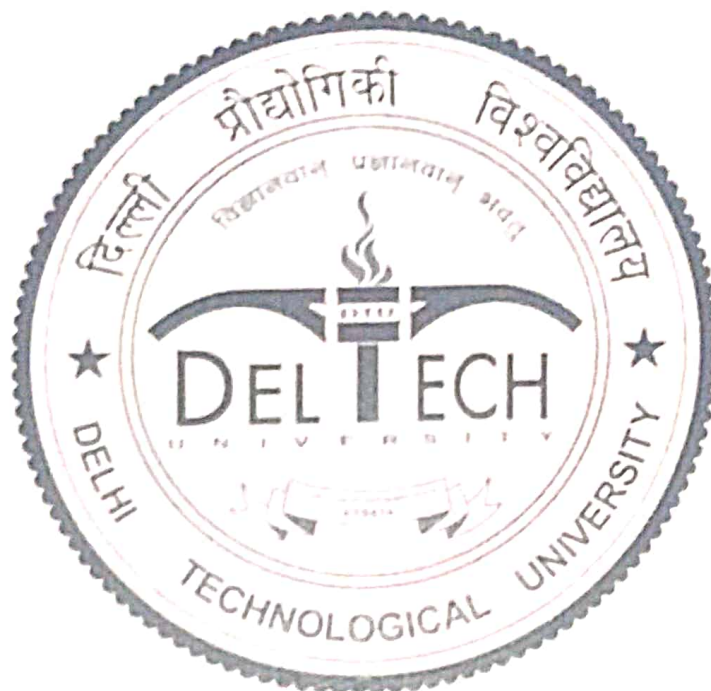


**QUESTION PAPERS FOR END TERM THEORY
EXAMINATIONS
May-2024**



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

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Total no. of Pages: 02

Roll no.....

SECOND SEMESTER **MBA**
END TERM EXAMINATION

MAY-2024

COURSE CODE MBA 102

COURSE TITLE 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.

- Q.1 To be a strategic business contributor, HR management must enhance organizational performance, expand human capital, and be cost-effective. Discuss how HR professionals must balance the competing demands made on them. [10 MARKS] [CO3]
- Q.2 Create an incentive plan for the following positions: plant manager, and used-car salesperson. What factors did you have to consider in reaching your conclusions? [10 MARKS] [CO4]
- Q.3 You're the supervisor of a group of employees whose task is to assemble disk drives that go into computers. You find that quality is not what it should be and that many of your group's devices have to be brought back and reworked. Your boss says - You'd better start doing a better job of training your workers.
- a. What are some of the staffing factors that could be contributing to this problem?
- b. Explain how you would go about assessing whether it is a training problem. [10 MARKS] [CO2]
- Q.4 You are applying for a job as a manager and are at the point of negotiating salary and benefits. What questions would you ask your

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prospective employer concerning benefits? Describe the benefits package you would try to negotiate for yourself.

[10 MARKS] [CO1]

Q.5 Discuss the nature of industrial conflicts. What measures would you suggest for the attainment of industrial peace in the country?

[10 MARKS] [CO3]

Q.6 Explain how you would use the alternation ranking method, the paired comparison method, and the forced distribution method.

[10 MARKS][CO 1]



END TERM EXAMINATION

May-2024

COURSE CODE MBA-104

TITLE -Business Research Methods

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 What are the major components of a good research study? What is more value to the industry: basic, fundamental or cross -functional? Justify your answer. [10][CO#I]
- Q.2 The Indian Army wants to understand why the young students from major Indian cities are not excited to prefer defence forces as a career option.
- A. Draw a suitable research process flow chart to explain the research methodology you would like to use for such studies. Briefly explain each step. [5][CO#I,II]
- B. Generate some descriptive and relational hypotheses for the study, [5][CO#I,II]
- Q.3 Faced with growing absenteeism and low productivity, the HR manager of a leading Public Sector Enterprise proposes that a comprehensive study is required to be conducted to understand the reasons of absenteeism and low productivity across the hierarchical levels, age, gender, educational qualifications and other important demographic and socio-cultural characteristics of the employees. Design a suitable questionnaire to capture relevant data from the respondents. [10][CO#I,II,III]

Q.4 Kirti Industries intends to understand the perception about its corporate image which young students from various business schools carries. The company administers a questionnaire to capture the perception. They are then shown the TV Commercial about the company. After showing the commercial, the same set of students are again asked to fill the questionnaire. [10[CO#I, II]

A. Design the experiment and explain dependent variable, extraneous variable and test units. [5][CO#II, III]

B. State suitable hypothesis and explain the statistical technique you would like to use to test the stated hypothesis. [5][CO#III]

Q.5 Indicate the type of measurement scale you would use for each of the following: Colour of a car, age of a TV, occupation of the respondents, brand loyalty, intention to purchase an electric car, most preferred brand of a laptop. Develop a suitable question for each of the characteristic and justify your answer. [10[CO#I, II]

Q.6 Attempt both the questions given below:

A. What is the main difference between stratified sampling and quota sampling? [5[CO#II]

B. The CEO of a company is interested to understand the employee feedback on product extension, brand extension, new product ideas, budget allocation, alternative advertising programs and marketing strategies. Ad hoc organizational committees comprising of heterogeneous collection of employees with different interest, value system, educational background, hierarchy level are formed. The CEO will make suitable strategic decision based upon the inputs received from the teams.

Name and comment the sampling technique used above. Can there be a better sampling technique than this one under this situation?

[5[CO# II, III]

Total no. of Pages:04

Roll no.....

II SEMESTER

MBA

END TERM EXAMINATION

May-2024

**COURSE CODE: MBA 106 COURSE TITLE: Financial
Management & Policy**

Time: 03:00 Hours

Max. Marks: 50

Note : Q1 is compulsory and answer any four from the remaining.

All questions carry equal marks.

Assume suitable missing data, if any.

Q.1 XYZ Company Limited is a growing and highly profitable consumer goods firm. The firm is introducing a new breakfast cereal. The cost of plant is estimated as Rs.250 lakh. The annual capacity of the plant is to manufacture 50,000 packets of 850 grams each. The price per set in the first year would be Rs.140 and the variable cost per packet will be Rs. 85. The initial fixed cost would be Rs.150 lakh which includes one-time promotion expenditure of Rs.75 lakh in the first year. Written-down depreciation rate for tax purposes is 25 per cent. Working capital requirement in the beginning of the year is estimated to be 15 per cent of sales. The company expects its revenue and costs to be affected by inflation which is expected to be 5 per cent per annum.

The company expects that the plant's capacity utilization over its economic life of 7 years will be as follows:

Year	1	2	3	4	5	6	7
Capacity utilization (%)	25	35	50	75	90	100	100

The terminal value of the project is estimated to be Rs.25 lakh. Calculate the project's NPV assuming a target rate of return of 9 per cent. The corporate tax rate 35 per cent and profit from the sale of the asset is taxed as ordinary income. Assume that depreciation is charged on the block of assets as per the current tax laws in India.

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b) What are three potential flaws with the regular payback method? Does the discounted payback method correct all three flaws? Explain in brief.

[7+3][CO 3]

Q.2 A company needs Rs.500,000 for construction of a new plant. The following three financial plans are feasible: (i) The company may issue 50,000 ordinary shares at Rs.10 per share. (ii) The company may issue 25,000 ordinary shares at Rs.10 per share and 2,500 debentures of Rs.100 denominations bearing a 7 per cent rate of interest. (iii) The company may issue 25,000 ordinary shares at Rs.10 per share and 2,500 preference shares at Rs.100 per share bearing a 7 per cent rate of dividend. If the company's earnings before interest and taxes are Rs.20,000, Rs.60,000 and Rs.100,000, what are the earnings per share under each of the three financial plans? Which alternative would you recommend and why? Determine the indifference points by formulae. Assume a corporate tax rate of 35 per cent.

b. What is financial risk? How does it differ from business risk? How are they measured? Also explain how does the use of financial leverage result in increased financial risk?

[7+3] [CO 2]

Q.3 3 a) The usual practice of the companies is to pay dividends in cash. But there are other options of rewarding the shareholders too. Explain and elaborate any two such ways adopted by Indian companies. substantiate with any recent example in Indian context.

b) Following data of Beta Ltd is given:

Year	EPS	DPS	Market Price
2019	4.00	1.80	13.50
2020	1.50	1.80	12.50
2021	5.00	1.80	12.50
2022	4.00	1.80	12.50
2023	8.00	1.80	15.00

(i) Calculate (a) payout ratio, (b) dividend yield and (c) earning yield of the given company and comment.

[5+5][CO 5]

Q.4 a) How is working capital affected by (a) sales, (b) technology and production policy, and (c) inflation? Explain. Do you recommend that a firm should finance its current assets entirely with short-term financing? Explain and Illustrate your answer.

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

Amount per unit	(Rs.)
-----------------	-------

Estimated cost per unit of production is:

Raw material	45
Direct labour	15
Overheads (exclusive of depreciation)	32
Total cost	92

Additional information:

Selling price Rs.106 per unit, Level of activity 100,000 units of production per annum. Raw material in stock average 4 weeks Work-in-progress (assume 50% completion stage) average 2 weeks Finished goods in stock average 4 weeks Credit allowed by suppliers average 4 weeks, Credit allowed to debtors average 8 weeks, Lag in payment of wages average 1½ weeks and Cash at bank is expected to be Rs.125,000.

[5+5] [CO 4]

Q.5.a. What's the difference between a stock's current market price and its intrinsic value? Do stocks have a known and "provable" intrinsic value, or might different people reach different conclusions about intrinsic values? Give reasons. Also explain whether managers should focus directly on the actual stock price, or on the stock's intrinsic value, or are both important?

b. Assume that you plan to buy an apartment five years from now, and you need to save for a down payment. You plan to save Rs.2,50,000 per year, with the first payment made immediately, and you will deposit the funds

in a bank account that pays 4 percent. How much will you have after five years? How much would you have if you made the deposits at the end of each year? Would distant payments contribute more to the value of an annuity if interest rates were high or low? Illustrate with an example.

[5+5][CO 1]

6) Short Notes on any four: (max. 500 words each)

- a) Credit policy of an Organisation
- b) Default risk and Interest Risk of a bond
- c) Market Risk, diversifiable risk and relevant risk
- d) Factors that affect Cost of capital
- e) IRR vs MIRR

[2.5x4][CO 1,2,3,4,5]

Total No. of Pages: 02

Roll no.

II - SEMESTER

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MBA

END TERM EXAMINATION

May-2024

MBA - 108 OPERATIONS & SUPPLY CHAIN MANAGEMENT

Time: 3 Hour

Max. Marks: 50

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

- Q.1 (a) What do you understand by MRP? Discuss the scenario in which MRP may be helpful. [4] [CO 1]
- (b) Product A is made of 3 units of B and 2 units of C. B is made of two units of D and 3 units of E. C is made of 2 units of D and 2 units of F. Lead time for A is one week, B two weeks, C three weeks, D two weeks, E one week and F two weeks. [6] [CO 2,3]
- (i) Draw the bill of materials.
- If 100 units of A are needed in week 9, develop a planning schedule when each item should be ordered and in what quantity?
- Q.2 Elaborate different product development stages that you will choose for development of a new gaming laptop, which is to be introduced in India during the festive season. [10][CO 2, 3, 4]
- Q.3 A distributor wants to place a order of 1000 units for his ware house. The cost of placing an order is Rs. 10 while holding cost per unit per year is Rs. 5. Consider 365 days as working days in a year. Lead time for an order is 7 days and cost per unit is Rs. 15. Determine the total annual cost, EOQ, ROP, expected no. of orders. [10][CO 2, 3, 4]
- Q.4 Cell phone sales for a California-based firm over the last 10 weeks are shown in the following table. Forecast the demand for weeks 11 and 12 by using 3 Month Moving Average. Also, find the MAPE, and MAE for 3 Month Moving Average. [10][CO 1, 2, 3]

Week	1	2	3	4	5	6	7	8	9	10
Unit Sales	700	724	720	728	740	742	758	750	770	775

Q.5 (a) Discuss the product and process layout along with their advantages, and disadvantages. Why assembly line balancing is important and how it makes contribution to the productivity? [5] [CO 2, 3,4]

(b) Enumerate the various methods for the selection of Plant location. Explain any one of them in detail. Write all your assumptions clearly. [5] [CO 1, 2, 3]

Q.6 (a) Discuss the key issues involved in a supply chain management. What are the strategic, planning, and operational issues that must be addressed by an automobile Company? [5] [CO 1, 2, 4]

(b) Describe the cycle and push/pull views of a supply chain. Consider the purchase of a can of a soda at convenience store. Describe the various stages in the supply chain and the different flows involved. [5][CO 3, 4]

Q.7 Write the short note on any four of the following. [10][CO1,2,3,4]

- i. Bullwhip effect
- ii. Postponement Strategy
- iii. Quality Management
- iv. Sequencing Vs. Routing
- v. Role of IT in SCM
- vi. Takt Time

Total No. of Pages 2

Roll no.

II SEMESTER

210

MBA

END TERM EXAMINATION

May-2024

MBA -110

Business Environment

Time: 03:00 Hours

Max. Marks: 50

Note : Answer any five questions
Marks are indicated along with the questions

Q1. XYZ Corp, a multinational company, is facing a dilemma regarding adopting a new technology for its production process. The new technology promises higher efficiency and lower costs but requires a significant initial investment. XYZ Corp is unsure about the potential risks and benefits of adopting this technology. Analyze the factors XYZ Corp should consider in its decision-making process regarding technology adoption, considering both internal and external factors.

(CO5) 10 Marks

Q2 ABC Ltd, a manufacturing company, is considering outsourcing a part of its production process to a foreign country to reduce costs. However, there are concerns about the impact of outsourcing on local employment and the company's reputation. Discuss the advantages and disadvantages of outsourcing for ABC Ltd, considering factors such as cost savings, supply chain management, and corporate social responsibility. Provide recommendations for ABC Ltd to manage these challenges effectively.

(CO5) (10 Marks)

Q3.a) Explain various types and forms in which foreign investment can flow into a country.

CO4) (5 Marks)

b) Explain various theories of foreign investment.

(CO4) (5 Marks)

P.T.O.

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- Q4 a) Explain the various types of risk faced by a corporation when entering a new country. (CO4) (5 Marks)
- b) What are trading blocs? Explain various stages of regional integration with examples. (CO3) (5 Marks)
- Q5 Write a short note on the following:
- a) Tariff and Non-tariff barriers (CO3) (5 Marks)
- b) 1991 Indian economic crisis (CO1) (5 Marks)
- Q6 a) ABC Corporation, a leading player in the automotive industry, is facing increasing competition from companies that are adopting advanced technologies such as electric and autonomous vehicles. Analyze the technological factors driving these changes in the automotive industry and their impact on ABC Corporation's business. Propose a technological innovation strategy for ABC Corporation to stay ahead of the competition and adapt to the changing business environment. (CO2) (5 Marks)
- b) GlobalCorp, a multinational company, is considering expanding its operations into a country with a different political system than its home country. Analyze the potential political risks GlobalCorp might face in this new market due to the different political system. How can GlobalCorp mitigate these risks and adapt its business strategies to navigate the political environment effectively? (CO2) (5 Marks)

Total No. of Pages: 02

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SEMESTER II
MBA-112

Roll no.

May-2024

END TERM EXAMINATION

Management Accounting

Time: 02 Hour

Max. Marks: 50

Note: All questions are compulsory.
Assume suitable missing data, if any.

Q.1 Define the following

[CO1] [5+5 Marks]

- Limiting factor and Sunk cost
- Angle of Incidence

Q.2 From the information below, prepare a cash budget for the company for April, May, and June 2024.

[CO4] [10 Marks]

Month	Sales	Purchases	Wages	Exp.
Jan. (actual)	80,000	45,000	20,000	5,000
Feb. (actual)	80,000	40,000	18,000	6,000
Mar. (actual)	75,000	42,000	22,000	6,000
Apr. Budget	90,000	50,000	24,000	6,000
May Budget	85,000	45,000	20,000	6,000
Jun. Budget	80,000	35,000	18,000	5,000

You are further informed that:

- 10% of purchases and 20% of sales are for cash.
- The average collection period of the company is half a month and credit purchases are paid off regularly after the end of one month.
- Half of the Wages are paid monthly and the rent of Rs. 500, excluded in expense, is paid monthly.
- Cash and bank balance on April 1 was Rs.15,000, and the company aims to keep it below this figure at the end of every month. The excess cash is placed in fixed deposits.

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Q.3 From the following information of ABC Ltd. Calculate the following

Year	Sales	Profit/Loss(+/-)
1	4,00,000	20,000
2	3,00,000	(20,000)

Determine the following

- Fixed cost and P/V ratio.
- Level of sales to earn a profit of Rs. 35,000. [CO3] [5+5 Marks]

Q.4 XYZ Ltd. produces three products and cost data is as follows: [CO1,2] [5+5 Marks]

Particulars	X	Y	Z
Selling price per unit	100	75	50
P/V Ratio	0.1	0.2	0.4
Maximum sales potential (in units)	40,000	25,000	10,000
Raw material content as % of variable costs	50	50	50

The fixed expenses are estimated at Rs. 6,80,000. The company uses a single raw material in all the products. Raw material is in short supply and the company has a quota for the supply of raw materials to the extent of Rs. 18,00,000 per annum for the manufacture of its products to meet its sales demand.

- Calculate the product mix which will give the maximum overall profit in view of keeping the short supply of raw materials.

Q.5 The Wood River plant of the Union Company has a normal capacity of 90,000 units per month. Monthly production costs are Rs.12 variable per unit and Rs. 2,40,000 fixed. By increasing the fixed cost Rs.10,000 a month; the plant can produce 95,000 units. [CO 1,3] [5+5 Marks]

- Cost of the production between 80% and 90% of normal capacity.
- Differential cost of producing the 5,000 units above normal capacity.
- Per unit total production cost of the 5,000 units, rounded to the nearest Rupees.

SECOND SEMESTER

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MBA (even)

END SEMESTER EXAMINATION

May - 2024

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) Describe with suitable examples how information systems have changed the way businesses operate and their products and services.

[5][CO4]

b) Information systems are too important to be left to computer specialists. Do you agree? Why or why not?

[5][CO1]

Q.2 a) Identify and describe the features of organizations that help explain differences in organizations' use of information systems.

[5][CO1]

b) What are the challenges of managing IT infrastructure and management solutions?

[5][CO2]

Q.3 a) Why is big data so interesting to businesses? What challenges does big data present?

[5][CO2]

b) Define knowledge management and explain its value to businesses.

[5][CO3]

Q.4 a) How much can business intelligence and business analytics help companies refine their business strategy? Explain your answer with suitable examples

[5][CO5]

b) Iko Instruments Group, a global supplier of measurement, analytical, and monitoring instruments and services based in the Netherlands, had a new data warehouse designed to analyze customer activity to improve service

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and marketing. However, the data warehouse was full of inaccurate and redundant data. The data in the warehouse came from numerous transaction processing systems in the United States, Europe, Asia, and other locations around the world. The team that designed the warehouse had assumed that sales groups in all these areas would enter customer names, telephone numbers, and addresses the same way. In fact, companies in different countries were using multiple ways of entering quote, billing, shipping, contact information and other data. Assess the potential business impact of these data quality problems. What decisions have to be made and steps taken to reach a solution? [5][CO3]

Q.5a) What are the principal methodologies for modeling and designing information systems? [5][CO6]

b) Define rapid application development (RAD) and agile development and explain how they can speed up system-building. [5][CO6]

Q.6 a) What are the major capabilities of DBMS and why is a relational DBMS so powerful? [5][CO3]

b) List and describe with examples the most common threats against contemporary information systems. [5][CO2]

EVEN SEMESTER
MBA (Sem IV)

END TERM EXAMINATION

May-2024

MBAFM212

BEHAVIOURAL FINANCE

Time: 03:00 Hours

Max. Marks: 50

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

Q.1 Mr. A is planning to start investing in stock market. He met a financial advisor in order to discuss his investments. Financial advisor asked him few questions to identify the behavioral anomalies he is suffering from. On the basis of the following conversation between them, try to identify and explain the behavioral biases and market anomalies Mr. A is suffering from?

Financial advisor: What are your views regarding different investment alternatives?

Mr. A: I usually get confused regarding where to invest due to too many options, so I prefer to invest in the same type of investments again and again.

Financial advisor: What are the sources of information on which you base your investing decisions?

Mr. A: I often use information gained from news, magazines, or trading groups when making investment decisions.

Financial advisor: What are the type of stocks you think have high potential for growth?

Mr. A: I assume that small firms have earned abnormally high returns over long periods of time, so I prefer them.

Financial advisor: You bought 100 shares of company XYZ for 40 per share. In the following trading period the share price declined by 15% to 34. As an investor, you decided to keep your position for some more time. On the following day, the share price increased to 46, what will you do?

Mr. A: I will immediately sell my investment position to book a gain.

Financial advisor: Assume that a coin has been tossed 3 times and every time head was tossed. If you have to stake INR 1000 on another toss, what would be your choice? Heads, tails or no preference?

Mr. A: I think, head will be tossed again.

Total no. of Pages:4

Roll no.....

EVEN SEMESTER
MBA (Sem IV)

END TERM EXAMINATION

May-2024

MBAFM212

BEHAVIOURAL FINANCE

Time: 03:00 Hours

Max. Marks: 50

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

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Mr. A: I will immediately sell my investment position to book a gain.

Financial advisor: Assume that a coin has been tossed 3 times and every time head was tossed. If you have to stake INR 1000 on another toss, what would be your choice? Heads, tails or no preference?

Mr. A: I think, head will be tossed again.

Financial advisor: Any specific time period you think you should invest in stock market?

Mr. A: I think that market goes up on the day of Diwali as it is an auspicious day.

Financial advisor: Any specific time period you think you should avoid investing in stock market?

Mr. A: I believe that stocks do not perform well on first week of the day and last month of the year.

Financial advisor: What is your take on Initial Public Offer?

Mr. A: I believe that its initial offering price helps to earn excess returns as investment banks arranging the IPOs are often incentivized to set a low price.

[10] [CO2]

Q.2 Alice is an investor with a moderate risk tolerance who is considering constructing a portfolio consisting of two assets: Stock X and Stock Y. She has estimated the expected returns and standard deviations of each asset as follows:

- Stock X: Expected return = 10%, Standard deviation = 15%
- Stock Y: Expected return = 8%, Standard deviation = 10%

Alice believes that her risk perception is influenced by behavioral biases, particularly loss aversion, and as a result, she adjusts her risk perceptions for each asset:

- For Stock X, Alice believes that due to loss aversion, the perceived risk is 20% higher than the traditional estimate.
- For Stock Y, Alice believes that her risk perception is accurate, so no adjustment is made to the traditional estimate.

Given Alice's risk aversion parameter (λ) of 0.7, calculate:

- (a) The revised estimate of risk for Stock X based on Alice's perception.
- (b) The optimal weight for Stock X in Alice's portfolio using the Behavioral Portfolio Theory formula.
- (c) The optimal weight for Stock Y in Alice's portfolio using the Behavioral Portfolio Theory formula.
- (d) Explain the difference between modern portfolio theory and behavioral portfolio theory.

[10][CO1,CO5]

Q.3(a) Explore the consequences of excessive trading on investment performance and portfolio management. Identify and explain the behavioral biases that lead to excessive trading behavior?

(b) Discuss strategies for mitigating excessive trading tendencies and promoting more disciplined investment behavior among individual investors. [10][CO3,CO4]

OR

(c) Imagine you are an investment advisor for a group of individuals who are concerned about the potential impact of behavioral biases on their portfolios, especially during periods of market turmoil. Using insights from behavioral finance, develop a comprehensive risk management strategy to help your clients navigate market crashes and preserve their wealth. Also suggest quantitative parameters which you will use to help your clients to identify Stocks with Durable Competitive Advantage.

[10]CO4]

Q.4(a) An investor is given an opportunity to take one of three prospects. The first prospect (A) offers a sure \$100 gain. The second prospect (B) offers 75% chance of winning \$ 12000 and a 25% chance of losing \$ 1000. The third prospect (C) offers a 50-50 gamble for a \$2500 loss or a \$70000 profit. Which option should be opted for a EV theory?

(b) Investor' utility function is $u(w)=\sqrt{w}$, w is his wealth. Describe his attitude to risk and show how he would evaluate the prospects above and choose between them.

(c) Is there any difference in opinions as per expected utility theory and prospect theory?

(d) Investor is willing to get atleast \$100 for choosing B or C. Help him in evaluating the prospects above and choose between them.

(e) Think of a Rs 100 lottery ticket that offers an objective 0.001% probability to win a Rs. 5,000,000 prize. Will you buy the lottery ticket as per expected theory? Does expected-utility theory predicts that we are willing to buy the ticket?

[10] [CO1,CO3]

Q.5(a) D ltd. has 4,000,000 shares in issues and G ltd. has 12,000,000. The following details are available for the time period day 1 to day 12.

- Day 1: The market value per share is D ltd. - 4 and G ltd. - 6
- Day 2: The directors of G ltd. decide at a private and confidential meeting to a cash bid for D ltd. at a price of 6 per share with a settlement day of day 16. The take-over will result in large operating savings with a present value of £10.4 million.
- Day 6: G ltd. publicly announces an unconditional offer to purchase all the shares in D ltd. at a price of 6 per share. Details of the large operating savings are not announced and are not public knowledge.
- Day 12: G ltd. makes a public announcement of the operating savings which will be realised from the take-over

Assuming the market is semi-strong form efficient, calculate and explain the day 2, day 6, and day 12 share prices of D ltd. and G ltd. [5][CO5]

- (b) Consider a hypothetical stock, XYZ Inc., which has exhibited a consistent upward trend in its price over the past six months due to positive investor sentiment. The stock's current price is \$100 per share. Assume that according to traditional asset pricing models, the stock's fundamental value is \$90 per share. However, due to behavioral biases, investors have bid up the price beyond its fundamental value. How would you explain this scenario using the principles of the Behavioral Asset Pricing Model? Given the current market conditions and the prevailing sentiment among investors, what do you expect to happen to the price of XYZ Inc. in the short term? Explain your reasoning based on the concepts of outlined in the Behavioral Asset Pricing Model.

[5][CO3]

END

Total No. of Pages: 1

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Roll no.

SEMESTER IV

MBAFM-218

END TERM EXAMINATION

May-2024

Corporate Mergers, Acquisitions and Restructuring

Time: 03 Hour

Max. Marks: 50

Note: All questions are compulsory.
Assume suitable missing data, if any.

Q.1 Read the attached case of Tata Motors' acquisition of Daewoo Commercial Vehicles Company and answer the following questions.

[CO3,4] [10+10+10 Marks]

- What are the strategic interests of the acquirer and target?
- Justify the price paid by Tata's.
- Why Tata's have been successful in acquiring Daewoo's commercial vehicle company?

Q.2 What are the objectives for acquiring cross-border corporations?

[CO1] [10 Marks]

Q.3 Differentiate between

[CO2] [5+5 Marks]

- Partnership and Alliances
- Vertical and Horizontal mergers

END TERM EXAMINATION

May-2024

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. Answer True or False with brief explanation (1 Mark each)

- a) According to the Black-Scholes model, as the volatility of the underlying stock increases, the value of a call option increases. (CO3)
- b) As the uncertainty about the expected cash flows increases, the value of an asset increases. (CO3)
- c) The cost of debt is generally higher than the cost of equity for most companies. (CO3)
- d) Changes in the cost of capital can impact a company's investment decisions and overall financial performance. (CO3)
- e) Forecasting future cash flows is a deterministic process that provides a precise estimate of future financial performance. (CO3)
- f) Debt can be a cheaper source of financing compared to equity because interest payments are tax-deductible. (CO3)
- g) Debt in the capital structure can provide leverage, which can amplify returns for equity holders when the return on assets exceeds the cost of debt. (CO3)
- h) If the correlation between two variables is zero, it means no relationship between the two variables. (CO3)

P.T.O.

Time series data for the problem of stationarity modelling at means and variance of the data varies over time. (CO3)

j) Panel data are data on one or more variables collected at the same point in time. (CO3)

Q2 Company XYZ is a growing tech company that is planning to go public. Following are the brief financials of the company –

(CO2) (10 Marks)

Year	Revenue	COGS	Operating Expenses	Depreciation	Tax Rate	CapEx	WC Changes
1	\$100	\$30	\$20	\$10	25%	\$5	\$2
2	\$120	\$35	\$25	\$12	25%	\$5	\$2
3	\$150	\$40	\$30	\$15	25%	\$5	\$2

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	Year 3 (End)
Cash	\$50
Accounts Rec.	\$30
Inventory	\$20
Total Assets	\$200
Total Liab.	\$80
Total Equity	\$120

Additional Information:

- Comparable P/E ratio: 15
- Industry ROE: 12%
- Discount rate: 10%
- Terminal growth rate: 5%

- Calculate the Free Cash Flows to the Firm (FCFF) for each year.
- Calculate the Terminal Value (TV) at the end of Year 3 using with a growth rate of 5%.
- Calculate the Enterprise Value (EV) at the end of Year 3.
- Calculate the Equity Value (EV) at the end of Year 3.
- Calculate the P/E ratio for Company XYZ at the end of Year 3.

Q.1) Company ABC is considering acquiring a new piece of equipment for \$500,000. The equipment has a useful life of 5 years and will be depreciated using the straight-line method with no salvage value. The company can either lease the equipment for annual payments of \$120,000 or borrow \$500,000 at an interest rate of 6% per year for 5 years with annual payments. (CO2) (5 Marks)

Additional Information:

The corporate tax rate is 25%.

The cost of capital for the company is 10%.

Assume that lease payments are made at the beginning of each year.

Assume that borrowing costs are tax-deductible.

Determine whether it is more cost-effective to lease or borrow to acquire the equipment. The decision will be based on the present value of cash flows for each option over the 5-year period.

b) Briefly explain key differences between ARCH, GARCH and E-GARCH model. (CO3) (5 Marks)

Q4 Explain the key assumptions related to linear regression along with the issues that may arise on violation of those assumptions. (CO1) (10 Marks)

Q5 Write a short note on the following:

a) Black Scholes Option Pricing Model (CO1) (5 Marks)

b) Financial Risk Models (CO1) (5 Marks)

Q6 a) Explain the forecasting methodology to be adopted for forecasting the various line items of balance sheet and P&L. (CO3) (5 Marks)

b) Write a short note on types of exponential smoothing techniques. (CO1) (5 Marks)

END SEMESTER EXAMINATION

May - 2024

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) Descriptive analysis derives insights based on marketing manager's understanding of the context of the metrics. Examine the statement [5][CO1]

b) List down any five data mining methods, and their algorithm, and learning types. [5][CO2]

Q.2 a) Differentiate between data mining and statistics. Provide suitable examples. [5][CO2]

b) For which product categories, the brands must think of multidimensional maps? List three potential dimensions of the following product categories for constructing a perception map: i) sports utility cars, ii) energy drinks [5][CO1]

Q.3 a) A retailer is interested in analyzing how much price elastic its private label is in Ketchup category. Ketchup category is generally marked by a few national brands in India like Kissan, Maggie, Heinz, and Del Monte; the category is also categorized by high brand loyalty. How will you choose choice models to provide elasticity analysis to retailer? How will you set up the data – what data data you will need from the retailer and at what unit of analysis? [5][CO3]

b) Explain conjoint analysis in detail with suitable examples. [5][CO3]

Q.4 a) What is revenue management? Explain the areas in which its usage is most suitable, with examples. [5][CO4]

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b) Imagine that you are the head of a company that manufactures low cost jewelry, whose main consumer base is the lower middle class and the middle class population of India. What marketing mix would you use? How would you collect relevant data and analyze it? [5][CO4]

Q.5a) Which brands are you loyal to as a customer? Decipher the critical touchpoints and the appropriate KPIs. [5][CO4]

b) How do retailers like Shoppers Stop improve their cross-sell rate? Can it reliably determine its churn rate, cross-sell, and upsell rates? What can be the challenges in reliably measuring churn rate? [5][CO4]

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][CO2]

b) How do you decide your home page if your design team has given you three home page designs, all of which equally look great to you, you believe them to be better than your current home page. Answer this question if you were the marketing manager of State Bank of India.

[5][CO3]

Total no. of Pages 02 **238**

Roll no.

II SEMESTER

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MBA

END TERM EXAMINATION

May-2024

COURSE CODE MBAMK 218

COURSE TITLE Business to Business Marketing

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 What are the major differences between B2C and B2B marketing? Highlight the important marketing challenges emerging out from such differences. [10][CO#I,II]
- Q.2 Assume yourself as the Vice President-Marketing of Neo Technologies limited. The company provides photocopy solutions to all kind of business buyers. The price of the product is highly competitive. The company also provides onsite warranty for five years which is significantly more than the other players in the industry. Design a suitable segmentation, targeting and positioning profile of the customer. [10] [CO#II, III]
- Q.3 Differentiate between Product Life Cycle and Customer Life Cycle. What strategy would you like to suggest for a B2B brand which is in the maturity stage of its life cycle? [10][CO#I, II]
- Q.4 What are channel management decisions? Explain the conflicts that can emerge in managing the distribution channels in B2B context. [10][CO# III]
- Q.5 "Arriving at a just price is one of the biggest challenges to all B2B marketers". Comment by taking any suitable example. [10] [CO#III]

Q 6 Case Study

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Dedicated Freight Corridor Corporation of India Limited (DFCCIL) is a Public Sector Undertaking which undertakes planning, mobilization of financial resources and construction, maintenance and operations of the dedicated freight corridors. The DFCCIL Ltd. has been given the responsibility to construct, maintain and handle the operations of two corridors in the first phase. Eastern corridor which runs from Ludhiana to Dankuni via Dadri-Khurja link and Western corridor from Dadri to Jawaharlal Nehru Port with all attached infrastructure so that Indian Railways and other operators can operate their freight trains.

The company has recently hired professionals in marketing and operations domain to onboard various exporters, bulk freight carriers, container shipping companies, coal, cement, fertilizers, Iron and Steel suppliers along the corridors for a speedy, safe and timely movement of freights which otherwise is an expensive, time consuming and long process through other networks and mode of transportations.

Design a suitable promotional campaign to attract business customers and explain in detail the Customer Relationship Marketing (CRM) which you feel will be effective in such businesses.

Total No. of Pages=02

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Roll Number

M.B.A/B.Tech

END TERM EXAMINATION

MAY 2024

COURSE CODE – MBAMK-220

COURSE TITLE - INTERNATIONAL MARKETING

Time: 03 Hours

Maximum Marks: 50

Note: Answer Any Five Questions. Assume Suitable missing data, if any.

Use Case-A- Munshi Panna Masala

In the year 1940, Two Brothers - Shri Munshi Lal Ji and Shri Panna Lal Ji started a spice shop in the always buzzing Rawat Pada, Johri Bazaar, Agra, Uttar Pradesh, India and traded different types of spices in the historical city. After 60 years, in the year 2000, Munshi Panna Masala Udhyog Pvt. Ltd. was established under the prestigious brand name Munshi Panna Spices. Shri Vishnu Kumar Goyal, son of Shri Panna Lal ji, took charge of the business as the Chairman of Munshi Panna Spices. His mission is to provide the finest quality spices that not just deliver the authentic taste, but also various health benefits. Shri Nitin Goyal, the elder son of Shri Vishnu Kumar Goyal is the current chairman of Munshi Panna Spices. In the year 2006, he built a strong network of 200 distributors with a goal to spread the company's reach beyond Agra across various nearby districts. "Now we wish to take health benefits products of Munshi Panna Spices to the markets of Nepal or Bangladesh, and Currently, we are discussing with our Consultant, So as to enter which international market 'First'," said Nitin Goyal.

Based on the assumed Use Case-A- Munshi Panna Masala. Answer following Q-01, Q-02, Q-03 and Q-04.

Q-01- Suppose you are the International Market Consultant to Munshi Panna Masala Udhyog Pvt. Ltd.. Which market you will suggest to Shri Nitin Goyal, Chairman, Munshi Panna Masala Udhyog Pvt. Ltd. to enter 'First' with the health benefits products? Give suitable reasons. [CO1, CO2] (10 Marks)

Q-02- Briefly describes how Shri Nitin Goyal, Chairman, Munshi Panna Masala Udhyog Pvt. Ltd. will be managing Product Line in international market?

[CO1, CO2, CO3] (10 Marks)

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Q-03- Explain the importance of International Distribution Channels for the success of products of Munshi Panna Masala Udhog Pvt. Ltd. in international market? [CO1, CO2, CO3] (10 Marks)

Q-04- How International Marketing Environment will affect business of Munshi Panna Masala Udhog Pvt. Ltd. in international market? [CO1, CO2] (10 Marks)

Use Case-B- Funskool India Ltd.

Toy manufacturer Funskool India, part of tyre major MRF Group, has taken up expansion at its manufacturing facilities in Tamil Nadu to make India a global hub for toy manufacturing. "Funskool India has experienced remarkable growth over the years. With this expansion, we solidify our position as a leader in India's toy industry and move closer to our goal of transforming India into a global hub for toy manufacturing" Funskool India Ltd Chairman Arun Mammen said after inaugurating the upgraded facilities. "Our commitment to the Make in India initiative is stronger than ever. This expansion not only meets the manufacturing needs of rising domestic demand but exports as well," Funskool India Ltd. CEO R Jeswant said. With the expansion work, Funskool India would take up production of a wide range of toys including both plastic and wooden varieties. "A dedicated wing within the expanded campus has started focusing on the manufacturing of wooden toys, aligning with Funskool's strategic growth objectives," the statement said. "Canada will be Funskool main source of revenues and We are researching on 'International Promotion Mix' and 'Pricing' for Funskool's products for the Canadian market," Funskool India Ltd CEO R Jeswant further added.

Based on the assumed Use Case-B-Funskool India Ltd. Answer following Q-05, Q-06 and Q-07.

Q-05- Briefly describes how Funskool India Ltd. will be designing 'International Promotion Mix' for the Canadian market? [CO1, CO2, CO3] (10 Marks)

Q-06- Critically analyze how Funskool India Ltd. will be implementing 'Pricing Strategies' in the Canadian market, with the support of suitable examples? [CO1, CO2, CO3] (10 Marks)

Q-07- Explain the importance of 'Marketing Research' for identifying new international markets for Funskool India Ltd.? [CO1, CO2] (10 Marks)

Total No. of Pages 2

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EVEN SEMESTER

Roll no.....

MBA/BTECH

END TERM EXAMINATION

May-2024

MSAMK 224

Customer Relationship Management

Time: 03:00 Hours

Max. Marks: 50

Note: All questions are compulsory
Marks are indicated along with the questions.

Q1. In 2015, Tim Cook, CEO of Apple, found himself at the center of a heated debate on encryption, privacy, and security. Apple's 2014 release of iOS 8, with its strong default encryption, prevented both Apple and law enforcement from accessing data on locked iPhones. This move came after the 2013 revelations of the National Security Agency's (NSA) widespread surveillance programs, prompting tech companies like Apple to strengthen security measures. Law enforcement and national security agencies argued that strong encryption hindered investigations in criminal and terrorist cases. James Comey, Director of the FBI, called on tech companies to provide a "backdoor" to circumvent encryption for investigations. Cook and many tech experts countered that such a backdoor would weaken security and put user data globally at risk. As the debate intensified, Apple released iOS 9 in 2015 with even stronger encryption.

The conflict reached a peak in 2016 with a high-profile court case. In February, a federal judge ordered Apple to provide technical assistance in unlocking the iPhone belonging to a suspected terrorist involved in the San Bernardino shooting, where 14 people were killed. The iPhone, running iOS 9, couldn't be accessed without Apple's help. Cook, unwavering in his stance on privacy, refused to comply. If you were Tim Cook, would you help the FBI unlock the San Bernardino shooter's iPhone? Explain your decision, considering both the potential benefits for public safety and the

risks to user privacy. Does Cook have additional responsibilities to consider? If so, what are they, and how do they weigh against public safety and privacy? (CO5) (10 Marks)

Q2 A video game developer is launching a new online game with a subscription model. How can the game developer leverage strategies related to customer acquisition and customer retention to ensure the long-term success of their subscription model? (CO2) (10 Marks)

Q3 Imagine you are a manager in a mid-sized retail company planning to implement a customer relationship management (CRM) system. Outline the specific benefits that your organization can expect from CRM implementation and provide examples of how CRM practices and technologies have transformed customer interactions and business outcomes in similar retail settings (CO1) (10 Marks)

Q4 Answer **any two**:

a). You've been tasked with overseeing the launch of a new marketing campaign for a multinational retail corporation. Describe your approach to campaign management, considering the different types of campaign management systems available. (CO4) (5 Marks)

b) You're the Marketing Manager for a health and wellness app. Describe your strategy for segmenting the user base to tailor marketing campaigns and promotions effectively. Discuss the specific criteria and data variables you would use to create distinct user segments, and how you would select the most promising segments for targeted marketing initiative (CO3) (5 Marks)

c) Contrast the traditional marketing focus with a customer experience focus in the context of a retail business. (CO4) (5 Marks)

Q5 Write short note on the following (**Any Two**):

a) Sales Force Automation

(CO4) (5 Marks)

b) Customer Centricity

(CO3) (5 Marks)

c) CRM System

(CO3) (5 Marks)

Total no. of Pages: 2

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Roll No.

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IV SEMESTER

MBA

END TERM EXAMINATION

May-2024

COURSE CODE-MBAHR-214

COURSE TITLE-Performance Management

Time: 03:00 Hours

Max. Marks: 50

Note : All questions carry equal marks.
Assume suitable missing data, if any.
Attempt any 5 questions.

Q.1 How has the role of HR managers evolved in the context of increasing digitization and automation in the workplace, and what strategies can HR managers employ to adapt to these changes while continuing to add value to their organizations?
[10][CO1]

Q.2 Considering the impact of globalization on businesses, discuss how HR strategies and practices need to evolve to effectively manage a diverse, global workforce. Provide examples of multinational companies that have successfully adapted their HR practices to accommodate globalization
[10][CO2]

Q.3 Imagine you are an HR manager tasked with revamping the performance evaluation system of a medium-sized company. Develop a plan that includes the selection of performance evaluation techniques, the rationale behind your choices, and how you would implement and communicate these changes to employees and managers. Consider the challenges you might face and how you would address them
[10][CO3]

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Q.4 Define HR audit and explain its benefits. Discuss the different types of HR audits that organizations can conduct, highlighting their purposes and key components. [10][CO4]

Q.5 Develop an HR scorecard for a large manufacturing company that has recently undergone a restructuring process. The scorecard should include key metrics related to employee engagement, talent acquisition, training and development, and diversity and inclusion. Explain how each metric is relevant to the organization's strategic goals and how you would use the scorecard to measure and improve HR performance [10] [CO5]

Q.6 Discuss the objectives of performance management and how they align with organizational goals. [10][CO3]

Q.7 Discuss how the Balanced Scorecard can be used to monitor and adjust the company's strategic performance in a dynamic global market. [10][CO3]

Total no. of Pages:01

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Roll no.....

FOURTH SEMESTER **MBA**

END TERM EXAMINATION

MAY-2024

COURSE CODE MBAHR 224

COURSE TITLE HR ANALYTICS

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 An HR head of a large organization declared that he uses HR analytics to validate his intuitive HR decision-making. For him, HR analytics is just a process of complicating HR decision-making. With intuitive HR decision-making, he can solve critical HR issues. What would be your advice to this HR head, and why?
[10 MARKS] [CO1]
- Q.2 How is Artificial Intelligence shaping Human Resource Management?
[10 MARKS] [CO2]
- Q.3 Discuss the candidate ranking system using an analytical hierarchical process (AHP) with suitable examples.
[10 MARKS] [CO4]
- Q.4 What is HR Dashboard? How does it help in HR-related decision-making? Explain with suitable examples.
[10 MARKS] [CO 4]
- Q.5 Explain the process of churning data and information for HR predictive analysis.
[10 MARKS] [CO3]
- Q.6 You have been asked by your organization to design an employee engagement programme to reduce the current level of employee attrition. What data analysis may be required to design such a programme? While you answer this, also give your logic for choosing the data.
[10 MARKS] [CO 2]

FOURTH SEMESTER **MBA****END TERM EXAMINATION****MAY-2024****COURSE CODE MBAHR 216****COURSE TITLE TRAINING AND DEVELOPMENT****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 Many organisations still believe that individual behaviour of the people in the workplace largely gets influenced by group norms. One such organisation, engaged in software development, recruited the best talent from different campuses. The selection process was based on technical tests and innovativeness of the applicants. The company being one that develops enterprise resource planning (ERP) solutions, every programmer requires to collect inputs from different cross-functional team members, resulting in delay in developmental work. Understand this situation and comment on how the company can avoid such a situation, duly addressing personality issues. [10 MARKS] [CO4]
- Q.2 You have been assigned for OD intervention for your organisation, which is a public sector enterprise. What are ethical issues, that are important to consider. Your company however, does not have any declared policy on OD ethics. [10 MARKS] [CO2]
- Q.3 You're working as the training manager of your company for the last five years. Your company is a software developer, and 80% of your company's sales revenue comes from the export market. Design a training benchmark matrix with an explanatory note. [10 MARKS] [CO3]

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- Q.4 List out some of the diversity training programmes and design a one-day training programme on diversity issues. [10 MARKS] [CO4]
- Q.5 Explain the concept of CBT. How is it different from the training with multimedia? Can CBT and multimedia be integrated? [10 MARKS] [CO1]
- Q.6 Discuss the concept of Management Development. Elaborate the important components of Management Development Programme. [10 MARKS] [CO 5]

Roll No.

MBA(DSM)

MAY-2024

Time: 3:00 Hours

Max. Marks: 50

Q1. In parts i to iii, write the correct option. (CO1, CO2, CO3)

ii. R square can take values in the range:

iii. If a sample is completely heterogeneous, its entropy is:

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

iv. Suppose total number of predictors = 25, how many predictors are considered as split candidates while forming decision tree using random forest **1 Mark**

v. A data mining algorithm applied to a dataset has classified 80 records as fraudulent (20 correctly so) and 960 as non-fraudulent (930 correctly so). Construct confusion matrix and overall error rate. **2 Marks**

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

vii. Define two Measures which reflect accuracy of a fitted model **2 Marks**

Q2. (a) Twenty five Students of a B-School are grouped into 4 clusters based on (*work experience in months, marks in an aptitude test*) as **Cluster 1:** $\{(11,12), (11,13), (11,12), (10, 14), (11,12), (11,14), (10,12), (11,14)\}$; **Cluster 2:** $= \{ (12,21), (12,20), (13,19), (12,19), (13,23)\}$;

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Cluster 3: { (15,28), (14,29), (15,29), (14,27), (15,29), (14,30), (14,29); **Cluster 4:** {(0,20), (0, 19), (5, 21), (3,18), (6,19)}. Consider a new student with 15 months of work experience and 10 marks in the aptitude test. Using a suitable distance measure, determine the cluster to which this new student should be assigned. (CO2) 5 Marks

(b) Define 'Different(x_i, y_i)' function to measure distance in case of categorical variables. Use this function on the data in following table (i) without normalization (ii) with Min-Max normalization (MMN) (iii) with z-score normalization to find out which player should be considered as more similar to a 30-year-old male. Justify which type of normalization should be generally preferred while dealing with mix of categorical and continuous variables. (Assume that for Age variable, the range is 20, the minimum is 15, the mean is 25, and the standard deviation is 10). (CO2) 5 Marks

Player	Age	Age _{MMN}	Age _{Zscore}	Gender
A	30	?	?	Male
B	18	?	?	Male
C	30	?	?	Female

Q3. [i] On the following data, compute smoothed values for the Weeks 2 to 6 by applying:

- exponential smoothing method using W (smoothing coefficient) = 0.1
- Moving Averages method using L (length of period) = 3
- Compare the accuracy of these two methods using a suitable accuracy measure.

Table: Gasoline Sales Time Series

Week	Sales (1000s of gallons)
1	17
2	21
3	19
4	23
5	18
6	16
7	20

(CO3) 6 Marks

[ii] The following table shows the numbers of people (in millions) per year who use public transport in 'X' state of India.

2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
33	34	36.5	40.5	46	53	61.5	71.5	83	96

Use method of differences to identify the growth pattern and propose a suitable model for the purpose of forecasting. (CO3) 4 Marks

Q4. The following is a training set D taken from a customer database. Show, in a table, all candidate splits that CART algorithm would evaluate for the initial partition at the root node. Compute optimality measure for Age=Youth and Income=High. Show all intermediate calculations. Assuming optimality measures for all other candidate splits are lesser in value, which of the above two shall be chosen as initial split for forming a decision tree. Show the tree after initial split. (You have to do only the asked calculations and identify the attribute which form root of the tree, show the resultant braches and stop).

(CO3) 10 Marks

ID	Age	Income	Student	Credit_rating	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	Yes
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

Q5. Consider an undirected network for individuals A, B, C, D, E and F on LinkedIn. A is connected to B, C and D. B is connected to A, C and D. C is connected to A, B, and D. D is connected to A, B, C and E. E is connected to D and F. F is connected to E. (CO4)

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

2 Marks

(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 D? **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**

Q6. (a) A faculty co-ordinator is assigned with the responsibility of improving placement of students in a B-School. The co-ordinator forms a team of students from diverse backgrounds. You are selected in the team as specialist in Analytics. You have access to historical placement data of 1000 students and all other student attributes. Suggest an appropriate method to identify 5 most important attributes which can be considered as predictors. Suggest a step-by-step approach for building a suitable model based on identified important predictive attributes with target attribute as Placed (P) or Not Placed (NP). The model should be able to classify students of a new batch in terms of their likelihood of getting placed or not. **7 Marks**

(b) Based on the model, suggest changes to be made in the existing MBA programme for improving placement. **3 Marks**

(CO1, CO2, CO3)

Q7. Write short notes on any two of the following: (CO1, CO2, CO3) **10Marks**

(a) Method used by Random Forest to build a model

(b) Components of Time Series

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

Total no. of Pages:1

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Roll no.....

IV SEMESTER

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MBA

END TERM EXAMINATION

May-2024

MBAAN-218 BIG DATA ANALYTICS

Time: 03:00 Hours

Max. Marks: 50

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

- Q.1 Discuss four differences between Relational and NoSQL Databases
[10 Marks][CO#1]
- Q.2 Explain the differences between Apache Kafka and Apache Spark.
[10 Marks][CO#3]
- Q.3 What are some common benefits of running Hadoop in the cloud?
[10 Marks][CO#2]
- Q.4 Explain the CAP theorem.
[10 Marks][CO#3]
- Q.5 What is crowdsourcing? Discuss its applications.
[10 Marks][CO#1]

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Roll no.....

(IV) SEMESTER
MBA

END TERM EXAMINATION

MAY-2024

COURSE CODE: MBASC220

COURSE TITLE: INTERNATIONAL LOGISTICS MANAGEMENT

Time: 03:00 Hours

Max. Marks: 50

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

- Q.1 (a) Explain the common risks encountered by logistics [5] [CO1]
and supply chain management. How does logistics and
supply chain management resilient?
(b) In what way do supply chain flows affect the success [5][CO2]
or failure of a firm such as Amazon? List two supply
chain decisions that have a significance impact on
supply chain Profitability.
- Q.2 (a) How are transportation management, warehouse [5] [CO3]
location and management, and materials handling
concepts related to each other? Give examples to
illustrate your discussion.
(b) Make lists of the common inbound and outbound [5][CO1]
international logistics functions. Which functions are
common to both outbound and inbound movements?
- Q.3 (a) Raw teakwood is to be exported from Malaysia to [5] [CO3]
India in bulk. Which mode of transport would you
recommend? What are the advantages and
disadvantages of such a mode?
(b) Explain Multimodal Transportation system and its [5][CO3]
advantages in International Trade.
- Q.4 (a) What do you understand by the containment and [5] [CO4]
protection function of packaging? Give examples for
different categories of products.

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(b) Discuss the criteria for selection of material handling system for a Warehouse. [5][CO4]

Q.5 (a) Explain the concept of order accuracy and its importance as a KPI for measuring logistics efficiency. [5][CO5]

(b) Explain the difference between absolute advantage and comparative advantage in the context of international trade. [5][CO5]

Q.6 (a) Discuss the significance of customer satisfaction as a KPI for measuring logistics efficiency. How can logistics operations impact customer satisfaction levels? [5][CO5]

(b) What is the relationship between marketing and logistics? Quote the suitable example to prove the relationship [5][CO1]

Q.7 (a) Describe the role of tariffs and quotas in international trade and their impact on trade patterns. [5][CO5]

(b) Describe the role of technology in transportation and distribution management? [5][CO2]

Total no. of Pages: 03

Roll no. _____

4th SEMESTER EMBA

END TERM EXAMINATION

May-2024

EFM 01 Security Analysis & Portfolio Management

Time: 03:00 Hours

Max. Marks: 50

Note : Answer any 5 question. All questions carry equal marks.
Assume suitable missing data, if any.

Q.1 A) Young people with little wealth should not invest money in risky assets such as the stock market because they can't afford to lose what little money they have. Do you agree or disagree with the statement? Why?

B) The following are the historic returns for Charlie Computer company:

year	Charlie computer	Market Index
1	37%	15%
2	9%	13%
3	-11%	14%
4	8%	-9%
5	11%	12

Based on the above compute the following and comment on the result:

- The return and standard deviation of the Charlie company as well as market Index.
- Beta of the Charlie computer company

[5+5][CO1,3]

Q.2 A) What is the value of a 9% coupon bond with a par value of Rs.10000 that matures in 10 years, if your required rate of return is 7% return? Use semi-annual compounding. What would be the value if your required rate rises to 11% p.a.

B) The BBC company earned Rs. 10 per share last year and paid a dividend of Rs.6 per share. Next year you expect BBC to earn Rs.11 per share and the dividend payout ratio would remain the same. At

the same time, you expect to sell the stock for Rs.132 a year from now. If you require 12% on this stock, how much would you pay for it? Over the long run you expect the dividend of BBC to grow at 8% and you require 11% on the stock. Using the constant growth model, how much would you be willing to pay for it?

[5+5][CO1]

Q.3 At a lunch with some business associates, you discuss the reason for the relationship between the economy and the stock market. One of your associates contends that stock prices typically turn before the economy does. How would you explain this phenomenon? Additionally, some associates contend that it is harder to estimate the effect of change in interest rate on common stocks than on bonds. Discuss this contention too.

B) Select any one industry of your choice, indicate what economic series would you use to predict the growth of that industry. Also discuss why this economic series is important for this industry. Further analyse the impact of substitute products on the profitability of the chosen industry.

[5+5][CO1,3]

Q.4 A) "Analysing risk-adjusted returns helps in comparing the performance of different mutual funds with similar investment objectives and asset allocations". In this context briefly explain any four measures of portfolio performance, highlighting their limitations and benefits.

B) The following are the data on two Mutual Funds:

Fund	Return %	Beta
SBI	14	1.40
HDFC	16	1.50

Compute their Volatility ratios and rank them using appropriate measure of performance, if the risk-free rate is 6%. Also explain the choice of that method.

[5+5][CO4]

Q5 You will be paying \$10,000 a year in tuition expenses at the end of the next 2 years. Bonds currently yield 8%.

- a. Briefly explain the concept of Duration?
- b. Calculate the present value and duration of your obligation?
- c. What maturity zero-coupon bond would immunize your obligation?
- d. Suppose you buy a zero-coupon bond with value and duration equal to your obligation. Now suppose that rates immediately increase to 9%. What happens to your net position, that is, to the difference between the value of the bond and that of your tuition obligation? What if rates fall to 7%?

[2.5x4][CO2,4]

6) Write short notes on any two: (max. 500 words)

- a) Fundamental analysis vs technical analysis
- b) Simple moving average vs Exponential moving average
- c) Du Pont Analysis
- d) Porter's five forces Model for analysing the industry.
- e) Value investing vs Growth investing

[5+5][CO1,2,4]

Total no. of Pages: 12

Roll no.....

_IV_SEMESTER

EMBA

END TERM EXAMINATION

May-2024

COURSE CODE EFM 10

COURSE TITLE Managing Financial Institutions & Markets

2/6

Time: 03:00 Hours

Max. Marks: 40

Note :

- Answer FIVE questions. Question No. 1 is compulsory. Q1 carries 12 marks
- Answer any four from Remaining 5 Questions. Questions 2-6 carry 7 Marks each
- Assume suitable missing data, if any.
- For Questions marked [Analytical based] , there are no Right or Wrong answers. So try to attempt them. Marking will be done on Analysis even if view is Contrarian to what is taught in Course Book
- **[Chapters]** Refer to LM Bhole 6 edition which has been used as Course Syllabus Book
- **[Assignment]** Refers to projects/ assignments submitted on Sub Sector/ industry analysis and the classes where discussed.
- **Remove Pg 5 of Question Booklet and attach to answer Sheet**
- **Short and Crisp Answers will be rewarded. Restrict answers to below line**
 1. 2 marks Question – 6 lines
 2. 3 marks Question – 9 lines
 3. 4 marks Question – 12 -14Lines
- Use Charts & Graphs where useful– A Picture says a 100 lines

2/6

GOOD LUCK !!!

Q.1 Answer all the following questions: (There is No Choice in this Question – Attempt All sub parts) [2x6 =12]

Q 1. A) Write short notes on any two the following:

- Financial Innovations
- Financial Engineering
- Securitisation

[1x2] [CO 1 Class 1]

Q.1 B) Analyse the features of Solvency I by filling Blank spaces below

Basic objectives of Solvency I are as follows:

- To update the _____ contained in the initial version of the insurance directives to take account of _____ (indexation/ insurance) and to update amounts that have been _____ (devalued/ revalued/ Inflated) since the insurance directives were brought into force originally;
- To provide a mechanism to ensure that solvency limits are reviewed _____ (weekly/ annually / monthly) by reference to the _____ of Consumer Prices; and
- To Empower _____ (Regulators/ Insurers) to intervene at an Early stage where doubts are raised about an insurer's solvency rather than wait for a specific breach of the solvency limits to have occurred and to empower them to reduce the _____ (Credit/ Money) given to reinsurances in certain circumstances.

[0.25x8=2] [CO 2 – Class 6]

Q1. C) Under which Act was IL&FS set up?

As a result of IL&FS crisis, RBI took a few steps to increase NBFC Supervision : Steps were taken to tighten the regulatory framework for NBFCs to prevent such instances in the future. This included stricter norms on a) leverage ratios, b) liquidity management, and c) asset-liability management among NBFCs.

What issues did IL&FS face with above three metrics/ parameters and how did they catalyse the crisis?

[0.5x4] [CO 2, Class5]

Q1. D) A lot of discussion is happening on Preamble of Indian Constitution. Lets Analyse the preamble of RBI below {RBI - Class 8}

The Preamble of the RBI Act, 1934 states that 'Whereas it is expedient to constitute a Reserve Bank for India to regulate the issue of bank notes and keeping of reserves with a view to securing monetary stability in (India) and generally to operate the currency and credit system of the country to its advantage'. In this line the major objectives of RBI are as follows:

- (i) To maintain monetary stability so that the business and economic life can deliver welfare gains of a properly functioning mixed economy.
- (ii) To maintain financial stability and ensure sound financial institutions so that monetary stability can be safely pursued and economic units can conduct their business with confidence.
- (iii) To maintain stable payments system so that financial transactions can be safely and efficiently executed.
- (iv) To promote the development of financial infrastructure of markets and systems, and to enable it to operate efficiently, that is, to play a leading role in developing a sound financial system so that it can discharge its regulatory function efficiently.
- (v) To ensure that credit allocation by the financial system broadly reflects the national economic priorities and societal concerns.
- (vi) To regulate the overall volume of money and credit in the economy with a view to ensure a reasonable degree of price stability.

As per above 6 objectives – explain any 2 objectives that RBI has not met as per its preamble. Explain with real life example

[1x2 =2] [CO3 , Class 2]

Q1. E) Post 2008 Financial Crisis, Socialists in India & the world have said, Tax payers are financing the Sins of Commercial Banks profits. Here Tax payers means the Government. The table below is for all PSU banks in India which are owned by GoI.

Liabilities of commercial banks in India (percentage to total liabilities)

Year	Liabilities				
	Share capital	Reserves and surplus	Deposits	Borrowings	Other liabilities and provisions
1997-1998	2.45	4.27	80.96	3.25	9.04
2000-2001	1.47	3.75	81.48	4.27	9.00
2004-2005	1.09	5.25	78.01	7.14	8.49
2005-2006	0.90	5.67	77.70	7.29	8.43
2006-2007	0.85	5.48	77.94	7.02	8.69
2007-2008	0.92	6.36	76.74	6.99	8.96
2008-2009	0.82	6.19	77.56	9.04	6.37
2009-2010	0.80	6.33	78.87	8.70	5.27
2010-2011	0.82	6.27	78.17	9.40	5.31
2011-2012	0.76	6.54	77.55	10.14	4.98
2012-2013	0.73	6.65	77.47	10.53	4.59
2013-2014	0.69	6.65	77.83	10.04	4.77

Source: RBI, Handbook of Statistics of Indian Economy.

Does the above table confirm what Socialists say about Tax payer money or contradict it? Which metric or metrics can be used to explain your answer and how.

[2] [CO 4, Class 4]

Q1. F) RBI has tried to achieve financial inclusion by implementing following steps. Classify each of eight points as focused SUPPLY side / DEMAND side / Not Applicable x

Attach this page to Answer sheet

[0.25x8=2] [CO 3, Class4]

- Institutionalisation of the framework of banking correspondents (BCs) has been a major step towards enhancing access of banking services.
- RBI advocated a combination of 'brick and mortar' structure with 'mouse and click' technology for extending financial inclusion in geographically dispersed areas.
- It is mandated to open physical bank branches in all villages above a population of 5000 in a phased manner. We feel this would also enable banks to not only provide quality financial services but also timely support to their BC network.
- The banks were mandated to open at least 25 percent of their new branches in unbanked rural centres.
- In order to ensure that persons belonging to low-income group, both in urban and rural areas do not encounter difficulties in opening bank accounts, the know your customer (KYC) procedures for opening accounts has been simplified for those persons with balances not exceeding ₹50,000 and credits in the accounts not exceeding ₹1,00,000 in a year.
- RBI also encouraged banks to adopt a structured and planned approach to financial inclusion with commitment at the highest levels through preparation of board-approved financial inclusion plans (FIPs). The first two phases of FIPs implemented over 2010-2013 and 2013-2016 were interspersed with the implementation of PMJDY by the Government of India during 2014-2015.
- RBI has granted in-principle approval to some entities to set up differentiated banks namely 'small finance banks' (SFBs) and 'payments banks' to further the cause of financial inclusion in the country. Other than serving as vehicles for savings, SFBs and payments banks are expected to enhance the supply of credit to small business units, small and marginal farmers, micro and small industries and other entities in the unorganised sector and enable provisions for cost-efficient remittance services in a secured technology-driven environment, respectively.
- Considering the strong linkage between financial inclusion and the payment systems, RBI has taken several steps. Some of these include encouraging use of mobile banking, pre-paid instruments in the form of digital wallets and mobile wallets, operationalisation of the Aadhaar bridge payment system (ABPS) and Aadhaar-enabled payment system (AEPS) and so on.

Q. 2 Answer all the following questions:

Q. 2 A) Court Case Study on Life Insurance

192 261
Late Sri Siriveri Venkateswarlu, father of the complainant, obtained two insurance policies from the opposite party – one on 05.05.2009, for a sum of Rs. 4,50,000/-, and the other on 22.03.2010, for a sum of Rs. 4,80,000/-. Under the said two policies, **in the event of death by accident, twice the sum assured was payable by the “Insurer/ Opposite Party”**. In the application form of the policy, the insured had been asked about the details of his existing life insurance policies with any other insurer, and the insured had answered the same in the negative.

The complainant, being the daughter of the policy holder Late Sri Siriveri Venkateswarlu, was nominated to receive the proceeds under both the policies. Civil Appeal No.3821 of 2024 Page 3 of 48 3.3. On 28.02.2011, the policy holder unfortunately lost his life after falling from staircase, leaving behind the complainant alone as his legal heir as well as nominee for death benefits. Immediately thereafter, the complainant approached the Insurer and informed about the death of her father and they advised the complainant to submit a claim form along with necessary documents which she did by 31.3.2011.

After many months, by letter dated 31.12.2011, the complainant's claims were repudiated by the opposite party. The claim of the complainant was repudiated on the ground that the policy holder had **suppressed material facts in his application form with respect to existing life insurance policies from other insurers**. Upon investigation by the opposite party, it was found that the insured had substantial life insurance cover with other insurance companies, even prior to the date of his application. After an evaluation of all facts and documents submitted and circumstances of the case, the opposite party came to the conclusion that the replies to the questions in the application form were incorrect, in as much as the opposite party held documentary proof in support of the same.

It was further remarked by Insurer that the contract of insurance is based on the principle XYZ and the company relies on the information provided by the life insured in the application for insurance. Thus, the claim was held to be not valid and the liability to pay under the policy was repudiated by the insurer.

Below is a Cut out of Application form where the deceased filled answers which were Construed by Insurer to be suppression of facts.

6.1 Details of applications submitted to & existing life insurance policies with future Generali and with any insurer. (In case of housewife, major student or minor life to be Assured please give details of husbands and parents insurance also)

6.2 Whether any proposal for life cover or critical illness Rider or Accident and Disability Benefit Rider, application for revival of any Policy has been made to any life insurer, declined/postponed/dropped/accepted or revived at modified rates

- (i) Insurer initially delayed the claim on basis of shoddy Post Mortem report – stating death was actually due to strange circumstances and requested Police to undertake investigation. What principle was Insurer using to delay/ reject claim? Please explain Principle.
- (ii) Insurer was supposed to pay/ reject claim after receiving documents within 3 months. What was the delay in months/ days? Is such delay(s) allowed under IRDA?
- (iii) Which Principle is Insurer referring to in XYZ? Please explain principle.
- (iv) Do you think the Insurer was correct in its Rejection of Claim based on the Questions 6.1 & 6.2. Please explain Yes or No

[2+1 + 2+2] [CO 3, Class 7]

Q.3 Answer all the following questions:

A) Write Short Notes on the following RBI functions

- Open market operation
- Direct regulation of interest rates
- Inflation Targeting

[3x1 = 3] [CO 2, Class 8]

B) Explain how RBI's response during three wars – 1971, 1965 & 1999 Kargil War ?

C) How did RBI respond during the Covid Crisis?

[2 +2] [CO 4 , Class 10]

Q.4 Answer all the following questions:

Q 4 A) Borrowing Analysis of SCBs

Table 8.12 Components of total borrowings of commercial banks (percentage to total borrowings)

Year	Borrowings from RBI	Borrowings from other banks	Borrowings from other institutions	Borrowings from abroad
2005	0.06	13.99	43.35	42.58
2006	3.12	12.96	39.65	44.25
2007	6.26	14.60	32.49	46.63
2008	5.67	10.51	29.88	53.93
2009	2.48	4.29	50.87	42.34
2010	0.83	7.14	52.23	39.78
2011	6.7	7.28	43.43	42.57
2012	11.63	4.92	38.69	44.75
2013	12.94	4.84	35.99	46.20
2014	14.76	3.61	34.29	47.31

Source: RBI, Statistical Table Relating to Banks in India.

From Table Above

- Identify change in Bank's borrowings between 2009 to 2014.
- What (policy / terms) has led to increase in Share of two components?
- What has led to decrease in share of remaining two components?

[1+1+1] [CO 3, Class 3 &4]

Q 4 B) – NPA Analysis of Commercial Banks

In tables 1 & 2 below Ignore 2000-01 and look at trend between 2005-2014.

- Which measure is better GNPA or NNPA? What is difference between both and what does it indicate with respect to Risk Management?
- Should (GNPA-NNPA)/ Advances be a metric? Calculate it for New Private Banks & identify trend (if any)
- Should NNPA/ TA or GNPA/ TA make sense if Investments are not treated at Mark to Market?
- Look at both tables and identify opposing trends of NNPA/ Advances between Table 1 & 2? Why and how is this possible?

[1+1+1+1= 4] [CO 4 class 4]

Year	Scheduled commercial banks			
	GNPA/ADV	GNPA/TA	NNPA/ADV	NNPA/TA
2000-2001	11.4	4.9	6.2	2.5
2005-2006	3.3	1.8	1.2	0.7
2009-2010	2.4	1.4	1.1	0.6
2010-2011	2.5	1.4	1.1	0.6
2011-2012	3.1	1.7	1.3	0.8
2012-2013	3.2	2.0	1.7	1.0
2013-2014	3.8	2.4	2.1	1.3

Table 2

Year	New private sector banks				Foreign banks			
	GNPA/ADV	GNPA/TA	NNPA/ADV	NNPA/TA	GNPA/ADV	GNPA/TA	NNPA/ADV	NNPA/TA
2000-2001	5.1	2.1	3.1	1.2	7.0	3.2	2.4	1.0
2005-2006	1.7	1.0	0.8	0.4	2.8	1.4	0.8	0.4
2009-2010	2.9	1.6	1.1	0.6	3.8	1.5	1.8	0.7
2010-2011	2.7	1.3	0.6	0.3	4.3	1.6	1.8	0.7
2011-2012	2.2	1.1	0.4	0.2	2.5	1.0	0.6	0.3
2012-2013	1.8	1.0	0.4	0.3	2.7	1.1	0.6	0.2
2013-2014	1.8	1.1	0.7	0.4	3.0	1.3	1.0	0.4

Notes: GNPA = gross non-performing assets, ADV = gross advances, TA = total assets

Source: RBI, Handbook of Statistics of Indian Economy.

Q5 Answer all the following questions:

Q. 5 A) Please write a Note on Evolution of Mutual Fund Industry clearly highlighting

- The Four eras and their timelines
- What led to change in one era to another
- Key Developments in each Era

[1+1+1=3] [CO2 Class 10]

Q.5 B) Consider charts 1.5 & 1.6 for Questions below

- What is Insurance Density & Insurance Penetration? Please differentiate?
- In case of India what is approximate ratio of Insurance penetration for Non life/ Life for. Which high insurance density nation from Among USA, UK & Sweden is this ratio similar?
- Again Compare India & China on basis of Insurance penetration Ratio of Non Life/ Life. Is ratio different? Why so?

[1+1.5+1.5= 4] [CO3 & CO4]

Chart 1.5: Insurance Penetration in select Countries in 2022

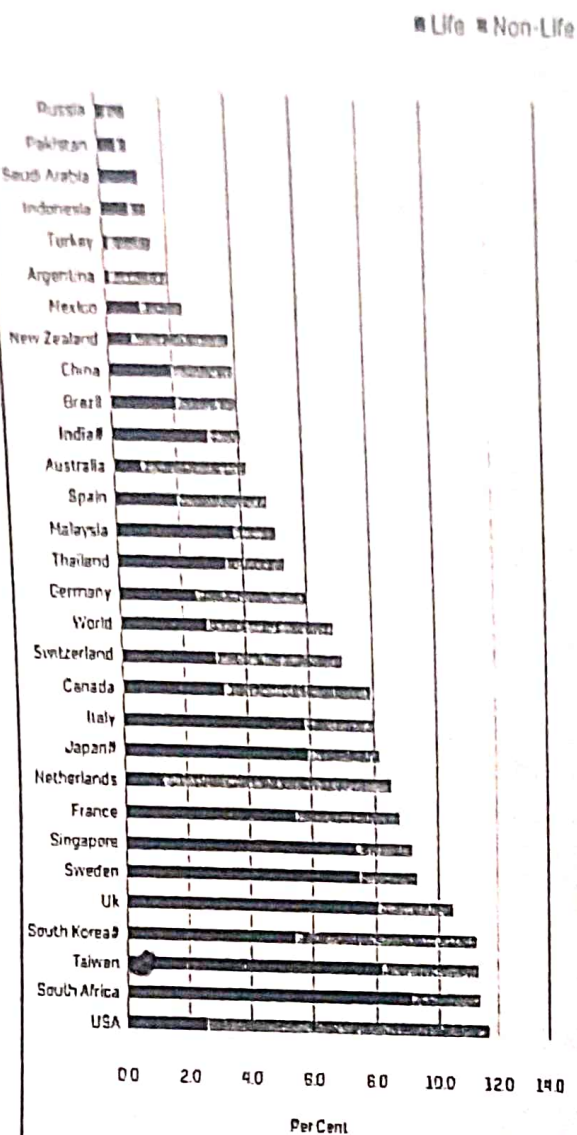
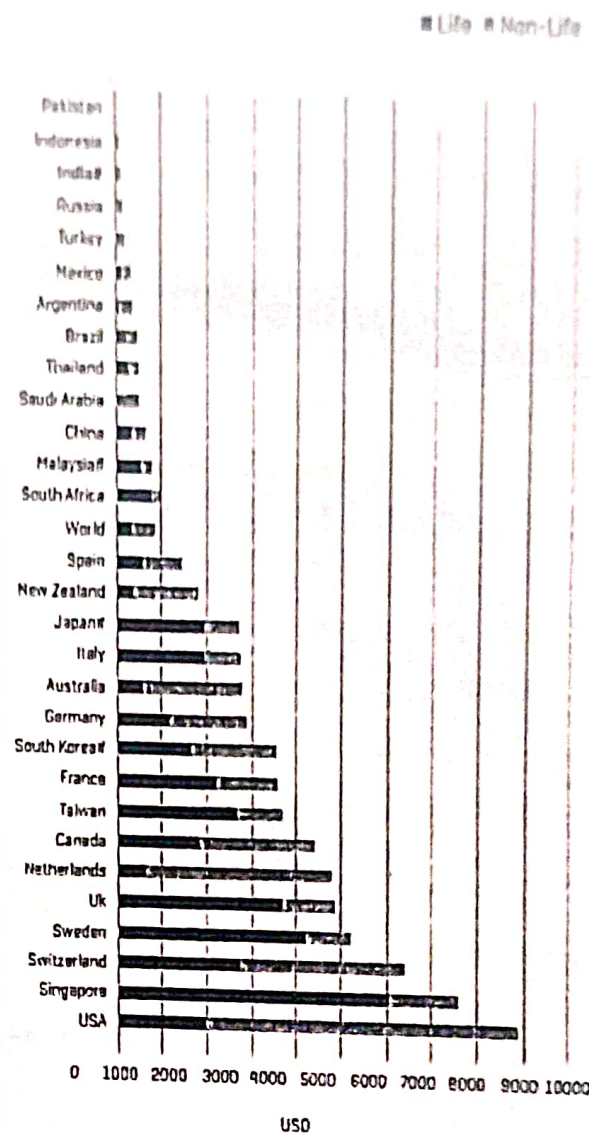


Chart 1.6: Insurance Density in select Countries in 2022



Q. 6 Answer all the following questions:

Q 6 A) Case Study on Impact of Monetary Policy on Rupee

Following table shows performance of 3 Governors under NDA Government since June 2014 and movement of Rupee

Table 1

RBI Governor	Reign Period of Governorship		USD/ INR @ start	USD/ INR @ End
R. Rajan	Dec 2013	Sep 2016	61.5	66.8
U. Patel	Sep 2016	Dec 2018	66.8	69.8
S. Das	January 2019	April 2024	(i)?	83.3

Monetary-Fiscal Policy Mix and the Determination of Exchange Rates under Conditions of Low Capital Mobility

	Expansionary Monetary Policy	Restrictive Monetary Policy
Expansionary Fiscal Policy	Domestic currency depreciates	Indeterminate
Restrictive Fiscal Policy	Indeterminate	Domestic currency appreciates

Adapted from Rosenberg (1996), p. 133.

Assume below while using Rosenberg Chart above

- $>3.3\%$ annual INR depreciation = "Currency Depreciation"
- $2.3\% - 3.3\%$ annual INR depreciation = "indeterminate".
- $<2.3\%$ annual depreciation is considered "Currency Appreciation"

Based on *these assumptions and Rosenberg chart* fill Table below

Table 2

RBI Governor	Reign	Annual INR Depreciation	GoI Fiscal	Monetary Policy *
R. Rajan	33 Months	3.1%	Expansion	(vi) ??
U. Patel	(ii) ??	(iv) ??	Restrictive	(vii) ??
S. Das	(iii) ??	(v) ??	Expansion	(viii) ??

*Monetary Policy can be "Restrictive" or "Expansion"

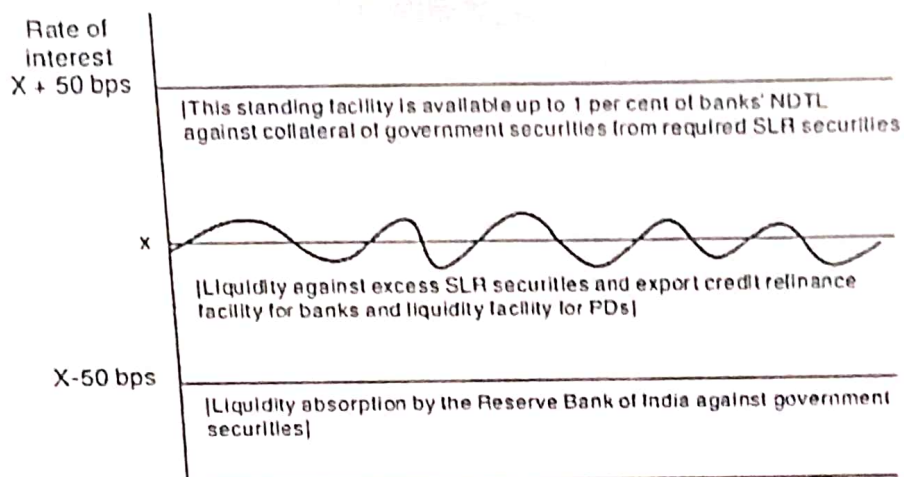
[0.5x8 =4] [CO2, Class 12]

Q. 6 B) Explain what is Autonomous Liquidity (AL) & Discretionary Liquidity (DL). How is Net Liquidity Calculated from AL or DL or both?

[0.5x3 =1.5] [CO 1, Class 9]

Q. 6 C) Name X+50, X & X-50. What is NDTL and which institutions need to maintain it?

Current Liquidity Adjustment Facility in India



Name of Rate

X + 50

X is

X-50 is

[0.5x3 =1.5] [CO 2, Class 9]

Note :

- Make Assumptions where Necessary. Please state Assumptions clearly
- [M]: Marks allocated to the question.
- [CO #]: Course Outcome from 4 Course Outcomes in Syllabus
- [, CL#] : Class number in which Syllabus was covered

Total no. of pages: 4

Roll No.....

4th Semester
EMBA

End-Term examination

April/ May-2024

ESCM-01 Total Quality Management

Duration: 3 Hours

Max Marks: 50

Instructions:

- Attempt any 5 questions.
- All questions carry equal marks.
- Assume missing data, if any.

1. (a) What is "quality"? How is it assured in product? Discuss the changes in quality system brought about by the changing marketplace from a "sellers' market to "buyers' market"

[5] [C01]

(b) Following cost data refers to quality audit of company XYZ Ltd.

Cost Element	Cost (₹)	Cost Element	Cost (₹)
Inward Matl Insp	8000	Maintenance of tools & gauges	10000
Scrap	30000	Laboratory Testing	2000
Quality Training	10000	Rework/repair	50000
Process Insp	20000	Quality improvements projects	20000
Product Testing	5000	Test Equipment calibration	10000
Customer complaints	15000	Equipment downtime	5000
Quality audit	5000	Product returns/ replacement	25000
Writing procedures & instructions	1000		

(i) Segregate quality costs under various heads (viz prevention, appraisal, internal failure and external failure) and compute each cost of quality as % of total of quality

(ii) As a consultant analyse the data and prepare a corrective action plan.

[5] [C01]

2. (a) How can customers be classified according to complaints?

Discuss role of total quality management in improving customer satisfaction

[5] [C02]

(b) Discuss in detail SERVQUAL model.

[5] [C02]

3. (a) "Juran's trilogy exemplifies the essence of Quality." Discuss

[5] [C03]

(b) (a) The following information is available from the record of the incoming material department of ABC Co. Ltd.

Vendor	No of lots submitted	No of lots rejected	Unit price in ₹	Fraction of delivery commitment
A	15	3	15	0.94
B	10	1	19	0.98
C	1	Nil	21	0.90

The factor weightage for quality, delivery and price are 40%, 35% and 25% respectively.

Develop a composite vendor rating plan based upon above data and prepare feedback cum motivation note for management appraisal. Highlight advantages and limitations of this approach. [5] [C03]

4. (a) Discuss in details "seven tool of quality management". [5] [C04]

(b) 5 samples of a product X are taken. One sample is taken every hour of size 4 units of X. Measurement of each unit in each sample is given below in the table; Construct R and X-Bar chart. Comment on process status and its continuance.

For sample size 4, $A_2 = 0.73$; $D_3 = 0$; $D_4 = 2.28$

Sample	X_1	X_2	X_3	X_4
1	0.6015	0.6023	0.6010	0.6028
2	0.6022	0.6042	0.6025	0.6021
3	0.6019	0.6027	0.6036	0.6024
4	0.6009	0.6035	0.6025	0.6016
5	0.6042	0.6057	0.6035	0.6048

[5] [C04]

5.(a) Discuss the concept of benchmarking? How it helps organization to survive in turbulent business environment? List various steps involved in benchmarking. [5] [C05]

(b) Write short notes on any one of the following:

(i) Quality Function Deployment (ii) Total Productive Maintenance
(iii) Failure Modes and Effect Analysis [5] [C05]

6.(a) Explain Kano model and its contribution to build competitiveness and customer satisfaction. [5] [C02]

(b) What do you mean by quality leadership? Discuss role played by quality leadership in bringing TQM culture in an organization.

[5] [C03]

7. Study the case and answer the questions:

"Ritz Carlton" was the first hotel company to win the Malcolm Baldrige National Quality Award. The name alone evokes images of luxury and quality. Ritz treats quality as if it is the heartbeat of the company. This means a daily commitment to meeting customer expectations and making sure that each hotel is free of any deficiency.

In the hotel industry, guests buy an experience when they stay at the hotel and not products. Hence, quality is difficult to quantify. Thus, creating the right combination of the elements to make the experience stand out is the challenge and goal of every employee, from maintenance to management.

Before applying for the Baldrige Award, company management undertook a rigorous self-examination of its operations in an attempt to measure and quantify quality. Nineteen processes are studied, including room-service delivery, guest reservation and registration, message delivery and breakfast service. This period of study included statistical measurement of process work flows and cycle times for areas ranging from room service delivery times and reservations to valet parking and housekeeping efficiency. The results were used to develop performance benchmarks against which future activity could be measured.

With specific, quantifiable targets in place, Ritz Carlton managers and employees now focus on continuous improvement. The goal is 100% customer satisfaction. If a guest's experience does not meet expectations, the Ritz-Carlton risks losing that guest to competition.

One way the company has put more meaning behind its quality efforts is to organise its employees into "self-directed" work teams. Employee teams determine work scheduling, what work needs to be done and what to do about quality problems in their own areas. Employees are also given the opportunity to take additional training in hotel operations so that they can understand the relationship of

their specific area to the overall goals. Ritz-Carlton believe that a more educated and informed employee is in a better position to make decisions in the best interest of the organisation.

Questions:

(a) In what ways could the Ritz-Carlton monitor its success in achieving quality? [5] [CO2]

(b) Why might it cost the Ritz-Carlton less to "do things right" the first time? [5] [CO1]

8. Write short note on any two of the following:

(a) ISO 9000 [5] [CO5]

(b) Six Sigma [5] [CO4, CO2]

(c) Employees' involvement [5] [CO3]

(d) Role of senior management in TQM [5] [CO1]

2621

Total No. of Pages: 1

Roll No.

IV SEM EMBA

END TERM EXAMINATION

MAY 2024

ESCM-06

BUSINESS PROCESS REENGINEERING

Time: 3.00 Hours

Max.Marks: 50

Note: All questions carry equal marks

Attempt any five Questions

- Q1. Explain the role of Information Technology in Business Process Reengineering. 10
- Q2. Why the company adopt Business Process Reengineering? What are the benefits after the implementation of Business Process Reengineering? 10
- Q3. What are the reasons for failure of Business Process Reengineering? Explain with the help of example? 10
- Q4. Explain change management with example. 10
- Q5. Explain the need of Business Process Reengineering in an Organisation? 10
- Q6. Explain the involvement of top management for implementation of effective Business Process Reengineering system? 10
- Q7. Write a note on Business Process Reengineering implementation in Indian Bank: Scenario and suggestions. 10

Total No. of Pages: 02
EMBA
End-Semester Examination

EIT-02 Business System Analysis and Design

Time: 3 hrs

Roll No. 258
Fourth Semester
(May 2024)

Max. Marks: 50

Note: Attempt any five questions.
Assume suitable missing data if any.

Q.1 (a) What are the main differences between the Spiral Life Cycle Development Model and the Rapid Application Development Model? Explain.

(b) Draw Use Case Diagram, Class Diagram, State Chart Diagram for 'Covid Vaccine Slot Booking Reservation System' [10] [CO2,3]

Q.2 The CFO of Briddles Inc. is considering a project. He wants to determine whether the project should be executed. He decides that he would use the NPV model to determine whether the company should be executing the project.

The upfront cost of \$1,00,000 would be incurred. It is the given information relating to the benefits. Use the discounting rate of 6% to calculate the NPV of the project. Also, determine whether the project is viable. [10] [CO1]

Year	Benefits
1	50,000
2	30,000
3	60,000

Q.3 (a) Explain the following architectures, along with key advantages and disadvantages: server-based, client-based, client-server, and client-server tier architectures.

(b) Joseph is an IT director at a large multinational, multibillion dollar-a-year corporation that is responsible for the distribution of highly specialized and often times custom parts. He has been charged with creating a hardware profile to dictate the performance requirements of the company's next mainframe system. Acting as a consultant to Joe, what kinds of performance requirements are important to develop an appropriate hardware profile? What are the key issues for each of these requirements that could be recommended to the corporation's CTO. [10] [CO4]

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Q.4 (a) The online prescription order system for United Pharmacy has over twenty different forms and screens. What might be the most important design factor – and why?

(b) The payroll adjustment system is only used by experienced payroll clerks. In terms of the user interface design, what principles might affected such a system? [10] [CO4]

Q.5 (a) Compare and contrast cohesion and coupling.

(b) What is a 'top-down approach' and why is it important when designing programs? [10] [CO5,3]

Q.6 (a) Identify three types of user documentation. Contrast when each form documentation should be used.

(b) What is the difference between usability testing and performance testing? [10][CO4]

Q.7 (a) There are three conversion locations – what are they and give some advantages of each.

(b) What are the two 'conversion style' options for switching from the old system to the new system – and what are the advantages and disadvantages to each? [10][CO6]

Total No. of Pages: 03

Roll No. _____

FOURTH SEMESTER

EMBA

END SEMESTER EXAMINATION

May, 2024

EIT-10 EMERGING ISSUES IN ITM

Time: 3:00 Hours

Max. Marks: 50

Note: Answer any *FIVE* questions.
Assume suitable missing data, if any.
CO# is course outcome(s) related to the question.

1. Consider yourself as the newly appointed Chief Risk Officer at Cybertech Innovations, a leading software development company. The company is currently undergoing a major expansion in its operations, which involves integrating various third-party services into its existing network. As part of your role, you are tasked with assessing and managing the cybersecurity risks associated with this expansion.
 - [a] Define the terms "risk" and "vulnerability" in the context of cybersecurity. Explain how risk is related to vulnerabilities and assets in the scenario described. 26
9
7
[5] [CO1]
 - [b] Given the integration of third-party services, outline potential cybersecurity threats that Cybertech Innovations might face. Explain how these threats could exploit the vulnerabilities of the identified assets.
[5] [CO2]
2. Imagine you are a cybersecurity consultant for MedLink, a healthcare provider that is implementing a new electronic health record (EHR) system. As part of your role, you need to assess the cybersecurity threats that could impact the EHR system and evaluate their potential effects on MedLink's operations. 26
5
 - [a] Describe the types of cybersecurity threats that could target the EHR system at MedLink. Include at least one example of adversarial, accidental, and environmental threats. For each type of threat listed, provide a scenario in which these could realistically impact MedLink. [5] [CO3]
 - [b] Suggest appropriate strategies MedLink could employ to mitigate the identified threats. Explain how these strategies could be effectively implemented in the healthcare context to ensure both security and compliance.
[5] [CO3]

3. Suppose you are part of the risk management team at Global Bank Corp, a multinational banking institution that is reassessing its risk assessment methods. Recent cyber incidents in the financial sector have prompted the board to consider an overhaul of their risk assessment processes to better quantify potential financial impacts.

[a] Compare and contrast quantitative and qualitative risk assessment methods in the context of cybersecurity for Global Bank Corp. Highlight the advantages and limitations of each method specifically in the banking sector. [5] [CO2]

[b] Assume Global Bank Corp experiences a cyber attack, which leads to a data breach affecting 10,000 customer accounts. Statistical models suggest there is a 0.05 probability of such a breach occurring annually. If the average financial loss per breached account is estimated at ₹11,000, calculate the Annual Loss Expectancy (ALE) for this risk. Based on the ALE calculated, discuss how this figure can guide the bank's decision on investing in enhanced cybersecurity measures. Consider a proposed cybersecurity upgrade that would cost ₹1.5 crore annually but reduce the probability of the breach to 0.01. [5] [CO3]

4.[a] Considering the rapid advancement in artificial intelligence (AI) applications, examine a leading technology firm that identifies as an AI company. What key characteristics and strategic actions distinguish it as such? [5] [CO2]

[b] Analyze the following business scenarios and determine whether data analytics or artificial intelligence (AI) is more applicable in each case. Justify your choice with reasons. [5] [CO2]

(i) A retail company wants to tailor its marketing campaigns to individual customer preferences based on past purchase history and browsing behavior.

(ii) A telecommunications company seeks to improve its customer service by implementing a system that can handle common inquiries and complaints autonomously.

(iii) A manufacturing firm aims to reduce costs and improve efficiency by analyzing its supply chain to identify bottlenecks and predict future disruptions.

(iv) A financial institution needs a solution to detect unusual transactions in real time to prevent potential fraud and financial losses.

- 5.[a] What are key considerations for selecting a project as a first step to transform a traditional company to AI company. Also discuss the importance of technical and business diligence. [5] [CO3]
- [b] What are the major steps involved in transforming a traditional company into an AI-driven organization? Provide a brief discussion of each step, highlighting their significance and potential challenges. [5] [CO3]
- 6.[a] Outline the life cycle of a Generative AI project. Also, explain the primary applications of Large Language Models (LLMs) and discuss their inherent limitations [5] [CO3]
- [b] How is artificial intelligence reshaping the business landscape in terms of job scenarios and ethical considerations? Please discuss the implications of AI integration on employment patterns and the ethical challenges businesses face as they adopt this technology. [5] [CO3]

---Best of Luck---

Total No. of Pages-02

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Roll Number.....

SEMESTER - FOURTH
M.B.A (EXECUTIVE)

END TERM EXAMINATION

MAY-2024

COURSE CODE – EMK-03

COURSE TITLE – MARKETING OF SERVICES

Time: 03 Hours

Maximum Marks: 50

Note: Attempt Any Five Questions. Each Question carry 10 marks. Assume Suitable missing data, if any.

Use Case-A- Coca-Cola India

Beginning with Lemon-Dou, its worldwide alcoholic ready-to-drink beverage, which the corporation has begun to pilot test in Goa and certain regions of Maharashtra. Coca-Cola India has made its first foray into the alcohol market. The company is pilot testing Lemon-Dou, a product from its worldwide portfolio, in a few Indian states. Lemon-Dou is a concoction of lime and shochu, a distilled liquor related to vodka and brandy. “We know exactly what kinds of beverages consumers like to drink. I refer to it as mental and physical nourishment,” said Manolo Arroyo, Global Marketing Chief, Coca-Cola. Coca-Cola and international spirits manufacturer Pernod Ricard announced in October that they will be working together to provide Absolut vodka and Sprite as ready-to-drink pre-mixed cocktails globally in 2024, with the UK, Netherlands, Spain, and Germany leading the way. The new brand, Absolut & Sprite, will be created by combining Coca-Cola's Sprite and Sprite Zero Sugar with Pernod's premium vodka. “We want to create Coca-Cola’s ‘New Service Ecosystem’ of alcoholic ready-to-drink beverage in India and Indian customers are aware about new beverage services,” Manolo Arroyo, Global Marketing Chief, Coca-Cola.

Based on assumed Use Case-A- Coca-Cola India. Answer following Q-01, Q-02 and Q-03.

Q-01-Critically analyze and briefly discuss Coca-Cola’s foray into ‘New Service Ecosystem’ of alcoholic ready-to-drink beverage market in India, with the support of suitable examples? (CO1,2)

26+270

Q-02- Briefly discuss how Coca-Cola should promote its 'New Service Ecosystem' of alcoholic ready-to-drink beverage in India, with the support of suitable illustrations? (CO2,2)

Q-03- What effect Coca-Cola's alcoholic ready-to-drink beverage will have on Indian carbonated soft drink competitors? (CO1,2,3)

Use Case-B- Unified Payment Interface

The Unified Payment Interface (UPI) services are now available in Sri Lanka and Mauritius, the Ministry of External Affairs announced today. Prime Minister Narendra Modi attended a virtual event marking the inauguration of Unified Payment Interface (UPI) and Rupay card services in Sri Lanka and Mauritius. NPCI International Payments Limited (NIPL) and Lyra announced UPI adoption in France, earlier this month. The Unified Payment Interface (UPI) services are also available in Bhutan, Oman, Mauritius, Abu Dhabi, Malaysia, Thailand, Philippines, Vietnam, Singapore, Cambodia, South Korea, Japan, Taiwan, and Hong Kong.

Based on assumed Use Case-B- Unified Payment Interface. Answer Q-04, Q-05 and Q-06

Q-04- Briefly discuss the importance of 'Marketing of Services' in promoting India's Unified Payment Interface services in Sri Lanka and Mauritius, with the support of suitable examples? (CO1,2)

Q-05- Design a 'Marketing Plan' as how India should promote its Unified Payment Interface services in the countries of African Continent, with the support of suitable illustrations? (CO2,3)

Q-06- How new age marketing tools will be beneficial for promoting India's Unified Payment Interface services in the countries of African Continent? (CO1,2,3)

**SEMESTER - FOURTH
M.B.A (EXECUTIVE)****END TERM EXAMINATION****MAY-2024****COURSE CODE – EMK-03****COURSE TITLE – MARKETING OF SERVICES****Time: 03 Hours****Maximum Marks: 50**

Note: Attempt Any Five Questions. Each Question carry 10 marks. Assume suitable missing data, if any.

Use Case-A- Coca-Cola India

Beginning with Lemon-Dou, its worldwide alcoholic ready-to-drink beverage, which the corporation has begun to pilot test in Goa and certain regions of Maharashtra. Coca-Cola India has made its first foray into the alcohol market. The company is pilot testing Lemon-Dou, a product from its worldwide portfolio, in a few Indian states. Lemon-Dou is a concoction of lime and shochu, a distilled liquor related to vodka and brandy. "We know exactly what kinds of beverages consumers like to drink. I refer to it as mental and physical nourishment," said Manolo Arroyo, Global Marketing Chief, Coca-Cola. Coca-Cola and international spirits manufacturer Pernod Ricard announced in October that they will be working together to provide Absolut vodka and Sprite as ready-to-drink pre-mixed cocktails globally in 2024, with the UK, Netherlands, Spain, and Germany leading the way. The new brand, Absolut & Sprite, will be created by combining Coca-Cola's Sprite and Sprite Zero Sugar with Pernod's premium vodka. "We want to create Coca-Cola's 'New Service Ecosystem' of alcoholic ready-to-drink beverage in India and Indian customers are aware about new beverage services," Manolo Arroyo, Global Marketing Chief, Coca-Cola.

Based on assumed Use Case-A- Coca-Cola India. Answer following Q-01, Q-02 and Q-03.

Q-01-Critically analyze and briefly discuss Coca-Cola's foray into 'New Service Ecosystem' of alcoholic ready-to-drink beverage market in India, with the support of suitable examples?

(CO1,2)

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Q-02- Briefly discuss how Coca-Cola should promote its 'New Service Ecosystem' of alcoholic ready-to-drink beverage in India, with the support of suitable illustrations? (CO2,1)

Q-03- What effect Coca-Cola's alcoholic ready-to-drink beverage will have on Indian carbonated soft drink competitors? (CO1,2,3)

Use Case-B- Unified Payment Interface

The Unified Payment Interface (UPI) services are now available in Sri Lanka and Mauritius, the Ministry of External Affairs announced today. Prime Minister Narendra Modi attended a virtual event marking the inauguration of Unified Payment Interface (UPI) and Rupay card services in Sri Lanka and Mauritius. NPCI International Payments Limited (NIPL) and Lyra announced UPI adoption in France, earlier this month. The Unified Payment Interface (UPI) services are also available in Bhutan, Oman, Mauritius, Abu Dhabi, Malaysia, Thailand, Philippines, Vietnam, Singapore, Cambodia, South Korea, Japan, Taiwan, and Hong Kong.

Based on assumed Use Case-B- Unified Payment Interface. Answer Q-04, Q-05 and Q-06

Q-04- Briefly discuss the importance of 'Marketing of Services' in promoting India's Unified Payment Interface services in Sri Lanka and Mauritius, with the support of suitable examples? (CO1,2)

Q-05- Design a 'Marketing Plan' as how India should promote its Unified Payment Interface services in the countries of African Continent, with the support of suitable illustrations? (CO2,3)

Q-06- How new age marketing tools will be beneficial for promoting India's Unified Payment Interface services in the countries of African Continent? (CO1,2,3)

Total no. of Pages:2

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Roll no.....

4 th SEMESTER

EMBA

END TERM EXAMINATION

May-2024

COURSE CODE – EMK-09 COURSE TITLE - Digital Marketing

Time: 03:00 Hours

Max. Marks: 50

Note : All questions carry equal marks. Choose any 5 Questions.
Assume suitable missing data, if any.

- Q.1 Discuss the importance of integrating various digital marketing channels in a comprehensive marketing strategy. Describe how the integration of SEO, PPC, and Social Media can enhance overall marketing efforts. [10][CO#]
- Q.2 Explain the role of content marketing in building brand awareness and generating leads. Provide examples of how different types of content (such as blogs, videos, and infographics) can be tailored to different stages of the buyer's journey. [10][CO#]
- Q.3 Imagine a situation where your company's product launch has received negative feedback on social media, escalating into a potential PR crisis. As the digital marketing manager, draft a response plan that includes how to manage social media interactions, mitigate the damage, and recover the company's brand image. [10][CO#]
- Q.4 Design a digital marketing campaign focused on lead generation for a B2B service provider. Detail the choice of digital marketing channels (such as LinkedIn, email marketing, or webinars), the type of content you would use, and the lead nurturing process you plan to implement. [10][CO#]

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- Q.5 You are the digital marketing manager for an e-commerce company specializing in natural health supplements. The company's website has been active for three years but has struggled to rank well in search engine results. Your task is to develop a comprehensive SEO strategy that will improve the website's visibility and search engine ranking.
[10][CO#]
- Q6. Take example of any product and services while designing & develop a Digital Marketing Funnel.
[10][CO#]

Total no. of Pages:01

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Roll no.....

SECOND SEMESTER **EMBA**

END TERM EXAMINATION

MAY-2024

COURSE CODE EMBA 201

COURSE TITLE 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.

- Q.1 Give four examples of when you would suggest using team or Group incentive programs rather than individual incentive programs. [10 MARKS] [CO1]
- Q.2 What techniques would you use as alternatives to traditional discipline? What do such alternatives have to do with organizational justice? Why do you think alternatives like the Hot stove rule are important? [10 MARKS] [CO3]
- Q.3 As an HR manager, what program would you establish to reduce repatriation problems of returning expatriates and their families? [10 MARKS] [CO4]
- Q.4 Explain the problems to be avoided in appraising performance. [10 MARKS] [CO1]
- Q.5 What are the five main things you would do to recruit and retain a more diverse workforce? [10 MARKS] [CO 2]
- Q.6 What should employers keep in mind when using Internet sites to find job candidates? [10 MARKS][CO 5]

II Semester
End Term Examination
Course Code – EMBA-202

EMBA (DSM)
May-2024
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. Use of Non Programmable calculator and PV/FV tables are allowed.

Q1. (a). Sarah has just received a \$10,000 inheritance from her grandparents. She plans to invest this money to help fund her retirement, which is 30 years away. She has found an investment opportunity that offers an annual interest rate of 8%. Assuming she reinvests all interest earned annually and compounds her returns annually, how much will Sarah have accumulated by the time she retires?

(b). What is Financial risk? How does it arise?

[5M*2 = 10M] [CO1,CO2]

Q2. 'Every Manager has to take three major decisions while performing the finance function' briefly explain them.

[10M] [CO1]

Q3. (a). Are the share holders of a company likely to gain with a debt component in the capital employed ? Explain with the help of an example?

(b). Why Capital budgeting decisions are more important?

[5M*2=10M] [CO2, CO3]

Q4. ITC Ltd. is considering a new project that requires an investment of \$800,000. The project is expected to generate annual cash flows of \$250,000 for the next 6 years. ITC's capital structure consists of 40% debt, 40% equity, and 20% preference shares. The cost of debt is 5% per annum, the cost of equity is 12% per annum, and the cost of preference shares is 8% per annum. Calculate the Weighted Average Cost of Capital (WACC) for ITC Ltd.

[10M] [CO2]

Q5. The capital structure of the Progressive Corporation Ltd consists of an ordinary share capital of Rs 10,00,000 (shares of Rs 100 par value) and Rs 10,00,000 of 10% debentures. The unit sales increased by 20 percent from 1,00,000 units to 1,20,000 units, the selling price is Rs 10 per unit, variable costs amount to Rs 6 per unit and fixed expenses amount to Rs 2,00,000. The income tax rate is assumed to be 35 per cent.

278 (a) 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 1,20,000 units.

(iii) The degree of operating leverage at 1,00,000 units and 1,20,000 units.

(b) Comment on the behaviour of operating and financial leverage in relation to increase of production from 1,00,000 to 1,20,000 units.

[10M] [CO2]

Q6. Sigma Corporation is considering investing in a new project that requires an initial investment of \$200,000. The project is expected to generate cash flows of \$50,000 at the end of each year for the next 5 years. The company's cost of capital is 10%. Calculate the Net Present Value (NPV) and Internal Rate of Return (IRR) of the project and advise the company whether to undertake the investment.

[10M] [CO3]

Q7. (a). Discuss how Working capital affects both the liquidity and profitability of a business.

(b). Good Luck Company estimates its carrying cost at 15 per cent and its ordering cost at Rs 9 per order. The estimated annual requirement is 38,000 units at a price of Rs 4 per unit. What is the most economical number of units to order and how often will an order need to be placed?

[5M*2=10M] [CO4]

II SEMESTER

EMBA**END TERM EXAMINATION****May-2024****COURSE CODE: EMBA-203****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 "The marketing research process consist of a series of sequential, interrelated and intricate steps". Does every research study need to satisfy all such steps? Justify by giving suitable examples.

[10] [CO#I]

Q.2 Faced with growing absenteeism and low productivity, the HR manager of a leading Public Sector Enterprise with more than 75,000 employees across India, proposes that a comprehensive study is required to be conducted to understand the reasons of absenteeism and low productivity across the hierarchical levels, age, gender, educational qualifications and other important demographic and socio-cultural characteristics of the employees.

A. Identify suitable independent, dependent and moderating variables of the study. [5] [CO#I, II]

B. State 4-5 suitable hypotheses of the study. [5] CO#II, III]

Q.3 A global NGO supported by leading software tycoon intends to understand the young student's perception about healthy lifestyle. The NGO administers a questionnaire and captures the student's initial perception and understanding about the healthy life style. The NGO then shows various video contents and runs workshops on healthy life style. After delivering such interventions to the students, the NGO again administers the same questionnaire.

A. Design the experiment. [5] [CO#II, III]

B. Identify the dependent variable, extraneous variables, test units and appropriate statistical technique to analyse the data. [5] [CO#III]

Q.4 The Indian Army wants to understand why the young students from major Indian cities are not excited to prefer defence forces as a career option.

A. Explain your data collection plan. [5] [CO#III]

B. Design a suitable questionnaire to capture the data from the respondents. [5] [CO#II, III]

Q.5 Indicate the type of measurement scale you would use for each of the following: colour of mobile phone, size of TV, purchase intention, intention to download mobile application of the brand, rate of inflation, age of the customer, educational qualification of the customer and loyalty towards a brand. Develop a suitable question for each of the characteristic and justify your answer.

[10] [CO#I, II, III]

Q.6 Write short note on any two of the following:

A. Snowball sampling. [5] [CO#III]

B. Fundamental vs applied research [5] [CO#I]

C. Focus group technique [5] [CO#II, III]

SECOND SEMESTER

EMBA

May-2024

END TERM EXAMINATION

COURSE CODE EMBA204

COURSE TITLE Bus. Environment

Max. Marks: 50

Time: 03:00 Hours

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

Q.1 Read the case below and answer the posers towards the end.

In early 2021, Venezuela experienced a severe economic meltdown. Since 2014, its GDP had dropped by 69.4%. Hyperinflation began in late 2017, predicted to reach 2,960% by 2020. This crisis triggered one of the largest migratory exoduses in history, with about 5.4 million people, nearly one-sixth of the population, leaving the country. By 2020, 9 out of 10 of Venezuelans lived in poverty, and infant mortality rates had climbed by more than 40% since 2008, with a third of the population classified as food-insecure and over 75% had lost weight owing to food scarcity. President Nicolás Maduro's past policy efforts did not effectively address hyperinflation and economic collapse. The issue stemmed from a government facing declining income and a significant budget deficit, which was funded through money creation. Venezuela faced constraints such as US sanctions, political disputes with the opposition party, and low oil prices, leaving it with few options.

The Bolivarian Republic of Venezuela

Venezuela, once a Spanish colony, gained independence in 1821 under Simón Bolívar's leadership after a prolonged revolutionary struggle. The discovery of significant oil reserves early in the 20th century propelled Venezuela into becoming a major global oil producer, with a production of 2.5 million barrels per day in 2011. The nation is a founding member of OPEC. By 2012, oil constituted 96% of Venezuela's exports, but the economy later faced severe challenges. The transition to democracy occurred in 1958 after a civilian-military revolution ousted right-wing military leader Marcos Pérez Jiménez, ending a period of military dictatorships. The late 20th century saw Venezuela grappling with social and political upheaval, economic stagnation, and escalating inequality. Hugo Chávez, who had led an unsuccessful coup in 1992, capitalized on these conditions to win the presidency in 1998.

The Chávez Legacy

Under Hugo Chávez, Venezuela adopted its 26th constitution in 1999, establishing five branches of government and a six-year presidential term, along with the right to revolt against undemocratic regimes. Chávez implemented populist measures like

and nationalized key industries including oil and telecommunications. He also introduced foreign exchange controls in 2003 to combat capital flight during an oil strike. Price caps were set on essential goods to fight inflation, and production quotas were enforced in 2009 for staple items. During Chávez's 14-year tenure, Venezuela's economy grew by an average of 3.0% annually, driven by a surge in oil prices, though masked by a decline in productivity. Venezuela lost market share to more productive oil nations despite having the world's largest oil reserves. Chávez was reelected in December 2012, but by January 2013, he was too ill to serve, leading to Vice President Nicolás Maduro taking over. After Chávez's death in March 2013, a new election was held the following month.

Maduro Takes Control

After Hugo Chávez's final surgery in Cuba, Vice President Nicolás Maduro assumed power in December 2012. He narrowly won the presidential election in April 2013, beating Henrique Capriles by just 1.2 percentage points. Rejecting IMF support due to an established anti-IMF stance, Venezuela had not engaged with the IMF since 2004. In February 2013, the government devalued the official exchange rate from 4.30 to 6.30 VEF/USD ("strong" bolivars, or Bolívar Fuerte, the value of the Venezuelan currency at the time), despite the black market rate being around 27 VEF/USD. Additionally, the government shut down the SITME (Sistema de Transacciones con Títulos en Moneda Extranjera (Foreign Currency Securities Transaction System) secondary bond market, a decision that would later prove problematic.

Price Controls, Distortions, and Scarcity

Following the closure of the SITME system, which was perceived as a corruption hub, Venezuela's retail sector faced turmoil. Importers of non-essential goods, previously reliant on SITME for foreign exchange, were forced to halt operations or turn to the black market. This led to increased inflation and widespread shortages of both essential and non-essential items. From 2012 to 2014, imports fell by 24.8%, while annual inflation spiked from 20% to 56%. The central bank's scarcity index rose from 14.2% to 20.8%, leading to frequent shortages of food and necessities like toilet paper and sugar.

Price-controlled products suffered the most, exacerbating shortages as sellers couldn't raise prices to match reduced supply. These economic challenges almost cost Maduro his presidency. The government avoided further devaluation of the currency until January 2016. During this period, the nominal exchange rate declined by only 10% annually, while prices soared by 242% per year. In November 2013, Maduro accused Daka, a major electronics retailer, of price gouging. This led to government-mandated price reductions and mass looting, culminating in the military takeover of major electronics stores. This action, known as the Dakazo, temporarily boosted Maduro's approval ratings and helped his party secure a municipal election victory.

Oil Prices Head South

Following the botched and failed sale of state-owned oil, the government was seen as keeping feared repercussions, leading to declining government support amid rising inflation and scarcity. By August 2014, Maduro's popularity had fallen to 30%. Additionally, global oil prices dropped, with Venezuelan oil plunging from \$100 to \$71 per barrel from June to November 2014 due to increased U.S. shale oil production and OPEC's decision not to cut output. This initiated a price war and led to a historic decline in oil prices, with Venezuelan oil hitting below \$24 per barrel by February 2016—a 76% drop from 2014. Consequently, the government slashed imports significantly, from \$66.0 billion in 2012 to \$16.4 billion in 2016, and the budget deficit surged to 23.7% of GDP. Amid these challenges, the government maintained the high official exchange rate and implemented stricter rationing to curb further inflation.

Elections and Political Crisis

In December 2015, Venezuela's opposition achieved a significant victory, securing 112 out of 167 seats in the National Assembly, overturning fifteen years of pro-government majority. This supermajority enabled them to enact major political reforms, including the appointment of new electoral authorities and proposals for a National Constitutional Convention that could dissolve existing government branches.

The results were initially unchallenged by Maduro's party, but they later contested the election results, alleging vote-buying. The Supreme Court then suspended the election results from Amazonas, preventing the opposition from achieving a complete legislative majority. In response, the outgoing Socialist party-controlled Assembly hastily filled 13 Supreme Court seats to retain influence.

The opposition attempted to initiate a recall referendum against Maduro, a move hindered by bureaucratic obstacles that ultimately culminated in the dismissal of the referendum efforts in October 2016. Frustrated, the opposition escalated their tactics, leading to widespread protests. Amidst the political strife, the opposition sought to block government efforts to secure funding. In early 2017, they intervened in a negotiation between the Central Bank of Venezuela and Deutsche Bank intended to liquidate Venezuelan gold reserves. Additionally, a controversial deal in 2018 saw Goldman Sachs purchasing Venezuelan bonds at a steep discount, which drew significant public and international criticism, highlighting the financial desperation of the Maduro administration.

Economic Sanctions

The opposition sought international support, and President Donald Trump's administration was responsive. Under Trump, the U.S. intensified economic sanctions against Venezuela, starting with an executive order in August 2017 that banned Americans from trading new debt issued by the Venezuelan government or its state oil company, PDVSA (the country's state-owned oil company), as well as dividend payments to Venezuela. This measure aimed to cripple funding from its international businesses and impede PDVSA's financing opportunities. These sanctions, specifically triggered by Venezuela's move to establish a National Constitutional Convention on July 30, 2017, intended to strip the opposition-controlled National Assembly of its powers.

in January 2019, the U.S. recognized in Congress the National Assembly, as Venezuela's acting president and soon added 15 PDVSA to its list of sanctioned entities. This action anticipated a loss of \$11 billion in PDVSA's export earnings. The U.S. also pressured PDVSA's clients to cut oil purchases and sanctioned entities dealing with Venezuela, including two Mexican firms and subsidiaries of Russian company Rosneft. These sanctions continued as Maduro remained in power, exacerbating Venezuela's fuel shortages due to the neglected state of its refineries.

Hyperinflation Arrives

By the end of 2017, Venezuela was in the grips of hyperinflation, a severe economic condition defined by monthly inflation rates exceeding 50%, translating to an annual rate of over 12,875%. This marked a drastic shift from earlier decades, despite Venezuela experiencing high inflation rates during the 1980s. Notable spikes in inflation had previously only occurred in brief periods during 1989 and 1996, each linked to significant changes in the country's exchange rate policies. The situation escalated in July 2015 when inflation hit triple digits, and by year's end, it surged to 181%. In the subsequent years, monthly inflation averaged 4.1% in 2013-14, climbed to 9.0% in 2015, and reached 11.7% in 2016.

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Venezuela's inflation was monitored by two main entities: the National Assembly (AN), controlled by the opposition elected in 2015, and the Central Bank of Venezuela (BCV), appointed by Maduro's government. According to the BCV, hyperinflation commenced in December 2017 and continued until December 2020. The AN, however, reported that hyperinflation began in November 2017 and concluded in January 2021, with monthly rates consistently above 50%. The inflation data discrepancies between the AN and the BCV were significant, with the AN reporting an average monthly inflation rate of 56.2% compared to the BCV's 43.5%. Nonetheless, the BCV reported higher inflation rates than the AN in approximately 25% of the months.

A common precursor to hyperinflation is a substantial increase in the money supply, typically used to finance government deficits. Venezuela's consolidated public sector deficit was significant, never dipping below 9.0% of GDP annually from 2012 to 2018, with an average deficit of 16.6% of GDP. Initially, the Venezuelan government managed to offset the inflationary impact of its deficits by reducing its foreign asset holdings—a process known as sterilization. Sterilization involves the central bank's intervention in currency markets to neutralize the monetary impact of its foreign exchange operations. However, by the end of 2015, these assets were largely depleted, making it impossible to shield the economy from the inflationary effects of ongoing deficits.

The situation worsened with the imposition of sanctions in 2019, which led to the freezing of Venezuelan foreign assets, leaving the central bank's reserves as the primary source of liquid assets. The government increasingly resorted to inflationary financing to cover deficits. Between 2013 and 2015, seigniorage—revenue generated from money creation—provided funding equivalent to 6.7% of GDP annually.

0.2% of GDP during these years.

Despite legal restrictions, the BCV found a workaround to finance deficits indirectly. Venezuelan law, specifically Article 320 of the Constitution, prohibits the BCV from monetizing the deficit, i.e., directly buying government bonds. However, the central bank circumvented this by purchasing bonds from state-owned companies like PDVSA, which then transferred these funds to the government as fiscal contributions, effectively bypassing constitutional constraints. This maneuver further exacerbated the financial instability, contributing to the uncontrolled spiral of hyperinflation that ravaged Venezuela's economy.

A component of the mechanics of hyperinflation involves a gradual deterioration in the government's ability to finance its expenditures. When taxes were finally collected, their nominal value had significantly decreased due to high rates of inflation. One of the limitations of inflationary finance is demonstrated by this:

The more money you print after you cross a particular barrier, the less you can afford. This is due to the fact that creating money is akin to taxing people, and when taxes are excessive, individuals will take any action necessary to avoid paying them. When inflation is extremely high, people will attempt to hold less money, and the government's ability to fund itself will be hampered by the drop in real money holdings.

The total seignorage decreased at the end of 2018 from 11.4% of GDP in 2017 to 1.9% in 2019 and 0.1% in 2020. People were literally attempting to spend the money more quickly than the government could generate it, which is why hyperinflation persisted even though the government was receiving very little actual funding from money printing.

Stabilization Attempts

Three approaches are frequently used as hyperinflation management strategies. Occasionally, nations will launch a new currency and set its value against a stable one, like the US dollar. This applied to Argentina's Convertibility Plan of 1991 and Brazil's Real Plan of 1993. In other instances, like Bolivia in 1985, governments allow the new currency to float while realigning expectations towards price stability through a credible budgetary adjustment and a restrictive monetary policy. Occasionally, as happened in Zimbabwe in 2008, the entire value of the native currency is replaced with the currency of another nation, such as the US dollar. Strong commitments to lowering the budget deficit and putting an end to money printing were components of the policies in each of these situations.

Under his leadership, Maduro had declared numerous initiatives to keep the currency stable, such as several changes to price control legislation, 21 and at least 34 hikes in the minimum wage between "Protect our beloved working class's... salaries from capitalist thieves" was the stated goal in 2014 and 2020. Despite these raises, Venezuela's minimum monthly income of USD 33 remained significantly lower than that of its neighbour Colombia, which is USD 386, due to the cumulative effect of

hyperinflation. The Maduro administration said in December 2017 that it will introduce the petro, a new cryptocurrency. The nation's mineral and oil reserves will support the currency, the authorities declared. The government published a white paper in which it stated that because the currency was "backed by a basket of Venezuelan commodities," its value would "tend to behave in a stable way." There was no mention of how holders might confirm that backing in the description. Additionally, it was thought that the currency would enable the government to get beyond US sanctions.

A local pollster, Datanálisis, conducted a poll in February 2018 and found that 45.8% of respondents thought the petro would not "help with their current economic situation," 36.8% were unsure of the potential consequences, and only 16.6% thought it would. All hopes that the petro or any other cryptocurrency endorsed by the Venezuelan government could be used to get over sanctions were dashed in March 2018 when the Trump administration issued an executive order prohibiting transactions with them. As a result of tax benefits related to their use, some businesses solely used the petro to pay taxes by the end of 2020, in addition to some public administration tolls and levies.

Maduro unveiled his "Economic Recovery Programme" in August 2018 with the goal of putting a stop to the hyperinflation. The plan included a "monetary reconversion" wherein the currency was denominated bolivar soberano (or "sovereign bolívar") instead of bolivar fuerte ("strong bolivar"), and five zeros were removed. The bolivar sovereign would be linked to the Petro. The proposal called for a full implementation of currency convertibility (i.e., lifting of exchange controls), a zero budget deficit, an end to deficit monetization, and a sixty-fold rise in the minimum wage, which would now also be indexed to the peso.

The Maduro administration committed to budgetary restraint and acknowledged for the first time the connection between the budget deficit and inflation. Another noteworthy component was the intricate plan to tie the new currency to the petroleum, which meant a 60 sovereign bolivar to dollar conversion rate. The exchange rate between the dollar and sovereign bolivars was 59 on the day of the announcement. To put it another way, the government had given up on trying to impose an artificially high exchange rate for the first time in more than 15 years. The black market premium, which in the past had averaged an absurd 350,000% 12 months prior to the reforms, was only 9% on average in 2020, and occasionally even went negative. The central bank adopted a far more contractionary monetary policy in August 2018 and increased reserve requirements significantly in order to carry out the strategy. It was, however, extremely impossible to determine whether or not the government attempted to fulfil its fiscal commitments. As of January 2021, Venezuela had not released comprehensive fiscal statistics since 2013 and no official data was available to confirm whether the deficit increased or decreased after 2018. Following March, the US dollar's usage increased. 2019 saw a number of countrywide blackouts that reduced the dependability of electronic transactions in bolivars given the absence of a reliable source of electricity. By February 2020, According to estimates from the

Remarkably, the Maduro government accepted de facto dollarization as a good development, reversing its earlier positions. Henri Falcón, Maduro's opponent in the 2018 election, suggested fully dollarizing the economy. In response, Maduro claimed Falcón was looking to "sell Venezuela out to imperialism." However, by November 2019, Maduro declared that he saw "nothing wrong with it" and referred to dollarization as a "escape valve" that would help the nation's economy recover. But instead of going with formal dollarization, the Maduro administration insisted on keeping the dual-currency arrangement in place. The government expanded the breadth of transactions using local USD-denominated accounts in January 2021; these accounts were lawful but were not widely utilised in the economy.

114,000 COVID-19 cases and 1,028 fatalities had been confirmed in Venezuela by the end of 2020. According to independent reports, these figures might be underestimates because there were insufficient tests conducted. Venezuela's inflation rates decreased from 131,000% in 2018 to 2,960% in 2020, even with the significant hit to government coffers from oil sanctions and the COVID-19 pandemic in 2019 and 2020. However, the nation's economy suffered greatly as a result of the slowdown in global energy consumption. The IMF claims that Venezuela's economy contracted by 30% in 2020, which was by far the biggest GDP decrease in the area.

Had the underlying reasons for the hyperinflation in Venezuela been addressed by Maduro's plan? Was the nation destined to perpetuate the cycle of escalating levels of human suffering, declining output, and excessive inflation, or was the economy headed toward stability?

POSERS:

- Q.1 Who is to blame for hyperinflation in Venezuela? [MM. 10] [CO#1]
- Q.2 Why exactly is high inflation a problem? How does an economy contract? [MM. 10] [CO#2]
- Q.3 What advice would you offer the Venezuelan government about how to reduce the country's inflation? [MM.10] [CO#3]
- Q.4 How does an LM curve shift with the changes in money demand, money supply, and price levels? Discuss the impact of government spending and the taxes on IS curve. [10] [CO#4]
- Q.5 What tools does a central bank use to regulate the money supply? Discuss. Outline the limitations of the monetary policy. [10] [CO#2]

**EMBA205 Management of Innovation ,Technology &
Change**

Time: 03:00 Hours

Max. Marks: 50

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

- Q.1 Explain need for knowledge management in a Business organization. Explain technical and non- technical issues faced in implementation of knowledge management in such organization [10] [CO1]
- Q.2 A Indian Business organization is facing stiff competition from a new MNC. Explain how knowledge management tools can help this organization overcome this challenge and how it can prepare for future to face similar threats? [10] [CO1,2]
- Q.3 What are barriers to knowledge sharing system and how to overcome these challenges in a business organization? [10] [CO4]
- Q.4 What are various models of innovation? Explain characteristics that influence innovation in a organization [10] [CO1,4]
- Q.5 Explain how historical progress of Technology has impacted various Social, Economic, Political & cultural factors in business? How next wave of technology will change some of them? [10] [CO3,4]
- Q.6 Explain various challenges faced by business in Technology Life Cycle and how these can be managed for business benefits with help of example? [10] [CO2,4]

END TERM EXAMINATION

EMBA-206 SUPPLY CHAIN MANAGEMENT

Max. Marks: 50

Time: 03:00 Hours

Note : Answer any five questions.

Assume suitable missing data, if any.

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

Q2. Consider the supply chain involved when a customer purchases a book at a bookstore. Identify the cycles in this supply chain and the location of the push/pull boundary. Justify your answer. [CO2,3,4] [10]

Q3. Discuss the various ZARA supply chain practices from the "ZARA Global Supply Chain Keeping" case. How it deals with demand uncertainty? Explain. [CO2,3,4,5] [10]

Q4. Explain the step-by-step approach of supplier evaluation and selection process for supplying essential commodities during crisis. [CO2,3,5] [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]

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

- (a) Postponement Strategy
- (b) Visibility-Velocity-Variability for a consumer electronics company
- (c) Role of IT in a e-retail company like Amazon

[CO1,2] [10]

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Total no. of Pages: 01

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Roll no.....

**SECOND SEMESTER
MBA (EXECUTIVE)**

END TERM EXAMINATION

May-2024

EMBA 207

Corporate Law

Time: 03:00 Hours

Max. Marks: 50

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

Q.1 Explaining the relationship between Memorandum of Association and Articles of Association highlighting the significance of the documents. Discuss the contents of both the documents.

10 Marks [CO1, 2]

Q.2 Briefly explain the meaning of 'Consumer' with reference to consumer protection act, 1986. Discuss the redressal Machinery under the Act.

10 Marks [CO1, 4]

Q.3 Discuss how the companies can be classified under Companies Act.

10 Marks [CO1, 3]

Q.4 All contracts are agreements, but not all agreements are contracts. How far do you agree with the statement. Justify using suitable examples.

10 Marks [CO2, 3]

Q.5 Discuss how a promissory note different from a bill of exchange. Identify the differences using suitable examples to explain and differentiate both the types of documents.

10 Marks [CO3,4]

Q.6 State the exceptions to the rule "An agreement without consideration is void."

10 Marks [CO1,4]

Q.7 Explain the type of contracts in the following agreements under the Indian Contract Indian Contract Act, 1872

a. A promise to sell his scooter to B for ₹50,000. However, the consent of A has been procured by B at gunpoint.

b. A agrees to give tuitions to B, a pre-engineering student, from the next month and B, in consideration, promises to pay A ₹5,000 per month.

5*2=10 Marks [CO1, 2, 4]

Total no. of Pages: 03

Roll no.....

Semester IV (2023-24)

End Term Examination

May-2024

Course Code: EMBA-401

Course Title: Project Management

Time: 3:00 Hours

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 Cost Plus Incentive Fee (CPIF) contract, the cost is estimated [CO#5]
at Rs. 21,00,000 and the fee at Rs. 2,50,000. The project is
completed, and the buyer has agreed that the costs were, in fact,
Rs. 20,00,000. The shares in the savings are 80% to the buyer and
20% to the seller. Calculate the Final Fee and the Final Price.
- Q 2. Briefly describe the role of Artificial Intelligence and Machine [CO#3]
Learning in the Project Management with one example in each
of the process groups.
- Q 3. Discuss risk response strategies with an example each of the [CO#1]
strategy.
- Q 4. Briefly describe: [CO#2]
a. Processes of Contract Closure and Administrative Closure
b. RACI Matrix with an example
- Q 5. Discuss any 5 situations of project end with suitable examples of [CO#3]
each situation.

Q 6. You have a project to build a boundary wall of a square park.

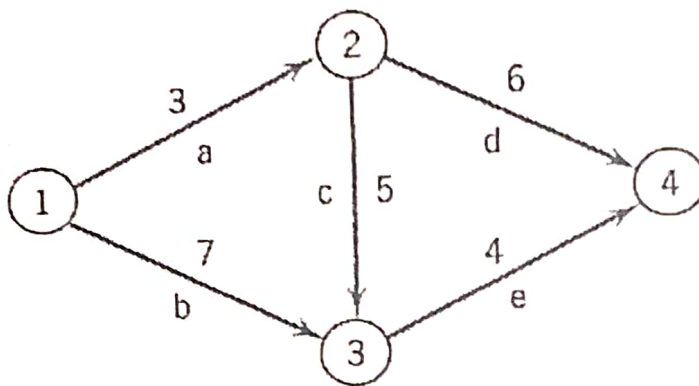
[CO#5]

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 be completed one after the other. 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 Index, (vii) Schedule Variance, (viii) Schedule Performance Index, (ix) Estimate To Complete, (x) Estimate At Completion

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----PF	---F		Complete. Spent Rs. 12,000
Side-3			PS--S--PF		50% Complete. Spent Rs. 6,000
Side-4				PS---PF	Not yet started

Q 7. Given the following network diagram (time in days), find the [CO#4]
lowest cost to complete the project in 10 days



Activity	Normal Time, Cost (in '000 INR)	Crash Time, Cost (in '000 INR)	Partial Crashing?
a	3, 60	3, 60	No
b	7, 30	6, 80	Yes
c	5, 50	2, 90	No
d	6, 30	5, 50	No
e	4, 40	2, 100	Yes

Total No. of Pages: 03

Roll No.....

MBA(Executive)

END SEMESTER EXAMINATION

May-2024

EMBA-402: Corporate Governance, Values and Ethics

Time: 3:00 Hours

Max Marks: 50

Note: There is a total of seven questions. Read all questions carefully.

Section A is compulsory. Attempt any 4 questions from Section B
Assume suitable data, if any.

SECTION A

Q.1. Select correct option in parts i to viii which carry 1 Mark each. Part ix is of 2 Marks. Write **option code** as answer. Do not re-write. [M-10][CO-1,2,3,4]

i. Which of the following is generally *not* one of the responsibilities of a board of directors?

- A) effective board leadership including the processes, makeup and output of the board
- B) strategy of the organization
- C) risk vs. initiative and the overall risk profile of the organization
- D) becoming directly involved in managerial decisions

ii. Catalyst-level boards of directors typically

- A) are less involved than active participation boards.
- B) take leading roles in establishing and modifying the company mission, objectives, and strategy.
- C) are involved in a limited degree of key decision-making.
- D) are held to a greater degree of legal responsibility.

iii. The _____ boards typically never initiate or determine strategy unless a crisis occurs.

- A) rubber stamp (B) active participation (C) catalyst (D) nominal participation

iv. According to the text, most publicly owned large corporations today tend to have boards with what degree of involvement in the strategic management process?

A) passive to minimal (B) minimal to nominal (C) rubber stamp type (D) nominal to active

v. Which country pioneered the use of worker participation on corporate boards?
A) England (B) France (C) Japan (D) Germany

vi. Society generally expects firms to work with employees and the company to plan for layoffs. This is an example of which of Archie Carroll's responsibilities?
A) economic (B) legal (C) justice (D) ethical

vii. Rule-based governance:

A) is generally found in developing nations (B) relies on publicly verifiable information (C) relies on implicit agreement (D) is inherently nontransparent

viii. Short-termism is defined as:

A) making assessments of the moral character of a company's managers.
B) the tendency for managers to focus on immediate performance objectives at the expense of longer-term strategic objectives.
C) assessing the costs and damages to the company's reputation as a result of ethical violations.
D) weighing the short-term costs of regulatory compliance with the long-term costs of noncompliance.

ix. PepsiCo's Global Code of Conduct provides specific guidance concerning how to make decisions, how to treat others, and how to conduct business globally, organized around four key operating principles

A) respect in the workplace, ethics in business activities, dealing with situations that call for bribery, and integrity in the marketplace.
B) integrity in the marketplace, ethics in business activities, global compliance, and whistleblowing.
C) whistleblowing, global compliance, integrity in the marketplace, and responsibility to shareholders.
D) respect in the workplace, integrity in the marketplace, ethics in business activities, and responsibility to shareholders.

SECTION B

Q.2. [a] What are the components of a 'Corporate Social Responsibility Strategy'?

[M-5] [CO-3]

[b] Explain emerging benefits of being known as a Socially Responsible firm by taking examples of two suitable firms.

[M-5] [CO-4]

Q.3. Compare Friedman's traditional view of business responsibility with Carroll's four responsibilities of business. Give two suitable examples.

[M-10] [CO-1, 4]

Q.4. Discuss the process of stakeholder analysis. When should a company undertake stakeholder analysis and what are the benefits? Give an example each of instances where a company has suffered by not conducting stakeholder analysis and where a company has strategically gained from stakeholder analysis.

[M-10] [CO-3]

Q.5. [a] Explain the concept of Sustainability. Through a suitable example, highlight the challenges which a company has to address and the trade-offs which it has to undertake while pursuing a strategy of sustainability.

[M-5] [CO-4]

[b] In the context of "*Principle Disclosures*" under 'Indian Business Reporting and Sustainable Report', explain two sustainability related principles and respective disclosures.

[M-5] [CO-3]

Q.6. [a] What are the intangible costs which a company usually incur when an unethical wrongdoing is discovered? Support your answer by taking example from your own or any other company.

[M-5] [CO-1]

[b] What is "*moral dilemma*". Describe a situation from your own professional experience when you faced moral dilemma. What guided you to take appropriate decision in such a situation? Critically analysis your decision taken in the past.

[M-5] [CO-2]