run growth and economic well-being is negative. Therefore, there is broad agreement that it is not prudent for a government to run an unduly large deficit. However, in case of developing countries, where the need for infrastructure and social investments may be substantial, it is sometimes argued that running surpluses at the cost of long-term growth might also not be wise. The challenge then for most developing country governments is to meet infrastructure and social needs while managing the government's finances in a way that the deficit or the accumulating debt burden is not too great.

When we talk about fiscal policy, it is important to clarify certain basic concepts. The most elementary is perhaps the difference between revenue and capital flows, be they receipts or expenditures. While there are various complex legal and formal definitions for these ideas, presenting some simplified and stylised conceptual clarifications is deemed appropriate. A spending item is a capital expenditure if it relates to the creation of an asset that is likely to last for a considerable period of time and includes loan disbursements. Such expenditures are generally not routine in nature. By the same logic a capital receipt arises from the liquidation of an asset including the sale of government shares in public sector companies (disinvestments), the return of funds given on loan or the receipt of a loan. This again usually arises from a comparatively irregular event and is not routine. In contrast, revenue expenditures are fairly regular and generally intended to meet certain routine requirements like salaries, pensions, subsidies, interest payments, and the like. Revenue receipts represent regular "earnings", for instance tax receipts and non-tax revenues including from sale of telecom spectrums. There are various ways to represent and interpret a government's deficit. The simplest is the revenue deficit which is just the difference between revenue receipts and revenue expenditures.

Revenue Deficit = Revenue Expenditure – Revenue Receipts (that is Tax + Non-tax Revenue)

A more comprehensive indicator of the government's deficit is the fiscal deficit. This is the sum of revenue and capital expenditure less all revenue and capital receipts other than loans taken. This gives a more holistic view of the government's funding situation since it gives the difference between all receipts and expenditures other than loans taken to meet such expenditures.

Fiscal Deficit = Total Expenditure (that is Revenue Expenditure + Capital Expenditure) – (Revenue Receipts + Recoveries of Loans + Other Capital Receipts (that is all Revenue and Capital Receipts other than loans taken))

"The gross fiscal deficit (GFD) of government is the excess of its total expenditure, current and capital, including loans net of recovery, over revenue receipts (including external grants) and non-debt capital receipts." The net fiscal deficit is the gross fiscal deficit reduced by net lending by government. The gross primary deficit is the GFD less interest payments while the primary revenue deficit is the revenue deficit less interest payments.

Based on the narration mentioned above, discuss the purpose and three main stances of Fiscal policy in use? Under the Indian fiscal system what are the sources for the inflow of Rupee and outflow of rupee? What are the sources of deficit financing? Explain the "crowding out" effect? [MM 25] [CO# 3]

Q.4 *How money is created? Contrast the theories of money demand as proposed by Irving fisher, John M. Keynes and Milton Friedman? In an economy like that of Surinam (as discussed in the course) the demand for money was driven by? [MM 25] [CO#4]*

Total No. of Pages: 02

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Roll No.

**2nd SEMESTER
MBA(Even)**

END SEMESTER EXAMINATION

May - 2023

EMBA-205 Management of Innovation, Technology and Change

Time: 3:00 Hours

Max. Marks: 50

Note: Attempt any five questions.
All questions carry equal marks.
Assume suitable missing data, if any.

- Q.1 a) Explain the stages of KM development. [5][CO1]
b) Surprising decline in productivity, despite massive investment in computers is a "productivity paradox". Elaborate the statement while discussing the importance of Communities of Practice. [5][CO3]

- Q.2 a) Define Knowledge. Explain the different types of knowledge. [5][CO2]
b) Mr. Sanjay is General Manager Marketing at a top Automobile company. He strategized the delivery growth of the company in nine countries of Middle East Region. He was also responsible for marketing communication, product management, planning and distribution. Mr. Sanjay is to retire from the company very soon. You have been given the responsibility to interview this expert. What will be your approach to capture tacit knowledge? [5][CO3]

- Q.3 a) "There should be tight alignment of KM strategy to the overall business strategy and objectives". Comment. [5][CO4]
b) Describe the levels of intellectual capital. Provide suitable examples [5][CO1]

Q.4 a) "A knowledge audit service identifies the core information and knowledge needs and uses in an organization". Elaborate citing relevant examples.

[5][CO2]

b) "Everybody gets so much information all day long that they lose their common sense". Elaborate in context of information systems.

[5][CO2]

Q.5a) What do you understand by Benchmarking? Explain its different types.

[5][CO4]

b) Apprehension of fear that sharing may reduce or jeopardise people's job security is one of the barriers of sharing knowledge. Identify the major barriers to knowledge sharing in your organization.

[5][CO2]

Q.6 a) Define innovation. Explain its different types

[5][CO1]

b) Distintuish between industry life cycle and technology life cycle.

[5][CO4]

Total No of Pages: 01

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Roll No.....

SECOND SEMESTER
EMBA

END SEMESTER EXAMINATION

[May – 2023]

EMBA 206 Supply Chain Management

Time: 3 hours

Max. Marks: 50

Note: Answer any FIVE Questions.

All questions carry equal marks.

Assume suitable missing data, if any.

- Q.1 a) What are the important decision phases in a supply chain. Explain the significance of each phase. [5] [CO1]
b) Describe how a company achieves strategic fit between its supply chain strategy and competitive strategy. [5] [CO1]
- Q.2 a) Why inventory is considered an important driver of supply chain? Discuss whether it is a liability or asset? [5] [CO2]
b) A stockiest has to supply 400 units of a product every Monday to his customers. He gets the product at Rs. 50/- per unit from the manufacturer. The cost of ordering and transportation from the manufacturer is Rs. 75 per order. The cost of carrying inventory is 7.5% per year of the cost of the product. Find (i) Economic lot size, (ii) The total optimal cost (including the capital cost)? [5] [CO2]
- Q.3 a) Explain the MRP II structure. Discuss its methodology. [5] [CO3]
b) Is "Just-In-Time" a philosophy or just a collection of techniques? Explain your answer. [5] [CO3]
- Q.4 a) How can companies identify which processes are suitable for outsourcing and which should be kept in-house? Explain in detail. [5] [CO4]
b) Describe briefly about the factor to be considered in the selection of location of a warehouse? [5] [CO4]
- Q.5 a) How can companies use technology to improve demand management and enhance the customer experience? [5] [CO5]
b) Explain the different steps involved in the demand management process and how do they relate to each other? [5] [CO5]
- Q.6 a) Explain various key factors that companies should consider when selecting a vendor or supplier? [5] [CO4]
b) Explain how Wal-Mart has used cross docking to improve its supply chain efficiency. [5] [CO4]
- Q.7 Write short notes on
a) Role of IT in SCM. [5] [CO6]
b) Bullwhip effect. [5] [CO6]

Total no. of pages One 271 Roll No.....
SECOND SEMESTER (Executive MBA)
End Sem Examination **May 202..**
EMBA 207 Corporate Law

Time: 3 Hours

Max. Marks: 50

Attempt any FIVE questions. All questions carry equal marks (10 marks each). Assume suitable missing data, if any.

Question 1. Explain the various types of damages that can be claimed at the time of breach of contract. (CO-1, 2)

Question 2. What are Consumer Disputes Redressal Agencies? What is the pecuniary jurisdiction of Commissions? (CO-1, 4)

Question 3. Differentiate between Coercion and Undue influence. (CO-1, 2)

Question 4. Highlight the differences between Sale and Agreement to Sell under Sale of Goods Act, 1930. (CO-1)

Question 5. What is a Negotiable Instrument? Write in detail about the features of a Negotiable Instrument. (CO-1)

Question 6. Discuss the various stages in the formation of a Public Company. Also mention the documents required in each stage. (CO-1, 3)

Question 7. Elucidate the various essentials of a General Meeting in a company. (CO-1, 3)

Total no. of Pages: 04

Roll no.....

Delhi School of Management
Semester IV (2022-23)

End Term Examination
Course Code: EMBA-401
Time: 3:00 Hours

May-2023
Course Title: Project Management
Maximum Marks: 50

Note: Attempt any 5 Questions.
All Questions carry equal marks (10 marks each).
Assume suitable missing data, if any. Write your answer precisely.

Q 1. In a Fixed Price Incentive Fee contract, the target cost is [CO#5]
estimated at Rs. 15,00,000 and the target fee at Rs. 3,00,000.
Ceiling price is Rs. 20,00,000. The project is over, and the buyer
has agreed that the costs were, in fact, Rs. 21,00,000. Because
the seller's costs came in higher than the target cost, the seller
shares in the added cost: 60 percent to the buyer and 40 percent
to the seller. Calculate the Final Fee, the Final Price, and the
Point of Total Assumption.

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Q 2. Describe the following terms with formula to calculate the same [CO#1]
and an example each:
a. Risk Priority Number
b. Risk Exposure

Q 3. You have recently taken over as a Project Manager of a large [CO#2]
multi-year project of, a very reputed company, building a
luxurious ABC Residential Towers in Delhi NCR. Your
company has engaged multiple specialized contractors to work
on the project. Delay in handing over possession of flats to

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owners would result in financial penalties to be paid to flat owners and any deviation from the stated quality of article would result in rework and further delay the project implying further loss of profits. You have reviewed project progress with engineering supervisors of the project. You have noticed that several major works of the project are behind the schedule and over budget. This has been the trend for the past several months and the situation worsened month after month. Also, the material used by some contractors are of inferior grade and quality, continuing with the same material would jeopardize your company's brand in the market. Most important part of the work on the critical path, that had initially planned to have been done by the Contractor-A is a bottleneck and a major risk. Also, due to defaulting by the Contractor-A, all its labors and staff refused to work further without full settlement of past dues and full advance payments. Since your company has already paid to the Contractor-A all its dues till date, it is not viable to again pay directly to its staff. You discussed the critical situation with your management who, instead of waiting indefinitely for the Contractor-A to mend its way, agreed to get its scope of work done from the other contractor that would be duly selected by your company. Briefly describe how would you plan, select, monitor and get the job done by the new contractor to avoid issues created by Contractor-A.

Q 4. Refer to the situation mentioned in the Question-3. above (you may opt to consider common situation in any large project- indicate your option before responding to the question), clearly standard project management processes are not being adhered to. If you are the Project Manager of such project/ any large project, what processes would you have put in place for the effective monitoring and controlling. Mention at least 5 parameters, with brief description, its significance as project progress indicator and formulae if any.

[CO#3]

- a. Various circumstances of project ending
- b. What activities to be performed by the project management team at project closure.

Q 6. Your management has deputed you to guide a prestigious project XYZ to complete the project planning activities. Project team has just given a detailed presentation to you to comprehend project requirements. You appreciated that scope of work is very well documented in the contract signed with the client. Client is expecting baselined project schedule in next steering committee meeting which is scheduled in the next month. Project Manager is inexperienced and his team also do not know how to develop project schedule. As an experienced project manager, what steps, with input and output, would you suggest the project team to take to develop and baseline the schedule. [CO#4]

Q 7. You have a project to build a boundary wall of a square park. Each side of the boundary wall is to take one day to build, and Rs. 10,000 has been budgeted per side. The works on sides are planned to proceed in parallel and have Finish-To-Finish relationship. Today is the end of Day-3. Using the following project status table, calculate the following, and interpret each answer: (i) Planned Value, (ii) Earned Value, (iii) Actual Cost, (iv) Budget At Completion, (v) Cost Variance, (vi) Cost Performance Indicator, (vii) Schedule Variance, (viii) Schedule Performance Indicator, (ix) Estimate To Complete, (x) Estimate At Completion [CO#]

In following Table: S- Actual Start, F-Actual Finish, PS-
Planned Start, PF-Planned Finish

Activity	Day-1	Day-2	Day-3	Day-4	Status at end of Day-3
Side-1	S-----F				Complete. Spent Rs. 10,000
Side-2		S--F--PF			Complete. Spent Rs. 9,000
Side-3		S---	PS---PF		50% Complete. Spent Rs. 6,000
Side-4			S---	PS---PF	75% Complete. Spent Rs. 6,000

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Total No. of Pages - 1 + 16

Roll No. —

IV EVEN SEMESTER
MBA-Executive

07-May-2023

End Semester Examination

Course Code- EMBA402

Course Name-Corporate Governance, Values & Ethics

M.M. 50

Time: 03:00 Hours

Instructions: All Questions in part A,B and C are Compulsory.
Assume appropriate assumptions and state explicitly.

Part-A

- Q-1 Who are independent directors? Define their role(s) in the context of Corporate Governance in details, citing either your own organization or any public listed organization. [5] [CO 1,5]
- Q-2 What is the difference between Personal Ethics and Organizational Ethics? Explain in detail citing either your own organization or any public listed organization. [5] [CO 1,5]
- Q-3 What is the CAROLL's Framework in the context of Customer Social Responsibility, explain in detail with example either your own organization or any public listed organization. [10] [CO1,2,4]
- Q-4 Explain the CSR project life cycle in your organization, What is the methodology used for CSR project selection? What are the domains? How these projects get executed? What is the Monitoring and Evaluation criterion? How Impact of CSR project is measured? [10] [CO 2,4,5]

Part-B

- Q-5 Define Corporate Social Performance, Corporate Social Responsiveness
- Q-6 Discuss the CSR and the Firm's Performance relationship concept
- Q-7 Explain Agency Theory, Stewardship Theory, Stakeholders Theory in the context of Corporate Governance, Values and Ethics.
- Q-8 ESG methodology for attracting investment citing real life example.
- Q-9 Un-ethical practices committed by pharmaceutical companies discussed in the class. [10] [CO 1,2,3,4,5]

Part-C

- Q-10 Go through the following case study of NESTLE, TATA, ITC in the context of CSR, Analyse in comprehensive manner in the context of CG, Values and Ethics 10 [CO 2,3,4,5]

A case study on Corporate Social Responsibility in NESTLE, TATA, ITC

Sanjeet Singh^{}, Jagmeet Bawa^{**}, Gagan Deep Sharma^{***}*

Abstract

Since the times of the barter system to present era of plastic money, the mankind has stridden out long path. There is no doubt in this that "profitability" has always been the primary force and main motivation behind all this development. This motive actually increased cut throat competition between the business forms. Because of this competition, the companies started exploiting the quality of product as well as the environmental concern. Slowly and gradually the business houses realized that they have to give back to the society because they are surviving because of the society only. This realization gives the birth to the concept of Corporate Social Responsibility. However, the companies started using this concept for brand building more than delivering it as a responsibility. The studies also revealed that the companies used the corporate social responsibility for enhancing their profit as well.

This present study attempts to investigate about the core concept of corporate social responsibility (CSR), and finding out its scope taking the case study of the TATA Group, ITC and NESTLE.

Keywords: CSR, Nestle, TATA, ITC, Business model.

Introduction

Corporate Social Responsibility refers to the management is a management model according to which business firms take care of the society and environment as their social responsibility. The society pay the price in terms of pollution and other difficulties for business to run smoothly. Even the human society suffered with a number of new diseases because of the environmental changes coming because of the industrial pollution.

However, in the present era companies are using as most of a business strategy to take competitive advantage over others as well as to enhance the profit to the companies.

A properly executed CSR concept can result as huge competitive advantages, such as better access to capital and markets, boosted sales and profits, operational cost reserves, enhanced productivity and quality, competent

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human resource, value-added brand image, and status, improved customer loyalty, enhanced decision-making and risk management processes. The CSR can be understood as a responsibility of business wherein the business not only takes care of the internal stakeholder (i.e., Shareholders, Workers) but also the external stakeholder (i.e., society, nature) as well.

The 2013 Act offers a chance to catch up and make our corporate regulations more contemporary, as also potentially to make our corporate governing framework a model to imitate for other economic systems with similar physiognomies. The 2013 Act is more of a rule-based legislation comprising only 470 sections, which refers that the extensive part to the regulation will be in the form of rules. There are over 180 sections in the 2013 Act where rules have been arranged and the draft rules were released by the MCA in three batches. It is generally anticipated that the 2013 Act and undeniably the rules will stipulate for phased execution of the provisions and in line with this, 98 sections of the 2013 Act have been notified and subsequently the analogous section of the 1956 Act ceases to be in force (Grant, Thornton, an insight for growth 2013).

The 2013 Act played a vital role in converting the Corporate Social Responsibility (CSR) activities as law from a voluntary activity. Now the corporate houses have a legal obligation to perform the CSR and have to spend 2% of their profit in the societal works.

The main objective of the CSR law is to enhance the lives of the individuals and exceeds profit-and-loss matters for businesses or individuals. Thus the CSR can be defined as the responsibility to the business to defend, sphere and foster human values and endorse socio-economic welfare.

CSR is frequently understood interchangeably with philanthropy. While philanthropy can be said to be a vital vehicle for doing welfare, it is certainly not homogeneously disseminated across time and space within the whole social sector. CSR is actually can be referred as the concentrated effort by the organizations to coexist with the society and nature (IFMR investment newsletter (2014)).

Now with the changing systems and the activities, the previous concept of CSR has little changed to be in more of isolated form and profitable concept. To be known that basic six core characteristics of CSR are as follows:

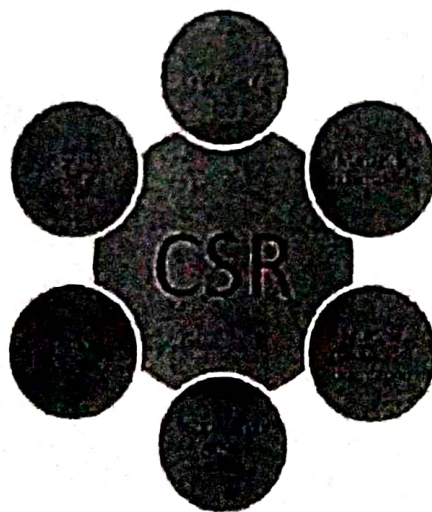


Figure.1. Core characteristics of CSR

The definition of the CSR is often, and definition of the CSR is diverse in different countries. The EC (1) defines CSR as "the accountability of organizations for the influences on society." To meet the objective of social responsibility, companies "should have in place a procedure to assimilate social, environment, ethical, human rights and customer apprehensions into the business operations and main strategy in vital association with their stakeholders."

CSR in India has conventionally been understood as a charitable activity. And in keeping with the Indian tradition, it was an action that was executed but not considered.(2) In the Indian contingent, the model of CSR is ruled by clause 135 of the company's act, 2013. CSR in India aims to keep a watch on what is done with profits by the corporate once they receive it. (CII handbook on CSR in India 2013)

CSR Scores

It is evident that the Manufacturing companies score better than the other companies when it comes to CSR. This finding shows that the issue of CSR is more vital for the manufacturing sector. The score for the Public and private sector organization is similar. It has been also observed that the companies performing CSR responsibly are more sustainable than the other companies.

CSR spends is a number of money companies spends for Corporate Social Responsibility activities. The reports show that only 18 % of the companies are spending the 2% of their profit in CSR as regulated by the law. The total spent has been Rs 4281 cr during 2013-14 by the companies.

Currently, just 27 organizations are fulfilling the norms of spending 2% or more of their profit

on the CSR. A large number of corporate are not spending even 2% on the CSR. The average spent of the 147 companies is 1.28% of their profit. There are approx. 45 companies, which spent average 1% on the CSR. (Utkarsh. Et, Al 2016)

The survey has been conducted to study the spread patterns on CSR. It was found that only 18% of the companies studied are currently complying with the 2% norm. Even the average CSR spends as a percentage of PAT 147 companies are 1.28%. This ratio is quite low. Spread and spend both are the part of the CSR Matrix.

Spread + spend = CSR Matrix

- a) While according to the study, it should not be in the way, it happens. It should be more concerned to the concept of sustainability factoring the social and environmental influences of steering business. That is how profits are made. Furthermore, the edge of sustainability has been derived from the model of sustainable development, which is given as "development, which satisfies the needs of the society without conceding the ability of the forthcoming generation to fulfill their own needs."
- b) Both the terms, i.e. sustainability and CSR is intervened together. In the project both the scenario reanalyzed by taking the 3 Indian companies: TATA, ITC, NESTLE. All these companies are at cut through competition to gain their social responsiveness. Each one of them is engaged in CSR activities to be at the top. However, also it has been seen that along with contributing socially there are many factors, which are just overlooked by them and somewhere gives negative impact to the society. So analyzing these factors few

suggestions have been put on which completely fulfills the requirements of being a part of CSR. The present study will attempt to achieve the following objectives- -

- c) To investigate the objectives of Corporate Social Responsibility.
- d) To evaluate the performance of CSR by the organizations.
- e) Perform comparative analysis of CSR

between three companies picked as a sample for the study

- f) Suggest the techniques for the better implementation of CSR.
 - g) To understand the concept of CSR
- Comprehensive literature survey has been done. Secondary data has been used to conduct the study. The study is basically a qualitative study but the quantitative data on the companies, i.e., Profit, spent on CSR, has been used to the purpose of study.

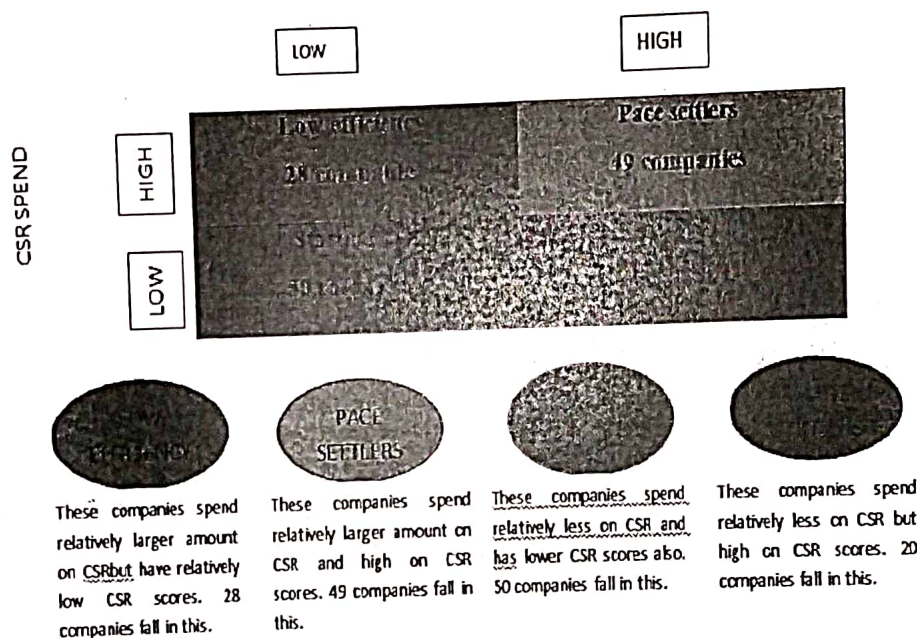


Figure.2. CSR SCORE

Discussion

The subsequent three companies have been chosen for study. The CSR pattern of the following companies has been analyzed to

understand the companies claim and the reality on CSR.

- a) NESTLE
- b) TATA
- c) ITC



Good Food, Good Life

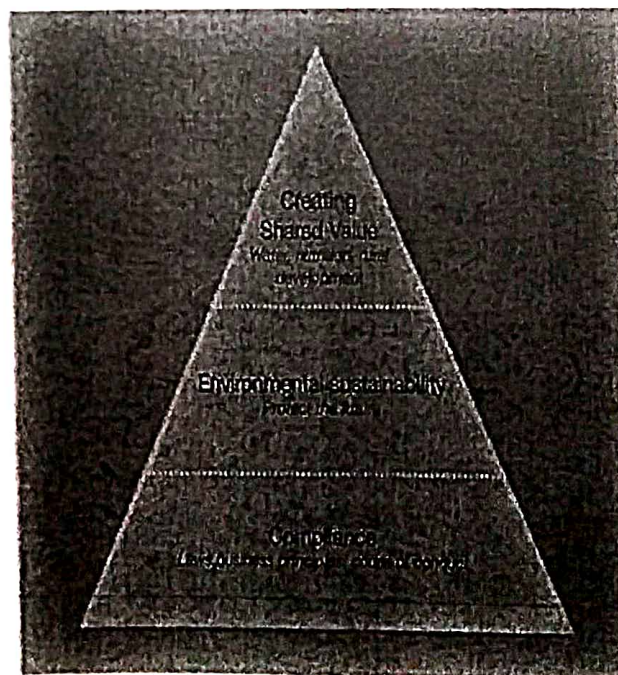
Nestlé is the world's leading nutrition, health and wellness company. There are 33 thousand employees working in this organization. Nestle is a MNC which operates in 83 countries with the help of 461 factories. Nestle operates mainly in the developing countries. Approx. 50% of its plants operates in the developing countries. Nestle claims to protect the trust of customers and stakeholders with the strong principles. The principles and their related policies are concerned with actions related to:

- consumers
- human rights and labor practices
- employees
- suppliers and customers
- The environment

Nestlé performs within the secondary sector of industry, producing and distributing products to consumers. It transforms raw materials into packed goods for customers to relish. Company purchase the raw material from the primary sector.

For example: Nestlé purchase cocoa directly from the farmers at all its plants and use it to make the products i.e., KIT KAT, AERO® and SMARTIES. The companies claim that by doing this they help to increase the profit of farmers as well as to ensure the pure quality for the consumers. Nestle is company work in more than 80 countries and many of these countries are developing. Thus it becomes the responsibility of the company to coexist by create value for its stakeholders and at the same time enrich the nature. This concept refers as Creating Shared Value. Nestle tend to work for Creating Shared Value which includes the following of international laws, Codes of countries with the principles of the company.

Nestle gives special emphasis on creating value in for nutrition, water and rural development. These are essential to its corporate activities and vigorous for its value chain:



- **Water:** Because water is the life line for the people of society and at the same time it requires for the production.
- **Rural development:** Because the inclusive well-being of farmers, countryside communities, workers and minor

businesses and contractors is inherent to the long-term success of Nestlé's business activities.

- **Nutrition:** Because food and nutrition are the foundation of health and of Nestlé's

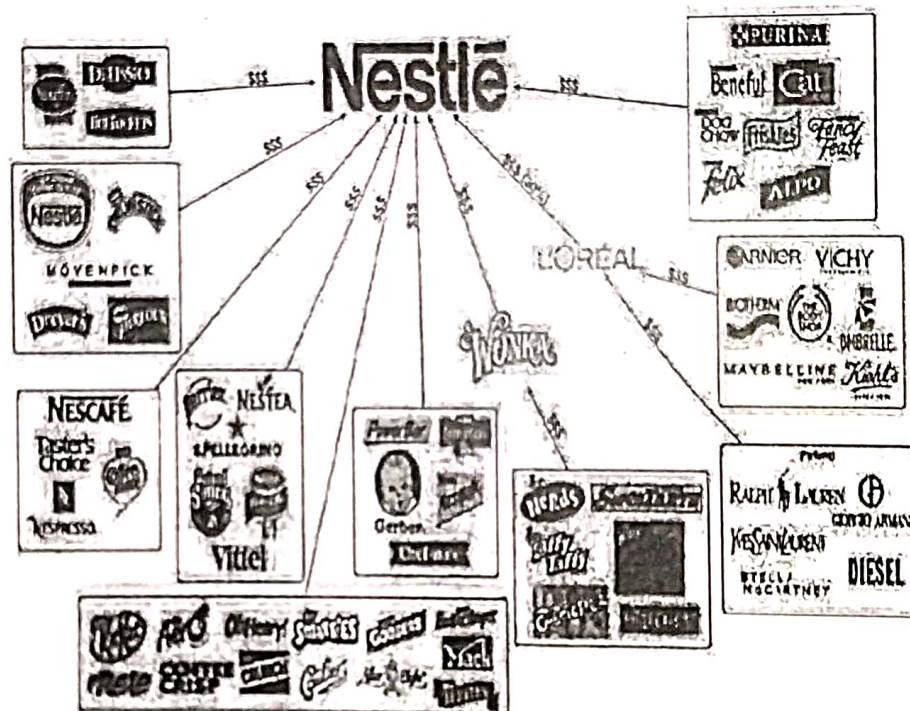
business as the foremost Nutrition, Health and Wellness enterprise.

Their major areas of contribution to the society are vast and majorly fall under the 5 categories. These are as follows:

Main	Falling
Rural development	<ul style="list-style-type: none"> • Follow the countryside growth framework to understand the needs of farmers. • Execute accountable sourcing in their supply chain. • Constantly advance the green coffee supply chain. • Roll out the nestle cocoa plan with cocoa farmers.
Water	<ul style="list-style-type: none"> • Work to attain water efficiency and sustainability crosswise operations. • Advocate for effective water policies and stewardship. • Treat the water society discharge effectively. • Raise awareness on water conservation and improve. • Engage with suppliers, especially those in agriculture.
Environment sustainability	<ul style="list-style-type: none"> • Improve resource efficiency in operations. • Provide climate change leadership. • Promote transparency and proactive, long term engagement in climate policy. • Improve the environmental performance of their packaging. • Assess and optimize the environmental impact of their products. • Provide meaningful and accurate environmental information and dialogues. • Preserve natural capital, including forests.
Our people, human rights and compliance	<ul style="list-style-type: none"> • Assess and address human rights impacts in their operations and supply chain. • Eliminate child labor in key categories. • Ensure that all employee and stakeholders can easily report possible compliance violations. • Enhance gender balance in their workforce. • Ensure all nestle employees are covered by a certified safety and health management system. • Work against corruption and bribery. • Provide training on corporate business principles, nutrition, and environmental sustainability. • Roll out the global youth initiative across all their operations.

Nutrition	<ul style="list-style-type: none"> • Build knowledge leadership in children's nutrition. • Lead the industry in nutrition and health research through collaboration. • Provide nutritionally sound products designed for children. • Help reduce the risk of under nutrition through micronutrient fortification. • Reduce sodium (salt) in their products. • Reduce sugars in their products. • Reduce saturated fats and remove Trans fats in our products. • Encourage consumption of whole grains and vegetables. • Deliver nutrition information and advice on all their labels. • Promote portion guidance for consumers.
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NESTLE Products



Drawbacks of Nestle CSR

Above all the mentioned activities being contributed to the society there has been much more to take care of regarding the working, policies, product, etc. of the company. Every company even if tried cannot give its 100%. The major drawbacks of this company which violets the rule of CSR are:

- Instant closure of factories and mass redundancies.
- Illegal mass dismissals.
- Restricting trade union rights through fake "supervisors".
- Discrimination through unfair wages.
- Nestle water workers were denied the right to water.

- Falsely claiming "global policy" as the reason for not negotiating with unions.
- Lying about global policy on shift patterns.
- Excessive working hours in violation of the law.
- Interfering in trade union elections.
- Coercing workers to stop the registration of a union.
- Refusing the basic right to negotiate wages.
- Banning the basic right to freedom of assembly.
- Nestlé is now a serial offender when it comes to violating when it comes to violating international conventions and guidelines.
- Also the most recent case of MAGGI in India has violated the role of CSR to the society.

21st May 2015 – India issues the instructions to recall of Maggie noodles: Indian food agencies told Nestlé India to take back a batch of Maggie Noodles from the state of Uttar Pradesh because they found in their test that the Maggie instant noodles are not safe for the

consumers to eat and fails to fulfill the norms of food safety law of India.

Nestlé Response

Nestle responds with a denial from this accusation and said that Maggie is fully safe and there is no orders like calling back Maggie from the market. Nestle responds with these statements on their social media account and the website.

A statement flashed on Nestle website stated that "The quality and safety of nestle foodstuffs are the highest primacies for Company. Further the statement says that Nestle uses stringent food safety and quality controls at Maggie factories. The company claims that the do add glutamate or other material to Maggie and if it found it may come from the natural arising sources. Companies say that they are surprised with the content purportedly found in the sample. They depict that the company monitors the lead content frequently as a part of the controlling requirements."

TATA



TATA is the one of the prime organizations of India. The business of TATA varies from automobiles to Steel and telecommunications to consumer good. TATA group has more than

80 companies under their umbrella. TATA has the privilege to be the largest private organization of India and there are more than 2 Lac employees are working in its different

companies. Ratan N Tata took the group to the new height under his chairmanship. He completed his study from New York's Cornell University and starts leading the company in 1991. He also be a part of the board of the Ford Foundation and the program board of the Bill & Melinda Gates Foundation's India AIDS initiative. Recently he got down and transferred his responsibilities to the Cyrus Mistry but after some time he got down from the post.

Under the chairmanship of Ratan N Tata, the organization achieved huge laurels and milestones and went through noticeable phases i.e., rationalization, globalization, and now invention, as it attempts to reach a reported \$500 billion in revenues by 2020-21, which is equal the size of the revenue of the global giant Wal-Mart. Almost two third of the equity of the parent firm, Tata Sons Ltd., is held by philanthropic trusts endowed by Sir Dorabji Tata and Sir Ratan Tata, sons of Jamsetji Tata, the founder of today's Tata empire in the 1860s. Through these trusts, Tata Sons Ltd. uses on average between 8 to 14 percent of its net profit every year for several social causes. TATA groups continued their CSR work even when the economic condition was adverse. In the decade of 90 when the company was going through the tough period, the company keeps increasing its CSR spent from Rs 670 million in 1997-98 to Rs 1.36 billion in 1999-2000. The group spent 3.37% of its profit on CSR in the year 2012-13 and apart from this they spent 300 crores for the environment safety.

Recognition of CSR

"In a free enterprise, the community is not just another stakeholder in business but is in fact the very purpose of its existence." - Jamsetji Nusserwanji, Tata Founder, Tata Group.

"Corporate Social Responsibility should be in the DNA of every organization. Our processes should be aligned so as to benefit the society. If society prospers, so shall the organization" – Manoj Chakravarti, G M - Corporate Affairs & Corporate Head - Social Responsibility, Titan Industries Limited in 2004. TATA group has always been recognized as a organization which fulfill their CSR religiously. The founder of TATA group was a personality who always supports the social causes. He was also a part of the Gandhiji's campaign in the South Africa. Tata group gave a number of science and research centre to the country which strengthen the growth of the country. Jamshed Irani, Director, Tata Sons Ltd, says, "The Tata credo is that 'give back to the people what you have earned from them'. So from the very inception, Jamshetji Tata and his family have been following this principle." (A statement on the Tata group's website www.tata.com). Tata group follow their principles in all their companies including the TCS which is the technological segment of the group.

Though the TCS is a technological company but it's spent the CSR fund in the education, health and environment. The Company's ingenuities in the community intend to craft influence through empowerment so that the living standards and the quality of life improves for the population of the society. The company works on the following four areas to increase the standers of living for their employees as the other humans of the society.

- Leveraging the Corporation's core capabilities in technology
- Generating conditions for worker contribution through volunteering

- Constructing synergistic association with clients and other partners like NGOs
- Monetary sponsorships

TATA Approach towards CSR

TATA group has chosen the following channels to drive its CSR initiatives:

- Building ground-breaking solutions to address large-scale societal problems by applying core competence of the organization.
- Volunteering for assignments that address the felt requirement of society in which TATA operates, while associating with the core themes of TATA's CSR.
- Contributing in community improvement program.
- Associating with select non-government and civil society organizations and other government bodies.
- Accompanying large-scale reasons such as disaster assistance or any other reason as unwavering by the Corporate CSR Association.

Thus, as far as India is concerned, the relationship between CSR and sustainability can be summarized as follows:

- Tata Steel has embraced the Corporate Citizenship Index, Tata organization Superiority Model and the Tata Index for Sustainable Development.
- Women empowerment programs in association with Self-Help Groups have been protracted to more than 700 villages. From the year 2003 to 2006, the motherly and toddler endurance project had an exposure area of 42 villages in Gamharia block in Seraikela Kharsawa and a imitation project was taken up in Rajnagar block. For

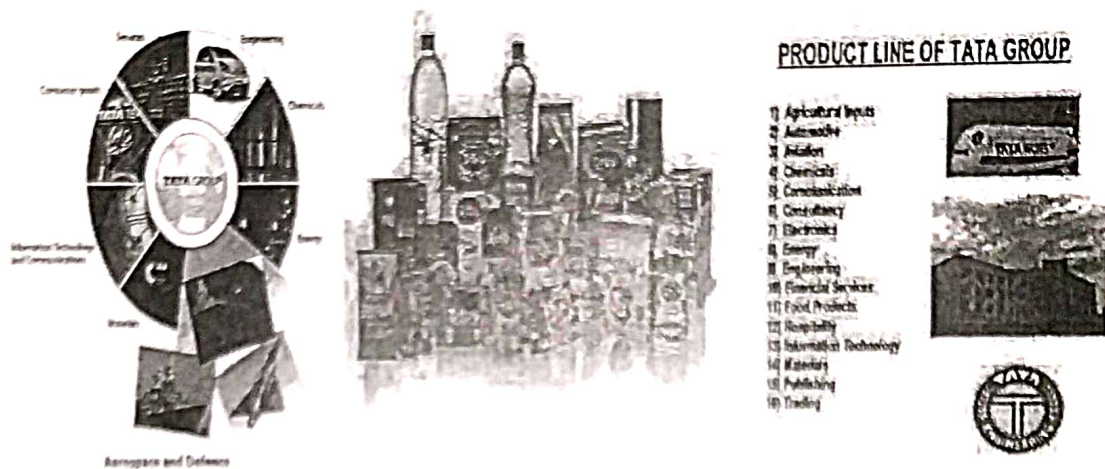
delivering moveable water to countryside communities 2,600 tube wells have been mounted for the assistance of more than four Lac public.

- Tata Steel assists numerous social welfare establishments which are: "Tata Steel Rural Development Society, Tribal Cultural Society, Tata Steel Foundation for Family Initiatives, National Association for the Blind, Shishu Niketan School of Hope, Centre for Hearing Impaired Children Indian Red Cross Society and East Singhbhum".
- The Tata Steel Centenary Project has been started on the completion of the 100th year of the TATA group. The healthcare projects of Tata Steel comprise enablement of child learning, vaccination and childcare, farmstead actions, creation of consciousness of AIDS and many more healthcare projects.
- TATA group also contributing in the field of economic development. The group is working for economic empowerment with the help of innovative agriculture techniques. TATA group is spending INR 100 crore to establish the agriculture development centers in Jharkhand, Orissa and Chhattisgarh. This program is spread over 400 villages and impacts 40 thousand lives.
- TATA group is also spending on the National Horticulture Mission program which is a joint project of the TATA group with the government of Jharkhand. This program focuses on the non-conventional energy and the renewable energy. This particular project impacts more than 5000 lives.
- Tata Motors has implanted 80,000 plants in the works and the communities and more than 2.4 million plants have been rooted in Jamshedpur district. Over half a million

plants have been ingrained in the Poona area. The organization instructed the suppliers to use alternate materials at the place of woods.

- The Tata Motors Grihini Social Welfare Society provide assistances to the employees' women dependents; they make a various number of products, oscillating from pickles to electrical cable

TATA Business



Drawbacks of TATA

Tata Steel is the second biggest steel manufacturer in Europe and has its main steelmaking plants in the UK and Holland. It supplies steel and associated services to major businesses, such as real estate constructors, vehicle manufacturer and packaging. The European processes are a subsidiary of Tata Steel Group, one of the world's top ten steel manufacturers. There are 80 thousand employees works in this system. There are certain law which group has to follow. To avoid this, it has put the systems in place to meet into the international standards for environmental management such as ISO14001. But it has not yet come into the effect.

- Also it is not working with full transparency as it has been seen that TCS has allegedly stolen the health software from an American company, Epic Systems, for which Wisconsin federal has charged \$940 million penalty(in April 2016).
- The unethical case has been reported, in which the land of Singur farmers is being overtaken by TATA group for its installation of new nano factory plant. This lead to large amount of dislocation to local people. Upon discussion it was suggested to shift to Gujarat.
- Indica, the TATA product is also under the conflict of creating pollution as well as a weird noise pollution.

ITC Limited



Little wonder that the consumer goods cigarette-hospitality firm's social investments have won plenty of accolades. ITC is serving to the 6 million people by generating sustainable livelihood opportunities under its CSR program. ITC has also attained the exclusive global peculiarity of being carbon affirmative for nine successive years, water positive for continuously 12 years and solid waste recycling positive from the last seven years.

The biggest reason for ITC's CSR success is the way almost all the major sustainability initiatives have been wedded to the company's core business, either providing an input source for a business or backward integration. As a result, divisional chief executives and their teams lead each of the initiatives, making them something more than just another CSR programme.

For instance, the famed e-Choupals initiative led by the agri-business division is a major sourcing base for the company's packaged food and FMCG business, while its social forestry programme supports the paper and paperboard business. ITC has, in the last few years, undertaken massive animal husbandry initiatives covering ten lakh milk animals which will form the base for the proposed foray into the dairy business early next year.

There's more to ITC's CSR initiatives than these backward linkages. In the last few years, the company has spent considerable money on developing renewable energy infrastructure. And now, renewable energy meets almost 38% of ITC's total energy requirements which is indeed remarkable considering the huge manufacturing base and hotels. The target is to increase this to 50% over the next five years. All the superior luxury hotels are indorsed green buildings making ITC the greenest luxury hotel.

CSR Policy

It is ITC's policy:

- ITC is supporting countryside progress; endorsing education; delivering precautionary healthcare, delivering hygiene and drinking water; making livelihoods for people, particularly those from underprivileged sections of society, in countryside and city area of India; protective and promoting sports.
- To progress the compulsory competence and self-reliance of recipients at the grass roots, particularly of females, in the credence that these are fundamentals for social and economic development.
- To involve in confirmatory action involvements such as skill building and vocational training, to improve

employability and engender livelihoods for persons from deprived sections of society.

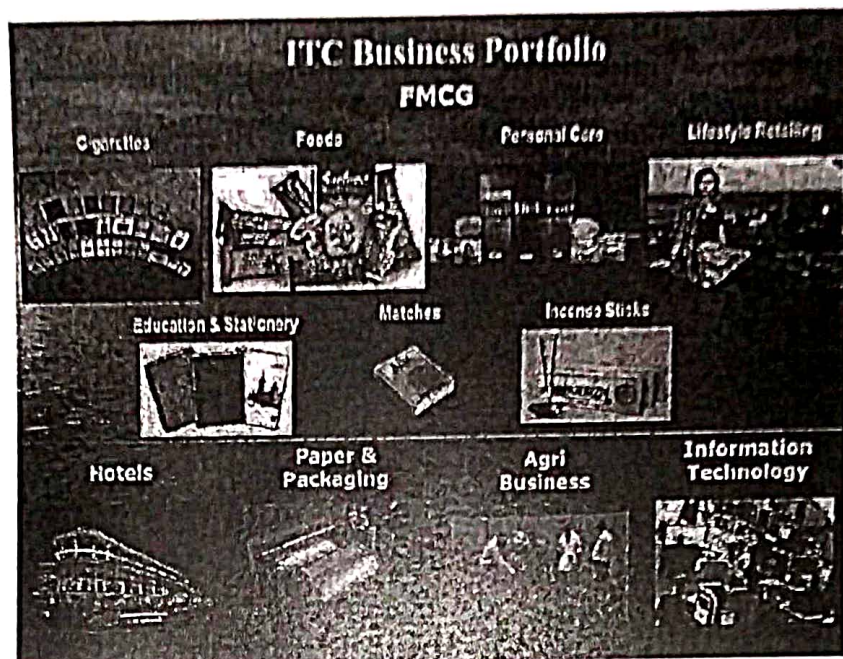
- To practice CSR Programmes mainly in areas which are economically deprived and confirm extreme development influence.
- To deliver uniform opportunities to recipients of the Company's CSR Programmes as merchants or employees on merit.
- To promote sustainability in partnership with industry associations, like the Confederation of Indian Industry (CII)

through the CII-ITC Centre of Excellence for Sustainable Development, in order to have a multiplier impact.

ITC's philosophy revolves around goal congruence with the national goals of sustainable development and inclusive growth. Various environmental & social initiatives are taken by ITC to ensure sustainable growth. Some of the key initiatives taken by ITC for improvement of livelihood of disadvantaged sections of society and the reach of initiatives in mentioned in table below:

Initiatives	
e-Choupals	4 million farmers empowered; 6,500 e-choupals installed
Social and Farm Forestry	114,428 hectares greened; generating 51.48 million person-days of employment
Watershed Development	56,951 hectares brought under soil and moisture conservation
Women's Empowerment	15,378 women members, 1183 self-help groups
Livestock Development	176 cattle development centers; 3,530 villages covered annually
Primary Education	252,329 children covered through 2,334 supplementary learning centers

ITC Products



Drawbacks of ITC

- The main product of the ITC is tobacco. ITC refers to Imperial Tobacco Company of India Limited. It is fascinating that a business that is now so involved in branding continues to use its original name, despite the deleterious relationship of tobacco with poor health and untimely death.

For the financial sustainability of FMCG the group is still dependent on its tobacco revenues.

Tobacco based products (Cigarettes) production covers around 47% of the total turnover of the company and contributes 80% to the profit of the company. Thus it can be said that that ITC is subsidizing other FMCG (Fast Moving Consumer Goods) from the money earning from the tobacco product which is unethical.

- ITC using the CSR as an advertisement for the selling of its goods. The consumer buys its product classmate because companies

say that on every purchase company will contribute a specific amount for welfare. It is actually impacting the mind of the buyer and even if the buyer have an option which is cheaper than the classmate than also he is buying the classmate. The question arises here whether the company is paying for the welfare or the customer.

Findings and Conclusion

From the above secondary data analysis done on the companies, it is found that all the companies lack somewhere or the other in their contribution to the society. It should be well kept in mind that as much you take from the society the same should be reflected back to the society to maintain the balance. There are certain factors which are being analyzed during the study:

1. Work not to be done in isolation but integrated into the business model
2. In business, you exploit through strategy

3. Doing something good and using it for the marketing
4. Sustainability
5. Accountability and transparency
6. Governance

Here lie some questions with consideration of each company to find that whether they follow their CSR activities accordingly or not. It is difficult to say that every factor is fulfilled 100% but an initiative can be taken to achieve it, so that one can contribute to the society with its norms and regulation.

It is true that each company has its own CSR policies to follow, but these policies should be made keeping in mind the major CSR contributing factors which are essential to be followed.

In case of NESTLE, the food products it is offering should be beneficial to the consumers, but recently Maggi and nestle baby milk the highest consumed products are found to be adulterated. Also in case of NESTLE their lacks a transparency factor. Also the workers being employed in NESTLE are not given equal treatment and even the wages offered to them are far less than the potential. And hence this is the only reason that in 2002 there exist a NESTPREESURE movement across the world.

On the other hand if we look at the TATA

group, it has been seen that there is no such major CSR issue. This is because TATA is the only Indian company which first brought the concept of CSR into the business. It has all its policy in accordance to the CSR model. The company carries out its work keeping in mind the CSR philosophy. I think this is the only reason that the company is growing so fast and making profits instead of being so much involved in the marketing strategies. Besides this the major drawback of TATA is the SINGUR case which lead to the dislocation of large slot of common people which is against the ethics and has negatively impacted the society. But now it is diverting from its CSR goal and moving more towards the making of a profit.

Similarly ITC is the company which initially started with the production of the tobacco, which if seen at the ethical level is not correct. It is a company which is still earning its major part of the revenue by selling its tobacco products. It has 40% of its sale for this product. No doubt the ITC Hotels are one of the most luxurious hotels. But on the other hand the classmates' registers it sells are highly costly and emotionally force the consumers to buy it because they are contributing Re 1 to help the poor for the education. Even the concept of e-choupals is not so successful because of lack of the potential guidance.

Table 1. Comparative analysis between ITC, TATA, NESTLE

Factors	NESTLE	TATA	ITC
Work in isolation and no integrated business model	High	Medium	Low
Exploiting business strategy	High	Medium	Low
Marketing and contributing	High	Medium	Low
Sustainability	High	Medium	Low
Accountability and transparency	High	Medium	Low
Governance	High	Medium	Low



High



Medium



Low

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