

**QUESTION PAPERS FOR END TERM THEORY
EXAMINATIONS
November/ December-2024**



**M.Tech., MTPT, M.Sc., MBA, EMBA, M.Des.,
MBA (USME), B.Sc. /M.Sc. Integrated**

1st, 3rd & 5th SEMESTER

Total no. of Pages:03

Roll no.....

FIRST SEMESTER - MBA

END TERM EXAMINATION

November-2024

COURSE CODE -MBA -101

**TITLE- Management Process and Organisational
behaviour**

Time: 03:00 Hours

Max. Marks: 50

**Note: SECTION A IS COMPULSORY. ATTEMPT ANY THREE
QUESTIONS FROM SECTION B.**
Assume suitable missing data, if any.

SECTION A

Q1. CASE ANALYSIS

Scott Rosen believed that he was making progress as an assistant manager of a financial-services company—until he noticed that his colleague, another assistant manager, was attempting to push him aside. On repeated occasions, Mr. Rosen would observe his colleague speaking with their manager behind closed doors. During these conversations, Mr. Rosen's colleague would attempt to persuade the supervisor that Mr. Rosen was incompetent and mismanaging his job, a practice that Mr. Rosen found out after the fact. Mr. Rosen recounts one specific instance of his colleague's backstabbing efforts: When asked a question by his subordinates to which Mr. Rosen did not know the answer, his colleague would state to their supervisor, "I can't believe he didn't know something like that." On other occasions, after instructing a subordinate to complete a specific task, Mr. Rosen's colleague would say, "I wouldn't make you do something like that." What was the end result of such illegitimate political tactics? Mr. Rosen was demoted, an action that led him to resign shortly after, while his colleague was promoted. "Whatever I did, I lost," recounts Mr. Rosen. What leads individuals to behave this way? According to Judith Briles, a management consultant who has extensively studied the practice of backstabbing, a tight job market is often a contributing factor. Fred

side of a management consultant, he viewed backstabbing as the result of "some kind of character disorder."

One executive at a technology company in Seattle admits that blind ambition was responsible for his backstabbing. In 1999, he was assigned as an external sales representative, partnered with a colleague who worked internally at their client's office. The executive wanted the internal sales position for himself. To reach this goal, he systematically engaged in backstabbing to shatter his colleague's credibility. Each time he heard a complaint, however small, from the client, he would ask for it in an e-mail and then forward the information to his boss. He'd include a short message about his colleague such as: "I'm powerless to deal with this. She's not being responsive and the customer is beating on me." In addition, he would fail to share important information with her before presentations with their boss to convey the impression that she did not know what she was talking about. He even took backstabbing so far as to schedule meetings with their boss on an electronic calendar but then altered her version so that she was late. Eventually, he convinced his boss that she was overworked. He was transferred to the client's office, while his colleague was moved back to the main office.

Incidents such as these may not be uncommon in the workplace. Given today's competitive work environment, employees may be using political games to move ahead. To guard against backstabbing, Bob McDonald, a management consultant, recommends telling supervisors and other key personnel that the backstabber is not a friend. He states that this may be effective because backstabbers often claim to be friends of their victims and then act as if they are hesitant about sharing negative information with others because of this professed friendship. In any event, it is clear that employees in organizations need to be aware of illegitimate political behavior. Companies may need to adopt formal policies to safeguard employees against such behavior; however, it may be the case that behaviors such as backstabbing and spreading negative rumors are difficult to detect. Thus, both employees and managers should try to verify information to avoid the negative repercussions that can come from backstabbing and other illegitimate behaviors.

1a. What factors, in addition to those cited, do you believe lead to illegitimate political behaviors such as backstabbing?

1b. Imagine that a colleague is engaging in illegitimate political behavior toward you. What steps might you take to reduce or eliminate this behavior?

1c. Do you believe that it is ever justifiable to engage in illegitimate political behaviors such as backstabbing? If so, what are some conditions that might justify such behavior?

1d. In addition to the obvious negative effects of illegitimate political behavior on victims, such as those described in the above case, what might be some negative effects on the perpetrators? On the organization as a whole?

[20 MARKS] [CO4]

SECTION B

Q2. Explain attribution theory and list the three determinants of attribution.

[10 MARKS] [CO2]

Q3. Evaluate the relevance of Expectancy theory by Victor vroom in today's dynamic business environment.

[10 MARKS] [CO3]

Q4. Explain two theories of leadership to highlight that Leadership is complex and multidimensional phenomenon and ensures influencing people to achieve a common goal.

[10 MARKS] [CO5]

Q5. "The manager's most basic responsibility is to focus people toward performance of work activities to achieve desired outcomes." What's your interpretation of this statement? Do you agree with it? Why or why not?

[10 MARKS] [CO1]

END TERM EXAMINATION

NOVEMBER-2024

MBA-103

MANAGERIAL ECONOMICS

Time: 3 Hours

Max. Marks : 50

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

Q.1 a) Discuss the Laws of Variable proportion and describe the three stages of production (with graph). [M5][CO1][BTL2]

b) Differentiate between the concepts of economies and diseconomies of scale. Explain how it affects a firm's cost and profitability in the long run? [M5][CO1][BTL2]

Q.2 a) Differentiate between public and private goods with appropriate graph and examples. [M5][CO2][BTL3]

b) Explain the key factors behind the market failure. [M5][CO4][BTL3]

Q.3 In a monopolistic market, firms are often enjoying certain market power. [M10][CO4][BTL3]

a) How does this characteristic affect their ability to maximize profits in short and long run?

b) What role does marginal cost play in profit maximization in such competition? explain with appropriate graph.

Q.4 a) The demand for shirts produced by a Canadian Manufacturing has been estimated to be $P = 30 - Q/200$. [M5][CO4][BTL4]

i) Calculate the point elasticity at $P = \text{Rs. } 10$ and at $P = \text{Rs. } 15$

ii) How does the point elasticity vary with the price.

b) Explain producer equilibrium in terms least cost production and condition for profit maximization with graph [M5] [CO2][BTL4]

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Q.5 Write short notes on *any two* of the following:

[M10][CO1][BTL2]

- a) Demand forecasting
- b) Kinked demand curve
- c) Externality

Q.6 a) What is Oligopoly and what are its features? Critically evaluate price determination under Oligopoly.

[5M][CO4] BTL#2]

- b) Dr. Leona Williams, a well-known plastic surgeon, has a reputation for being one of the best surgeons for reconstructive nose surgery. Dr. Williams enjoys a rather substantial degree of market power in this market. She has estimated demand for her work to be

$$Q = 480 - 0.2P$$

[M5][CO4] BTL4]

Where, Q is the number of nose operations performed monthly and P is the price of a nose operation.

- i. What is the inverse demand function for Dr. Williams's services?
- ii. What is the marginal revenue function?

Q.7 a) Demand for a product depends upon price and other variables that are assumed to be held constant while preparing a demand curve. Take a hypothetical example and plot a demand curve with price on Y-axis and quantity on X-axis. List the 'other variables' that are assumed to be constant and explain the affect on demand of a change in each of the 'other variables.'

[M5][CO2][BTL3]

- b) Describe the concept of law of diminishing marginal utility with an appropriate example and graph.

[M5][CO2]BTL2]

Q4. XYZ Ltd. has provided you with the following transactions for the month of October. Record the transactions in the Books of Original Entry (Journal Entries).

1. Post them to the Ledger accounts.
2. Prepare a Trial Balance as of October 31st.
3. Classify expenses as Capital or Revenue.
4. Draft a simple Income Statement based on the information.

Transactions for October:

1. On October 1st, XYZ Ltd. started business with an initial capital of \$150,000 deposited into a bank account.
2. Purchased machinery on October 5th for \$50,000 (paid by bank).
3. Purchased raw materials for \$30,000 on October 10th, out of which \$10,000 was paid in cash, and the remaining \$20,000 was on credit.
4. Paid salaries to staff on October 15th amounting to \$5,000 in cash.
5. Sold finished goods on October 20th for \$40,000; \$30,000 was received in cash, and \$10,000 was on credit.
6. Paid rent for the office on October 25th, amounting to \$3,000 in cash.
7. Received \$5,000 from the credit customer on October 30th.
8. Paid \$2,000 towards the outstanding creditor amount on October 31st.

(Marks 10) (CO2) (BTL 2,3,4,5,6)

Q5. a. Mention the heading and sub-heading under which the following items will be classified in balance sheet under schedule III of companies act 2013

a) Unclaimed dividend	f) Computer software
b) Interest accrued on debentures	g) Inventories
c) General Reserve	h) Balance with banks
d) Long term advances from customers	i) Goodwill
e) Sundry creditors	j) Office equipment

- b. PK limited purchased on 1st April 2022, a machine for ₹ 60,000. On 1st October 2022 another machinery was purchased for ₹ 50,000. On 1st October 2023 the machine purchased on 1st April 2022 was sold for ₹ 40,000. It was decided that depreciation @10% per annum was to be written off every year under diminishing balance method. Assuming the accounts were closed on 31st march every year, show machinery account for the year ended 31st march 2023 and 2024

[Marks 5+5][CO2,3][BTL2,3]

Total no. of Pages: 04

Roll no.....

MBA

END TERM EXAMINATION

Nov-2024

MBA-105: Financial and Cost accounting

Time: 03:00 Hours

Max. Marks: 50

Note: Case study is compulsory, attempt any 3 questions from the remaining four.
Assume suitable missing data, if any.

Case study (Compulsory)

Question-1 The North Ex company has provided you, the following Balance Sheet as at 31st March 2024 and Income statement for the year 2023-2024. You are required to analyse the financial condition on certain parameters as mentioned below and suggest steps for improvement, if any (calculation to be done for both the years):

Balance Sheet as on 31 st March 2024		
	2023	2024
Asset		
Cash	20000	31000
Accounts Receivable	25000	16000
Inventory	32000	60000
Total Current	77000	107000
Plant and equipment	50000	74000
Accumulated Depreciation	-15000	-22000
Land	20000	20000
Total	162,000	223,000
Liabilities and Equity		
	2023	2024
Accounts Payables	18000	33000
Short Term Payable	10000	0
Total Current	28000	33000
Bonds Payable	0	20000
Contributed Equity	100000	100000
Retained Earning	34000	70000
Total	162,000	223,000

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Income Statement			2020	2021
Revenue			160,000	220,000
Less: COGS			(110,000)	(150,000)
Gross Margin			50,000	70,000
other expenses:				
	Administrative salaries	15,000		17,000
	Depreciation	9,000		12,000
	other	7,000	(31,000)	3,000
Income from operations			19,000	48,000
Interest expenses			(800)	(1800)
Income before tax			18200	46200
Income tax			(5000)	(10,000)
Net Income			13200	36,200

- a) Comment on profitability aspect by calculating Profit Margin, Return on Asset and Return on Equity.
- b) Comment on liquidity position of the company by calculating Current Ratio and Quick Ratio.
- c) Calculate the Asset Turnover Ratio, Fixed Asset Turnover Ratio, Debtor Turnover Ratio and Inventory Turnover ratio and also comment on Asset Management aspect.
- d) Calculate Debt Equity Ratio, Leverage Ratio and Long-Term Debt Equity ratio and also comment on Long term solvency aspect.
- e) What additional information would Cash flow statement have provided ? The Company's finance manager, has purchased building worth ₹ 20,00,000 through issue of Equity shares of face value of ₹ 100 each, In the cash flow statement, he has shown purchase of machinery as cash outflow from investing activities and issue of shares as cash inflow from financing activities, is this approach correct? Comment

(Marks 4*5) (CO1,2, 3) (BTL 2,3,4,5)

Q2. ABC Ltd. is a retail company that uses both the FIFO (First-In, First-Out) and LIFO (Last-In, First-Out) methods to value its inventory. Below are the details of the company's inventory transactions for the month of October

Inventory Transactions:

1. October 1: Beginning Inventory - 50 units @ Rs.20 each
2. October 8: Purchase - 100 units @ Rs.22 each
3. October 15: Purchase - 150 units @ Rs.25 each
4. October 20: Sale - 120 units
5. October 25: Purchase - 80 units @ Rs.26 each
6. October 30: Sale - 140 units

a. Calculate the Cost of Goods Sold (COGS) and Ending Inventory for October using:

- o FIFO Method
- o LIFO Method

b. Compare the impact of using FIFO versus LIFO on:

- o Cost of Goods Sold (COGS)
- o Ending Inventory Value
- o Gross Profit (Assume the sales price is Rs.30 per unit for all sales)

(Marks 10) (CO1, 2) (BTL 1,2,3,4,5)

Q.3 (a) How is financial accounting different from Cost accounting? Also Differentiate between the following costs with suitable examples:

- (i) Fixed and variable cost
- (ii) Direct and indirect cost

(b) Following information is given for period ending 31st March 2023

Particulars	Amount
Stock of raw material as on 1.4.2022	12,500
Purchase of raw material	1,36,000
Stock of raw material 31.3.2023	8,500
Direct wages	54,000
Direct expenses	12,000
Factory overheads	100% of direct wages
Office and administration overheads	20% of work cost
Selling and distribution overheads	26,000
stock of finished goods 1.4.2022	12,000
stock of finished goods 31.3.2023	15,000
Profit on cost is 20%	

Prepare a cost sheet showing the following information, also discuss the usefulness of the cost sheet for a manager:

- (i) Prime cost
- (ii) Work cost
- (iii) Cost of production
- (iv) Amount of profit

[Marks 5+5][CO4,5][BTL3,4]

Total no. of Pages: 02

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Roll no.....

B.TECH MINOR

END TERM EXAMINATION

Nov-2024

COURSE CODE- MBA-107

any

COURSE TITLE - MARKETING MANAGEMENT

Time: 03:00 Hours

Max. Marks: 50

Note: Attempt Any Five Questions.

> Assume suitable missing data, if any.

- Q.1- Briefly explain the role and importance of Goods - Service Continuum in today's business environment, with the support of suitable examples? [10 Marks][CO1, CO2] [L1, L2]
- Q.2- Critically analyse the effect of Macro and Micro Environment on New Age Indian start-ups, with the support of suitable illustrations? [10 Marks][CO1, CO2, CO4] [L3, L4, L5]
- Q.3- Suppose XYZ Company is a new start-up and they are into manufacturing of Electric Bikes. Suppose you are the Consultant to XYZ Company. Briefly explain the importance of Targeting and Positioning of Electric Bikes to Mr. John, CEO of XYZ Company for achieving great success in the India market. [10 Marks][CO2, CO4] [L2, L3, L4, L5]
- Q.4- ABC Company is based in Kanpur, Uttar Pradesh, India and they are into manufacturing of Sneakers Shoes. "We want to create a Well-Known Brand in India and currently we are looking for a Consultant for the same.," said Sandeep Sood, Managing Director, ABC Company. What suggestion you will give as a Marketing Consultant to Mr. Sandeep Sood, Managing Director, ABC Company for creating an Indian Brand for Sneaker Shoes for the Indian Market? [10 Marks][CO3, CO4] [L3, L4, L5, L6]

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Q.5 Two leading smartphone manufacturers in the market secretly agree to fix the prices of their latest models at an unusually high rate, ensuring neither company undercuts the other. As a result, consumers are forced to pay inflated prices without any competitive alternatives. What are anti-competitive agreements under competition law, and how do such agreements impact market dynamics? Analyse the situation above and explain the legal provisions and consequences for companies involved in anti-competitive practices. [10 Marks] [CO1, 3] [BTL4,5]

Q.6 A company has developed a groundbreaking product, designed a distinctive brand identity, and created original content to promote its offerings. The management wants to protect these assets from being copied or misused by competitors. What are the various types of intellectual property rights (IPR) available to protect the company's innovations, brand, and content? Briefly explain how each type of IPR can be applied in this scenario.

[10 Marks] [CO1, 2,5] [BTL2,3,4]

[ii] A manager has to assign four jobs (J1, J2, J3, J4) to four workers (W1, W2, W3, W4). The cost of performing a job is a function of the skills of the workers. The table below summarizes the cost of assignment (in Thousand Rs.). How should the work be assigned so that the overall cost of completing 4 jobs is minimized. Solve using Hungarian Method. [5][CO3][BTL3]

	Projects			
	J1	J2	J3	J4
W1	1	4	6	3
W2	9	7	10	9
W3	4	5	11	7
W4	8	7	8	5

Q6. Write short notes on any two: [5X2=10][CO1][BTL2]

- Types of errors in the context of statistical hypothesis testing.
- Monte Carlo Simulation
- Situations in which Sampling Method is preferred over census approach for collecting data

Total No. of Pages 04

Roll No.

FIRST SEMESTER

MBA

END SEMESTER EXAMINATION

NOV-2024

MBA-111 DECISION SCIENCES

Time: 3:00 Hours

Max. Marks: 50

Note: Question 1 is compulsory. Do any 4 out of remaining 5 Questions. Use of calculators is allowed. Assume suitable missing data, if any.

Q1. You are required to write True/False or solve or fill in the blanks. Each of parts i to x is of 1 mark. [10][CO2][BTL2]

- It is known that the mean of random variable following Poisson Distribution is 5. What is the variance of this random variable?
- If $P(A \text{ and } B) = 0.15$, $P(A) = 0.3$, $P(B) = 0.25$, find $P(A | B)$.
- The Karl Pearson correlation coefficient lies between --- and ---.
- A random variable which follows Chi Square distribution can take values in the range -----
- If X is normally distributed with mean 25 and standard deviation 5, find the value k such that $P(X < k) = 0.5$
- The range is a measure of central tendency. (True/False)
- If the optimal solution to a linear programming problem exists, it always lies on the boundary of the feasible region. (True/False)
- A feasible solution to an LP problem need not satisfy all of the problem's constraints. (True/False)
- ANOVA tests the null hypothesis that all group means are equal. (True/False)
- The sum of all probabilities in a probability distribution must equal 1. (TRUE/FALSE)

Q2[i]. A survey 1000 persons was conducted to evaluate effectiveness of a new Covid vaccine that has been administered to people in a small village. Some people appeared for two shots, some for one and some for none. Do the following data provide sufficient evidence to indicate that the vaccine was successful in reducing the number of Covid cases in the village.

	No vaccine	One shot	Two shots	Total
Covid	24	9	13	46
No Covid	289	100	565	954
Total	313	109	578	1000

Formulate null and alternate hypothesis. Is there any evidence of a significant relationship between vaccination and occurrence of covid. Use $\alpha = 0.05$ [Given: Tabulated value of Chi Square with 3 degrees of freedom is 7.81 and with 2 degrees of freedom is 5.99] [5][CO3][BTL3] [ii]. Suppose a car company is launching a brand-new model. It claims that the new model is the most fuel-efficient vehicle with an estimated mean of 0.047 liters/km. The company uses a random sample of 20 cars that yielded a mean of 0.051 liters/km and a standard deviation of 0.028 liters/km. Does the actual mileage for this model deviate significantly from the company's claim? [Given $t(19) = 2.093$, $p < 0.05$ and $t(20) = 2.086$, $p < 0.05$] [5][CO3][BTL3]

Q3. A medicine manufacturing company plans to market two syrups: Tonus-2K and Health-Wealth. There are sufficient ingredients available to produce up to 20,000 bottles of Tonus-2K and 40,000 bottles of Health-Wealth. It takes 3 hours to prepare enough material to fill 1,000 bottles of Tonus-2K and 1 hour to fill 1,000 bottles of Health-Wealth. The company has a total of 66 hours available for preparation. Additionally, the company has the capacity to produce a total of 45,000 bottles for both syrups combined in the next week. The profit per bottle is ₹2.80 for Tonus-2K and ₹2.20 for Health-Wealth. Formulate the Linear Programming Model and solve using the Graphical Method.

[10][CO4][BTL4]

Q4. The following table shows number of profiled customers (in Lakhs) who reside within a fixed radius of a store, and the store sales (in Rs. Lakhs). Fit an appropriate simple linear regression and estimate the sales when the profiled customers are 3.0 Lakhs. Present the steps and calculations involved. [10][CO3][BTL4]

Store	1	2	3	4	5
Profiled Customers (Lakhs)	3.7	3.6	2.8	5.6	3.3
Annual Sales (Rs. Lakhs)	5.7	5.9	6.7	9.5	5.4

Q5 [ii]. A company has four factories (A, B, C, D) manufacturing the same commodity, which is required to be transported to meet the demands in four warehouses (X, Y, Z, W). The supplies and demands, as well as the cost of transportation from each factory to each warehouse (in Rs. per unit of product), are given in the following table:

	X	Y	Z	W	Supply
A	25	55	40	60	60
B	35	30	50	40	140
C	36	45	26	66	150
D	35	30	41	50	50
Demand	80	90	110	120	

Derive an initial basic feasible solution for the transportation of goods from factories to warehouses. [5][CO4][BTL3]

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Roll no.

Third Semester

MBA

END TERM EXAMINATION

Nov-2024

MBA 203: Corporate Governance and Social Responsibility

Time: 03:00 Hours

Max. Marks: 50 Marks

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

Q.1 In 2009, one of India's largest IT companies, Satyam Computers Ltd., shocked the corporate world when its chairman confessed to inflating the company's assets by over a billion dollars. This revelation exposed severe lapses in corporate governance, raising concerns about the integrity of India's corporate practices and triggering an industry-wide examination. In light of this scandal, what were the primary reasons and underlying root causes behind the corporate governance failure at Satyam Computers Ltd., and how did weaknesses in governance practices contribute to this breakdown?

[10 Marks] [CO 4,5] [BTL3,4]

Q.2 A manufacturing company operating in India is facing criticism for not addressing its environmental impact, while also being praised for its community welfare initiatives. Using Archie Carroll's model of Corporate Social Responsibility (CSR), how should the company balance its responsibilities to address both stakeholder concerns and business objectives? Identify the various responsibilities (tier-wise) and how the company can address the same.

[10 Marks] [CO1,3,6] [BTL1,2]

Q.3 Imagine a company has developed affordable, solar-powered lamps designed to serve rural communities with limited access to electricity. These lamps can help improve evening productivity, enhance safety, and reduce reliance on expensive, polluting fuels. The company aims to make the lamps accessible to as many households (at the bottom of the pyramid) as possible, considering both affordability and distribution challenges. Given this goal, categorize the various types of business models at the bottom of the pyramid and which model will be suitable in this situation. [10 Marks] [CO2,5] [BTL2,4]

Q.4 A large pharmaceutical company has been facing increasing pressure from the public and regulatory bodies to address its environmental footprint, high cost and contribute more actively to local community development. In response, the company's leadership is considering implementing a formal CSR program but is uncertain about the best way to go about it. In light of this situation, discuss the importance of CSR for the company, the recommended procedures for implementing an effective CSR strategy, and the key rules and the regulatory requirements they should consider to ensure compliance and meaningful impact. [10 Marks] [CO1,2,6] [BTL4,5]

Q.5 When Google entered the Chinese market, it faced ethical challenges around censorship and the restriction of information, weighing its mission to provide open access to information against government-imposed regulations. Similarly, in 2018, Apple complied with Chinese laws by removing VPN apps from its app store in China, which restricted users' ability to bypass censorship. These cases highlight the ethical dilemmas multinational corporations (MNCs) face when their values clash with local regulations. Using Thomas Donaldson's ethical algorithm, analyse how these companies could evaluate their actions in balancing ethical standards with local compliance. How can Donaldson's framework guide MNCs in making decisions that respect both universal ethical principles and cultural differences? [10 Marks] [CO1, 3,5] [BTL2,5]

Q.6 Imagine a leading social media platform, Connectify, is preparing to launch a new, innovative feature that promises to revolutionize how users interact with content. However, a rival company, SocialSphere, is struggling to keep up and risks losing user engagement and market share. In a desperate move, SocialSphere's executives consider secretly gaining access to Connectify's proprietary algorithms and design through a hired hacker, believing it would help them stay competitive.

In this situation, discuss the ethical, moral, and values-based implications of SocialSphere's potential actions. Should they prioritize their survival in a competitive market and the short-term gains for stakeholders, or uphold ethical principles and the integrity of their business? How can the company navigate this dilemma while aligning with both its business objectives and ethical standards? [10 Marks] [CO1, 2] [BTL2,3]

landscape. Identify and outline alternative strategies that Atla can implement to achieve its goals, while also fostering stability and profitability for the industry as a whole. [10] [CO6][BTL6]

OR

Q.5.(a) Tesla, a leader in the electric vehicle market, positions itself by producing high-performance electric cars with cutting-edge technology and sustainability features. The company also focuses on building an extensive Supercharger network and enhancing its autonomous driving capabilities. How would you characterize Tesla's business-level competitive strategy, and what advantages does this strategy offer the company? [5] [CO4][BTL4]

Q.5.(b) PrimeBrew Coffee, a mid-sized specialty coffee company, has built a strong local following by offering premium, sustainably sourced coffee beans and using unique artisanal-roasting techniques. Known for its exceptional quality and commitment to environmental sustainability, PrimeBrew has strategically invested in several key areas. First, the company's advanced, custom-built roasting machines provide precise control over flavor, allowing PrimeBrew to consistently deliver a unique taste profile that is difficult for competitors to match. Additionally, the company holds certifications from reputable organizations like Fair Trade and Rainforest Alliance, reinforcing its brand reputation and attracting eco-conscious customers. PrimeBrew's skilled roasting team, composed of highly trained artisans, contributes significantly to its reputation, as they possess rare expertise in crafting nuanced flavors. PrimeBrew relies on standardized packaging equipment and basic administrative software for accounting, inventory management, and customer relationship management. Furthermore, strong partnerships with local coffee farmers enable PrimeBrew to secure high-quality beans at competitive prices and create unique, region-specific blends that are challenging for other companies to replicate. Use the VRIO framework to assess the company's internal resources and capabilities.

[5] [CO2][BTL3]

END

Total no. of pages: 04

Roll no:.....

THIRD SEMESTER

MAA

END TERM EXAMINATION

Nov.-2024

MBA201: STRATEGIC MANAGEMENT

Time: 3:00 hours

Max Marks: 50

Note: All questions are compulsory
All questions carry equal marks

Q.1 (a) Assume you are in the mobile phone industry in India. On the basis of the CAGE framework, rank the following countries in which you should expand out of: Malaysia, Australia, Brazil, and China. Explain with suitable reasons. [5] [CO1][BTL3]

Q.1 (b) Evaluate the type of corporate level strategy followed in the following cases:

- Microsoft acquired gaming giant Activision Blizzard for nearly \$69 billion. This acquisition bolstered Microsoft's presence in the gaming industry, especially with Activision's popular franchises like Call of Duty and World of Warcraft.
- A leading FMCG company has decided to reduce its investment in a particular product to extract maximum profit from its sales.
- An old company has been facing financial issues for many years and is willing to give up its independence in exchange for security.
- Apple launched a high-yield savings account with Goldman Sachs, and expanded its Apple Pay services.
- Ola, one of India's largest ride-hailing operations, purchased TaxiForSure for \$200 million as a smaller, but value-centric, cash and equity deal. Ola's footprint in the country has been extended by adding TaxiForSure's 15,000+ fleet onto its network across 47 cities.

[5] [CO3][BTL5]

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Q.2 (a) Recommend (with reasons) the international entry modes to be adopted in the following cases:

- i. American Locomotive company sold locomotives and diesel engines in Australia and got paid in cash, which according to the agreement with Australia, they were spent for purchase of Australian cutting tools from the same company.
- ii. McDonnell Douglas agreed to a deal with Thailand for eight top of the range F /A – 18 strike aircraft. Thailand agreed to pay \$578 million of the total cost in cash, and McDonnell Douglas agreed to accept \$93 million in a mixed bag of goods including Thai rubber, ceramics, furniture, frozen chicken and canned fruit.
- iii. ACWA Power, a Saudi Arabian company undertook all activities, including design, financing, procurement, construction, and commissioning of a solar park. Once completed, the operational solar park was given to the Dubai Electricity and Water Authority (DEWA), allowing DEWA to immediately begin generating and distributing solar power. [5] [CO5][BTL5]

Q.2 (b) Why are pioneering companies often unable to create a business model that allows them to be successful over time and remain the market leaders? Analyze the reasons and explain how the pioneering companies can cross the chasm with the help of an example. [5] [CO6][BTL4]

Q.3(a) Some decisions are made in a flash by one person (entrepreneur or CEO) who has brilliant insight and is quickly able to convince others to adopt his idea. Other decisions develop out of a series of small choices that over time pushes an organization to move in one direction." In the light of the above statement, explain the different modes of strategic decision making with the help of suitable examples. [5][CO2][BTL2]

Q.3(b) Effective strategy execution relies on a collective team effort, where managers and employees alike play active roles in implementing the strategy within their areas of responsibility. Considering this, what key measures should management implement to ensure successful strategy execution across all levels? [5] [CO4,CO6][BTL2]

Q.4(a) Assess the type of offensive tactic highlighted in the following situations:

- i. Pepsi launched Sting energy drink at a lower price to challenge Red Bull.
- ii. Apple introduced Vision Pro to set a new standard in VR, competing with Meta's Oculus
- iii. JioMart expanded into groceries, electronics, and fashion, challenging Amazon and Flipkart. Its expansive reach and competitive pricing allowed it to gain ground on multiple fronts simultaneously.
- iv. Xiaomi launched affordable smart home products, targeting budget-conscious consumers and competing with premium brands like Nest.
- v. In FIFA world cup, Adidas was the game's official sponsor while Nike advertised its products through TV commercials and popular football players. [5] [CO3][BTL5]

Q.4.(b) Shell has consistently focused on expanding its presence in renewable energy while maintaining its leadership in traditional oil and gas sectors. The company has diversified its portfolio, investing in solar, wind, and hydrogen energy, while also pursuing sustainable business practices to reduce its carbon footprint. Using the Shell Directional Strategy Matrix, how would you classify Shell's strategic position in both its renewable energy and traditional energy sectors, and what strategic actions should the company take to enhance its performance in each sector? [5] [CO4][BTL4]

Q.5. In a mature industry, Atla Automotives, a well-established car manufacturer, faces a challenging environment marked by slowing demand growth and intensified competition. The company must find ways to sustain profitability without resorting to aggressive price wars that could erode margins across the industry. To tackle this, Atla is prepared to adopt a multi-faceted strategy aimed at distinguishing itself and supporting the overall profitability of the sector. Imagine you are an executive at Atla Automotives. Your task is to develop a strategic plan that will enable the company to survive and thrive in this competitive

Total no. of Pages:1

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Roll no.....

SEMESTER

MBA

END TERM EXAMINATION

Nov-2024

MBA-205 Applied Business Analytics and Intelligence

Time: 03:00 Hours

Max. Marks: 50

Note : All questions carry equal marks.
Choose any 5 out of 6.
Assume suitable missing data, if any.

Table: Employees

EmployeeID	FirstName	LastName	DepartmentID	Salary	HireDate
1	Aarav	Patel	1	50000	2015-03-25
2	Priya	Kumar	2	60000	2016-06-12
3	Rahul	Sharma	1	55000	2017-07-15
4	Neha	Reddy	2	45000	2018-11-19
5	Arjun	Deshmukh	1	70000	2019-02-10
6	Ria	Iyer	3	65000	2020-01-20

Table: Department

DepartmentID	DepartmentName
1	HR
2	IT
3	Marketing

- Q.1 Write a SQL query to list all employees along with their department name. [Marks 10][CO#2][BTL#3]
- Q.2 Write a SQL query to find the departments where the average salary is greater than 55,000. [Marks 10][CO#2][BTL#3]
- Q.3 Solve
Maximize Profit: Profit = $5x + 4y$
Subject to:
 $x + y \leq 50$
 $2x + y \leq 80$
 $x \geq 0, y \geq 0$ [Marks 10][CO#3][BTL#4]
- Q.4 Discuss Analytics Capability Maturity Model [Marks 10][CO#1][BTL#2]
- Q.5 Explain ARIMA(p,d,q) [Marks 10][CO#3][BTL#2]
- Q.6 Explain Machine learning algorithms [Marks 10][CO#3][BTL#2]

- Q5. [i] In a B-School, students profiles including electives taken, result and their placement data is being maintained in the form of excel files since last 20 years. You have been hired as an analyst to develop insights based on past data and bring out suggestions for improving performance. Present your approach (in the form of bullets or a diagram) for executing this project. What are the key challenges you are likely to face during data pre-processing. Explain with illustrations. (CO2,3;BTL1,2) 5 Marks

[ii] Given below is training set data taken from a student database of B-School. Apply Bayesian Classification to find out the Grade of the student with attribute Dedicated = Yes, SMA = No.

Dedicated	Studies Regularly (SR)	Social Media Addict (SMA)	Grade
Yes	No	No	Poor
Yes	No	Yes	Good
No	Yes	Yes	Poor
No	Yes	No	Good
Yes	Yes	Yes	Good

(CO2; BTL3,4) 5 Marks

Q6. Write short notes on any two of the following:

(CO1,2,4;BTL1,2,4) 10Marks

- Recommended systems with illustration
- Key data related issues during data Pre-Processing stage of a data mining project
- Social Media Network Analytics
- Text Mining process and the challenges involved

Total No. of Pages:04

Roll No.

III SEMESTER
MBA

END SEMESTER EXAMINATION
MBAAN211 Business Intelligence and Analytics

Time: 3:00 Hours

Max.

Marks: 50

Note: Question 1 is compulsory and its each part is of 1 mark. Attempt any four from remaining five questions. Assume suitable missing data, if any. Use of calculator is allowed.

Q1. Fill in the blank/ choose correct option/give short answer: (CO1,2,3; BTL1,2) 10 Marks

- Entropy (2,2) is:
(a) 0 (b) 1 (c) -1/2 (d) 1/2
- After fitting a multiple linear regression involving 3 independent variables, it is observed that R^2 is 0.45. How do you interpret this? [Limit your answer to 20 words]
- Consider 5 items as : {a}, {b}, {c}, {d}, and {e}. If an item set {a,b,c} is found to infrequent, identify the item sets which shall also be infrequent as per apriori principle
- The measure which assesses the degree to which occurrence of one item enhances the occurrence of other is : (a) Mincof (b) Minsup (c) Recall (d) Lift
- In the context of data pre-processing, one of the statistical measure which can be used for replacing quantitative missing values is -----
- In a logistics regression, the logit function is $\log [P(Y=0) / (1- P(Y=0))] = 5 - 0.35X$. Then the equation for logit function $\log [P(Y=1) / (1- P(Y=1))]$ is :
(a) $-5 + 0.35X$ (b) $5 + 0.35X$ (c) $0.35 - 5X$ (d) $0.35 + 5X$
- Mahalanobis distance measure is used in : (a) Decision Tree Analysis (b) Regression Analysis (c) Clustering (d) None of these
- In Data warehouse, data is stored in the form of : (a) Tables (b) Hypercube (c) View (d) Large text files
- In data warehouse context, moving from higher granularity to lower granularity is accomplished through (a) slice (b) dice (c) roll up (d) drill down
- ROC curve is a plot between (a) Specificity and Sensitivity (b) Sensitivity and 1 - Specificity (c) Sensitivity and Recall (d) Sensitivity and F Score

Q2.[i] The following are sample tuples from hypothetical IPL database of Indian players:

Name	Left/Right Hander	Date of Birth	First Intl. Match	Skill	Matches played	Performance Score	Rank
Krishnan	L	01-07-1998	10-04-2018	Batsman	35	95	2
Raju	R	01-09-1-2000	22-07-2019	Bowler	30	90	4

- (a) Specify data type for each attribute (i.e. whether it is of type ordinal/ratio/nominal/interval)
 (b) Arrange the categories of attributes from weakest to strongest.
 (c) What type of operations are possible on attributes in each category

(CO3; BTL2) 5 Marks

[ii] A sample of retail database has 5 transactions as shown below:

Shopping Basket	Bread	Cheese	Eggs	Jam	Milk	Mayonnaise
1	1	1	1	1	0	0
2	1	1	0	1	0	0
3	1	0	0	0	1	1
4	1	0	0	1	1	0
5	0	1	0	1	1	0

Use Apriori method to generate rules (Assume support threshold $\text{minsup} = 3$).
 (CO1; BTL3) 5 Marks

Q3.[i] For five online learning platforms labelled P1, P2, ..., P5, the ratings given by 4 students (S1, ..., S4) are given in the following Table:

Platform/ Student	P1	P2	P3	P4	P5
S1	4	3	1	2	4
S2	3	4	2	4	2
S3	3	4	3	4	4
S4	3	2	3	3	3

Page 2 of 4

Use Cosine similarity coefficient to find among students S2, S3 and S4 who is closest to student S1.
 (CO2; BTL3) 5 Marks

- [ii] 100 persons are tested for disease. In actuality, out of these 100 persons, 20 people are diseased and 80 non-diseased. The outcome of test results against the actual numbers is presented below (Positive test result implies disease). Compute Accuracy, Error rate, Sensitivity, Specificity and Precision.

Test Result		Truth	
		Disease	Non Disease
Positive		15 (True +ve)	40 (False +ve)
Negative		5 (False -ve)	40 (True -ve)

(CO1; BTL3) 5 Marks

Q4. [i] Given below is training set data taken from a patient database of a hospital. A decision tree has to be prepared (using information gain as the attribute selection measure) for the concept 'Infected', i.e. for the last column which indicates whether a patient is infected. Calculate information gain with respect to only the first attribute, i.e. 'Fever'. Write steps for forming the tree. [Given: $\text{Log}_2(X) = \text{Log}_{10}(X) / \text{Log}_{10}(2)$]
 (CO2; BTL3,5) 8 Marks

Patient ID	Fever	Cough	Breathing Issues	Infected
1	No	No	No	No
2	Yes	Yes	Yes	Yes
3	Yes	Yes	No	No
4	Yes	No	Yes	Yes
5	Yes	Yes	Yes	Yes
6	No	Yes	No	No
7	Yes	No	Yes	Yes
8	Yes	No	Yes	Yes
9	No	Yes	Yes	Yes
10	Yes	Yes	No	Yes
11	No	Yes	No	No
12	No	Yes	Yes	Yes
13	No	Yes	Yes	No
14	Yes	Yes	No	No

- [ii] State any two assumptions of Multiple Linear Regression
 (CO1; BTL2) 2 Marks

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Total no. of Pages:1

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Roll no.....

SEMESTER

MBA

END TERM EXAMINATION

Nov-2024

MBAAN-213 Data Analytics in Finance

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 Explain the difference between systematic and unsystematic risk.
[Marks 10][CO#1][BTL#1]
- Q.2 You have the following list of monthly revenues in thousands of dollars: [120, 150, 100, 180, 130, 160]. Write Python code to calculate the average revenue and display the result.
[Marks 10][CO#2][BTL#3]
- Q.3 What is an option contract in financial markets? Explain the differences between call and put options. Additionally, discuss the advantages and disadvantages of being a buyer or seller of an option contract.
[Marks 10][CO#1][BTL#2]
- Q.4 A trader buys a Nifty call option with a strike price of 25,100 when Nifty is currently trading at 25,000. The option's Last Traded Price (LTP) is 50. On expiry day, under what conditions will the buyer of the call option be profitable? Conversely, when will the seller of the call option benefit?
[Marks 10][CO#3][BTL#4]
- Q.5 What is a future contract. Explain with an example.
[Marks 10][CO#2][BTL#3]
- Q.6 Explain black scholas formula [Marks 10][CO#3][BTL#2]

END TERM EXAMINATION

Nov-2024

MBAMK-213- CONSUMER BEHAVIOUR

Time: 03:00 Hours

Max. Marks: 50

Note: Attempt Any Five Questions.

Assume suitable missing data, if any.

- Q1. What do you understand by Cognitive Dissonance? Explain with the support of suitable examples? [10 Marks][CO1] [L1, L2]
- Q2. Explain the role and importance of Consumer Profiling with the support of suitable illustrations? [10 Marks] [CO2, CO3] [L2, L3]
- Q3. Why Indian organizations are focusing on Consumer Perception? Explain with the support of suitable examples? [10 Marks] [CO1, CO4] [L3, L4, L5]
- Q4. Define Consumer Involvement and differentiate between High-Involvement and Low-Involvement products with examples. [10 Marks] [CO2, CO3] [L1]
- Q5. Assess the role of Family Influence and Life Cycle Stages in consumer decision-making. Provide examples of how they impact purchasing choices. [10 Marks] [CO3, CO4] [L5]
- Q6. Describe Psychographic Segmentation and discuss how it helps marketers in targeting specific consumer segments. [10 Marks] [CO1, CO3, CO4] [L2]

MBA

END TERM EXAMINATION

Nov-2024

MBAMK215: Product and Brand Management

Time: 03:00 Hours

Max. Marks: 50

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

Q.1 Marico's Saffola Crunchiez: Expanding into the Snacking Market

Marico Limited, a leader in consumer goods, has broadened its Saffola brand's portfolio by launching a new range of ready-to-eat snacks under the banner of Saffola Crunchiez. This new lineup, featuring Ragi Chips and Roasted Makhana in multiple flavors, aims to cater to the growing demand for healthier snack options. With this launch, Marico seeks to strengthen its presence in the premium and health-conscious foods segment, capitalizing on modern consumers' preferences for convenient yet nutritious eating options.

Historically known for its health-focused edible oils, Saffola has steadily expanded its offerings into diverse food categories such as oats, noodles, and honey. The entry into the snacking segment marks a significant step in Marico's strategy to increase its footprint in the healthy food market. Executives at Marico have highlighted the rising consumer preference for branded snacks over unpackaged options, a trend that aligns with their goal to deliver "conscious indulgence."

The launch also presents challenges. The Saffola brand, traditionally associated with cooking and health, must now establish credibility in a highly competitive snacking market dominated by players such as ITC and PepsiCo. To ensure success, Marico must effectively position Saffola Crunchiez to resonate with its target audience while maintaining its core health-centric identity. Additionally, Marico needs to address the risks of

402 stretching the Saffola brand into a new category, ensuring that the extension strengthens, rather than dilutes, its market reputation.

Questions

- a) Identify the type of brand extension Marico has implemented with the launch of Saffola Crunchiez. Evaluate the alignment of this strategy with the parent brand's health-focused positioning.
- b) Propose strategies to ensure the extension strengthens the Saffola brand and achieves long-term success.

[5x2=10 Marks][CO2,4,5][BTL4,5]

Q.2 A premium Indian dairy brand is planning to reposition itself to appeal to health-conscious millennials. Using Aaker's Brand Identity Framework, outline a strategy to create a strong brand identity for the brand. Focus on the dimensions of the framework that are most relevant to this objective.

[10 Marks][CO2, 4][BTL6]

OR

Apply Kapferer's Brand Identity Prism to evaluate the brand identity of Tanishq, India's leading jewelry brand. Identify and explain how the six facets of the prism are reflected in Tanishq's communication and customer perception.

[10 Marks][CO4,5][BTL3]

Q.3 With reference to the recent surge in online fitness communities during the pandemic, evaluate the role of e-communities in managing and enhancing brand communication and image for fitness startups in India.

[10 Marks][CO3,5][BTL5]

Q.4 Using Amul's dairy product portfolio as an example, analyze how one of its products (you may choose any of Amul's product) has moved through the stages of the Product Life Cycle (PLC). What strategies has Amul implemented to manage the maturity and decline stages?

[10 Marks][CO1][BTL4]

Q.5 Choose any FMCG company of your choice and analyze its product portfolio using the BCG Matrix. Categorize its products and recommend strategies for improving the market share of its "question mark" category products.

[10 Marks][CO2][BTL4]

Q4) Give your comments and opinion on any 2 of the following (10 M)

- Relevance of Service Blueprinting and SOP's in service organizations
- "Not all satisfied customers are loyal and not all loyal customers are satisfied"
- Service loyalty is difficult to build but not impossible to maintain?
- Service Queuing a method to tackle fluctuation demand patterns?

Q5) The demand for branded economy hotels in India has seen a tremendous growth in the past and is still on the surge looking into the rise of business travel and leisure trips in India. Looking into this growth multinational hospitality chains like Accor, Pullman, Ibis, Novotel, Lemon Tree etc. are eyeing India as a big potential market to cater to. Mr. Gillies Pelisson, CEO of Accor, says they plan to establish 90 more hotels in India and add more brands like Sofitel, Pullman and Mercure to their portfolio. Analyze the factors you think are responsible for the demand for such hotels in India? Do you foresee any challenges for foreign brands that may hamper their growth on Indian soil? Justify your answer with concrete reasons? (10 M)

Q6) It would not be an undermining statement to say that service industry has become the backbone of the Indian economy, but rapidly growing service sector has still a long way to go. Despite of the threats posed by unorganized sector, services contribute a major part of the GDP in the Indian economy. Do you agree with the given statement? Evaluate the reasons responsible for the growth of services in India? (10 M)

Q7)

- Discuss in detail the service Gaps model (ServQual Model) that leads to widening of many service gaps leading to service failure and customer dissatisfaction. Keeping in mind a hospitality chain or a cinema theatre or any such service example, describe these service gaps and their recovery methods.
- What type of queuing system is most suitable for each of the following, and why?
 - > Authority issuing Driving license
 - > OPD at a small clinic of a Dentist
 - > Toll Booth at NH8 highway

(10 M)

Roll No. _____

Total No. of Pages:- 2

Delhi Technical University

Delhi School of management

End Term Examination

Nov 2024

Course Code - (MBA MK-221)

Course Title – Marketing of Services

M.M.- 50 Marks

Time – 3 hours

Note: - Attempt any 5 questions

Q1) Services differ from goods in many ways and therefore have different ways and strategies being adopted to handle them. Discuss in detail the characteristics of services that make them distinguished from tangible commodities and goods. Highlight the four I's of services and list down live examples attached with them used in the contemporary business practices. (10 M)

Q2)

- The success of service delivery does not only depend on the service provider but also on the service receiver as well. "The customer too plays an important role in creating a delightful service experience." Highlight the role of a buyer in service delivery and its importance for a service marketer? Support your answer with the help of an example where service receiver plays a pivotal role in the performance of service delivery.
- How do influencers and opinion leaders impact the service buyers in the purchase of services? Give example. (10 M)

Q3) In one of the cinema show, due to non-fulfilment of minimum no. of auditorium seats, the show got cancelled and the audience were offered a full refund of their ticket price. However the public was adamant for the show telecast at the scheduled time and created a ruckus with the management team. How would you handle such a service delivery failure situation being the Cineplex manager? Also prepare strategies to avoid such a situation in the future?

Total no of Pages: 02

MBA/B.TECH

Roll No

III/V, VII SEMESTER

MBASC 213: TOTAL QUALITY MANAGEMENT

END-TERM EXAMINATION

NOV/DEC-2024

Time: 3:00 hr

MAX. MARKS: 50

NOTE:

1. Answer any five questions
2. Control Charts/tables are allowed.
3. Assume suitable missing data if any.

Q1. (a) Define the term "quality". Write the various definitions of quality. Explain the contribution of W A Shewart, W E Deming, K Ishikawa, G Taguchi, and P B Crosby in the field quality management.

L1,2,3 CO1,2,3 [5]

(b) Discuss the 7-basic tools of quality control with suitable industry/real life example.

L1,2,3 CO2,3 [5]

Q2. Construct the X-bar and R-chart, and establish the control limits for the hard brake process.

L2,3 CO1,2,3 [10]

Flow Width Measurements (microns) for the Hard-Bake Process

Sample Number	Wafers				
	1	2	3	4	5
1	1.3235	1.4128	1.6744	1.4573	1.6914
2	1.4314	1.3592	1.6075	1.4666	1.6109
3	1.4284	1.4871	1.4932	1.4324	1.5674
4	1.5028	1.6352	1.3841	1.2831	1.5507
5	1.5604	1.2735	1.5265	1.4363	1.6441
6	1.5955	1.5451	1.3574	1.3281	1.4198
7	1.6274	1.5064	1.8366	1.4177	1.5144
8	1.4190	1.4303	1.6637	1.6067	1.5519
9	1.3884	1.7277	1.5355	1.5176	1.3688
10	1.4039	1.6697	1.5089	1.4627	1.5220
11	1.4158	1.7667	1.4278	1.5928	1.4181
12	1.5821	1.3355	1.5777	1.3908	1.7559

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13	1.2856	1.4106	1.4447	1.6398	1.1928
14	1.4951	1.4036	1.5893	1.6458	1.4969
15	1.3589	1.2863	1.5996	1.2497	1.5471
16	1.5747	1.5301	1.5171	1.1839	1.8662
17	1.3680	1.7269	1.3957	1.5014	1.4449
18	1.4163	1.3864	1.3057	1.6210	1.5573
19	1.5796	1.4185	1.6541	1.5116	1.7247
20	1.7106	1.4412	1.2361	1.3820	1.7601
21	1.4371	1.5051	1.3485	1.5670	1.4880
22	1.4738	1.5936	1.6583	1.4973	1.4720
23	1.5917	1.4333	1.5551	1.5295	1.6866
24	1.6399	1.5243	1.5705	1.5563	1.5530
25	1.5797	1.3663	1.6240	1.3732	1.6887

Q3. (a) Discuss OC curve along with AQL, LTPD, Consumers risk, Producers risk. L3,4,5 CO1 [5]

(b) Discuss single sampling plan, double sampling plan, and sequential sampling plan along with their advantages and disadvantages. L2,3,4,5 CO1 [5]

Q4. Discuss the concept of Six Sigma. Explain the step-by-step approach of implementing six sigma i.e. DMAIC. L2,3,4 CO3 [10]

Q5. What is ISO 9000 series of quality system standards? Discuss steps for implementing ISO 9000 in companies. L2,3,4 CO2,3 [10]

Q6. A company purchases a brake in containers of 5000 each. Ten containers have arrived at the unloading facility, and 250 brackets are selected at random from each container. The fraction nonconforming in each sample are 0, 0, 0, 0.003, 0.007, 0.020, 0.005, 0, 0, and 0.006. Do the data from this shipment indicate statistical control?

L1,2,4,6 CO1,2,3 [10]

Q7. In reference to Apolo Hospital Case study discussed in the class, enumerate and discuss the key strength and weaknesses of the company from total quality management perspectives.

L4,5 CO2,3 [10]

Total no. of Pages: 03

Roll no.

III Semester

MBA

END TERM EXAMINATION

December -2024

MBASC 221- SUPPLY CHAIN PLANNING AND EXECUTION

Time: 3 Hours

Max. Marks 50

Note: Answer any five questions out of seven questions, give relevant answers.
All questions carry equal marks, Assume suitable missing Data if any.

Q1. A lack of strategic fit between the competitive and supply chain strategies can result in the supply chain taking actions that are not consistent with customer needs, leading to a reduction in supply chain surplus and decreasing supply chain profitability. In the context characterize the competitive supply chain strategy of discount retail Chain such as DMart? What are key customer needs that DMart aims to fill? Is Quick Commerce a challenge for DMart in long term? How to meet the challenge?
(6+2+2) (CO1+CO2)

Q2. a) How can a supplier with a lower price end up costing the buyer more than a supplier with a higher price? b) Explain why, for the same inventory level, a revenue-sharing contract results in a lower sales effort from the retailer than if the retailer has paid for the product and is responsible for all remaining inventory.
(7+3) (CO3)

Q3. A) What are the key cost drivers in reverse logistics, and how can they be minimized? B) Repair, Reuse, and Recycle are must in Manufactured products to Sustain Environment, how does reverse logistics support them.
(7+3) (CO3) (CO4)

Q4. Michaels had 32 stores in Illinois and sourced its products from eight suppliers. Each Illinois store sold on average, 50,000 units a year of product from each supplier (for annual sales of 400,000 units per store). Holding costs for Michael's were \$1 per unit per year.

Distribution Alternatives being considered are: 1. Use direct shipping with even larger trucks that had a capacity of 40,000 units. These trucks charged only \$1,150 per delivery to an Illinois store. Using larger trucks would lower transportation costs but increase inventories because of the larger batch sizes. 2. Run milk runs

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from each supplier to multiple stores in Illinois to lower inventory cost even if the cost of transportation increased. Large trucks (capacity of 40,000 units) would charge \$1,000 per shipment and a charge of \$150 per delivery.

What are the annual distribution costs of the distribution network of the alternative networks? Include transportation and inventory costs. (5+5) (CO4)

Q5. A particular raw material is available to a company at three different prices based on the size of the order as following

100 units to 1000 units	Rs.19 per unit
More than 1000 units	Rs. 18 per unit

The cost to place order is Rs.40. Annual demand is 3000 units. The holding (or carrying) cost is 25% of the material cost. A) What is EOQ for each option B) Decide out of above 2 which of the quantities should be ordered. (5+5) (CO2+CO3)

Q6. A) Krishna Engineering is a manufacturer that produces bracket assemblies. Demand for bracket assemblies (X) is 130 units. For 1 unit of X -at the level 1 requires 4 units of A, and 2 units of unit B, and at the level 2- 1 unit of B requires 3 units of C and 1 Unit of D.

The following is a table indicating current inventory levels:

Items	X	A	B	C	D
Inventory	25	16	60	180	20

- Draw Bill of Material (BOM) in Product Structure Tree format. 2.5 (CO2+CO3)
- What are the net requirements of each item in MPS. 2.5 (CO2+CO3)

B) The Following table gives operations times and due dates for 5 jobs that are processes on a machine. Assign the jobs according to the shortest operations time and calculate the mean flow time:

Job	Processing Time	Due date for completion committed Customer to
		5
101	6 days	3
102	7 days	4
103	4 days	7
104	9 days	2
105	5 days	

5 (CO2+CO3)

Q7. Read the case and answer the following questions:

W.W. Grainger and McMaster-Carr sell maintenance, repair, and operations (MRO) products. Both companies have catalogues and web pages through which orders can be placed. W.W. Grainger also has several hundred stores throughout the United States. Customers can walk into a store, call in an order, or place it via the website. W.W. Grainger orders are either shipped to the customer almost all its orders (although a few customers near its Distribution Centres (DCs) do pick up their own orders). W.W. Grainger has nine DCs that both replenish stores and fill customer orders. McMaster has five DCs from which all orders are filled. Neither McMaster nor W.W. Grainger manufactures any product. They both primarily serve the role of a distributor or retailer. Their success is largely linked to their supply chain management ability. Both firms offer several hundred thousand products to their customers. Grainger stocks about 300,000 stock-keeping units (SKUs), whereas McMaster carries about 500,000. Grainger also provides many other products that it does not stock directly from its suppliers.

- Discuss the Pros and Cons of the two distribution strategies. 5 (CO4)
- (i) What products should be carried in inventory and what products should be left with the supplier to be shipped directly in response to a customer order? 2.5 (CO2)
- (ii) How should markets be allocated to DCs in terms of order fulfilment? What should be done if an order cannot be completely filled from a DC? Should there be specified backup locations? How should they be selected? 2.5 (CO2)

THIRD SEMESTER - MBA

END TERM EXAMINATION

November-2024

COURSE CODE-MBAHR 211

TITLE Industrial Relations and labour Legislation

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 Discuss in detail the settlement Machinery according to the Industrial Dispute Act 1947. [10 MARKS] [CO1]
- Q.2 WPM is a system of communication and consultation, either formal or informal, by which employees of an organization are kept informed about the affairs of the undertaking and through which they express their opinion and contribute to the management decisions. Do you agree? Justify [10 MARKS] [CO2]
- Q.3 Discuss the power and functions of certifying officer under Industrial Employment (Standing Orders) Act 1946. [10 MARKS] [CO4]
- Q.4 Write notes on:
a) Trade union and its challenges
b) Lay off [10 MARKS] [CO4]
- Q.5 Discuss the provisions relating to employment of children and adolescents under factories Act. [10 MARKS] [CO3]
- Q.6 a) What is a grievance and what is the need for a grievance procedure?
b) Explain the measures for prevention of strikes. [10 MARKS] [CO 2]

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Total no. of Pages: 2

Roll No.

**3rd SEMESTER
MBA**

END SEMESTER EXAMINATION

November-2024

MBAHR-217 Strategic Human Resource Management

Time: 03:00 Hours

Max. Marks: 50

Note: Answer any five questions
All questions carry equal marks.
Assume suitable missing data, if any.
CO# is course outcome(s) related to the question.
L# Cognitive complexity (order of thinking skill) required to solve the questions.

Q.1 What are individual High Performance Work Practices (HPWP), and how do they contribute to employee motivation and organizational performance? Provide examples of specific HPWP practices and discuss their effectiveness in different organizational contexts?

[10 Marks][CO1][L2]

Q.2 How can HR be considered a scarce, inimitable, and non-substitutable resource within an organization?

Take the example of Netflix, a company known for its innovative culture and success in the competitive streaming industry. Netflix has made its human capital a key driver of its competitive advantage by investing heavily in its employees' creativity, autonomy, and alignment with its company values.

In this context, discuss how Netflix's HR practices create a workforce that is scarce, inimitable, and non-substitutable. How do these attributes contribute to sustaining Netflix's market leadership, and what role does HR play in supporting strategic decision-making, especially as the company faces challenges from competitors like Amazon Prime, Disney+ and others?

[10 Marks][CO1][L3]

Q.3 During the COVID-19 pandemic, Amazon faced significant employee shortages as demand for its services surged, and many employees fell ill or stayed home. To address these shortages, Amazon implemented several strategies, including increasing wages, offering signing bonuses, and using technology to streamline operations. Using this case, analyze how Amazon's HR strategy responded to employee shortages. What additional HR strategies might Amazon consider for future workforce disruptions, and how could these strategies impact employee retention and organizational performance?

[10 Marks][CO3][L4]

Q.4 Microsoft has integrated its training and development programs with its performance management system, focusing on continuous learning and growth through programs like "Microsoft Learn" and regular performance reviews aligned with skill development. Using Microsoft as a case study, analyze how integrating training with performance management can lead to better employee performance and contribute to the organization's overall strategic goals. How does this approach align with Microsoft's business strategy, and what benefits might it offer over traditional training and development approaches?

[10 Marks][CO2][L3]

Q.5 How do HR strategies differ in multinational, global, and transnational companies, and what ethical challenges do HR professionals face in aligning these strategies with corporate values?

[10 Marks][CO5,CO2][L4]

Q.6 Accenture, a global consulting firm, has long been committed to diversity and inclusion, with initiatives such as setting clear diversity targets, offering training programs, and creating support networks for underrepresented groups. Discuss how Accenture's HR strategy addresses workforce diversity and inclusion. Based on Accenture's experience, what are the potential benefits and challenges of building a diverse workforce, and how can HR strategies support the development of an inclusive culture that drives business success?

[10 Marks][CO2][L3]

Total no. of Pages: 03

Roll no.....

3rd SEMESTER

MBA

END TERM EXAMINATION

Nov-2024

MBAFM 211: Investment Management

Time: 03:00 Hours

Max. Marks: 50

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

1. a) A 30-year maturity, 8% coupon bond paying coupons semi-annually is callable in 5 years at a call price of Rs.1,100. The bond currently sells at a yield to maturity of 7% (3.5% per half-year). Calculate the yield to call? What is YTC if the call price is only Rs.1050? What is YTC if the call price is Rs.1100 but the bond can be called in 2 years instead of 5 years.
- b) Briefly explain why bonds of different maturities have different yields in terms of the (1) expectation Theory (2) liquidity theory and (3) segmentation theory.
(5+5) (CO#3 BTL1, 2,3)
2. In 2020 the rate of return on short-term government securities (perceived to be riskfree) was about 5%. Suppose the expected rate of return required by the market for a portfolio with a beta of 1 is 12%. According to the capital asset pricing model (security market line):
a. What is the expected rate of return on the market portfolio? What would be the expected rate of return on a stock with Beta = 0?
b. Suppose you consider buying a share of stock at Rs.40. The stock is expected to pay Rs.3 dividends next year and you expect it to sell then for Rs.41. The stock risk has been evaluated at Beta of -.5. Is the stock overpriced or underpriced?
c. Critically analyse the assumptions on which CAPM model is based.

(4+3+3) (CO#1,2: BTL 2,4)

3. An analyst wants to evaluate Portfolio X, consisting entirely of Indian common stocks, using both the Treynor and Sharpe measures of portfolio performance. The following table provides the average annual rate of return for Portfolio X, the market portfolio (as measured by the BSE 500), and Treasury bills during the past eight years:

	Average Annual Rate of Return	Standard Deviation of Return	Beta
Portfolio X	10%	18%	0.60
BSE 500	12%	13%	1.00
T-bills	6	N/A	N/A

a. Calculate the Treynor and Sharpe measures for both Portfolio X and the BSE 500. Briefly explain whether Portfolio X underperformed, equalled, or outperformed the BSE 500 on a risk-adjusted basis using both the Treynor measure and the Sharpe measure.

b. Based on the performance of Portfolio X relative to the BSE 500 calculated in part (a), briefly explain the reason for the conflicting results when using the Treynor measure versus the Sharpe measure.

c. Briefly explain the Markowitz portfolio optimisation model and its usage for a fund manager. (4+3+3) (CO#1,2: BTL 1,2,4)

4 a. Briefly explain the concept of the efficient market hypothesis (EMH) and each of its three forms—weak, semi strong, and strong—and briefly discuss the degree to which existing empirical evidence supports each of the three forms of the EMH.

b. Steady Growth Industries has never missed a dividend payment in its 94-year history. Does this make it more attractive to you as a possible purchase for your stock portfolio? Give reasons.

c. We know that the market should respond positively to good news, and that good-news events such as the coming end of a recession can be predicted with at least some accuracy. Why, then, can we not predict that

the market will go up as the economy recovers? Also Comment on the statement "One of the important restrictions on trading involves insider trading". (4+3+3) (CO#1,2: BTL 4,5)

5. a. Briefly explain the risk involved in holding a Bond and suggest one suitable strategy to manage these by a passive Bond holder.

b. You will be paying Rs.100,000 a year in tuition expenses at the end of the next two years. Bonds currently yield 8%. What is the present value and duration of your obligation? What maturity zero-coupon bond would immunize your above obligation?

c. 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? (4+3+3) (CO#2,3: BTL 1, 3,4)

6. a) Micro Tech services dominate the ITES market with its patented product Data-Tech. The patent is about to expire. What are your forecasts for changes in the industry? Specifically, what would happen to industry prices, sales, Profit prospects of Micro Tech services and the profit prospects of its competitors. What stage of the industry lifecycle is relevant for the analysis of this market?

b) In what circumstances would you choose to use dividend discount models rather than free cash flow model to value a firm. A firm has the following figures for 2022:

Operating cash flow = 300 , Interest paid = 40 , Tax rate = 20% , Net investments in fixed capital = 200

Consider two scenarios:

- Scenario #1: Net borrowing in 2022 is 30.
- Scenario #2: Net debt repayment in 2022 is 30.

What is the free cash flow to equity in Scenario #1 above? What is the free cash flow to equity in Scenario #2 above?

(5+5) (CO#1,2: BTL 3,4)

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Total No. of Pages _3

Roll no.....

IV SEMESTER

MBA

END TERM EXAMINATION

Nov-2024

MBAFM213 Investment Banking and Financial Services

Time: 03:00 Hours

Max. Marks: 50

Note : Answer any two questions from 4,5 and 6
Marks are indicated along with the questions
Assume suitable missing data, if any

Q.1 a) Explain corporate actions and its impact on stock prices.

(5 Marks) (CO1) (BTL-2)

b) Key Financials for three companies is given below. Based on the data, calculate the key relative valuation ratios of P/E, P/B and EV/EBITDA and rank the companies based on the ratios. Which is the most appropriate ratio to compare the companies.

(5 Marks) (CO1) (BTL 3)

(Unit INRcr, except mentioned if any)	A	B	C
Sales	20000	14000	6000
EBITDA Margin (%)	20	25	10
PAT Margin (%)	10	12	5
Debt/Equity	2	1.5	3
Debt	400	300	100
Interest Cost (%)	8	9	7
Cash	50	40	0
Outstanding Shares (Cr)	1.5	2	0.8
Dividend Per Share	100	60	40
Dividend Yield (%)	0.8	0.6	0.3

Q2 a) Data at the base period and at the end of the year for four companies is as follows:

Initial Data (Base Period)

Company	Initial Stock Price (₹)	Shares Outstanding (Million)
A	150	40
B	200	60
C	100	80
D	250	50

End of Year Data

Company	End of Year Stock Price (₹)	Shares Outstanding (Million)	Additional Information
A	180	40	
B	220	60	2-for-1 stock split at year end
C	90	80	
D	300	50	

Calculate the Market-Capitalization Index and Price weighted Index at the base period and end Period (Base Value = 1000). Calculate percentage change in Index Value and explain the changes.
(6 Marks) (CO1) (BTL 3,4)

b) Write a short note on insider trading with examples.
(4 Marks) (CO5) (BTL 4) (BTL 2,3)

Q3.a) A company issues a 10-year bond with a face value of ₹1,000. The bond pays a coupon rate of 8% annually, meaning the investor receives ₹80 (8% of ₹1,000) each year. If the required rate of return (market interest rate) is 10%, what is the price of the bond?
(5 Marks) (CO2) (BTL 3)

b) Explain various factors that affect bond yield. (5 Marks) (CO2) (BTL 4)

Q4 a) Explain cross-border listing process and its advantages and disadvantages.
(5 Marks) (CO3) (BTL 4)

b) Briefly explain Private Equity investments in a company and how exits are provided to PE investors.
(5 Marks) (CO3) (BTL 2)

Q5 a) What is a bond indenture? Explain its features.
(5 Marks) (CO4) (BTL 2)

b) Explain the credit rating scale of corporates.
(5 Marks) (CO4) (BTL 2)

Q6 a) Explain the risk management process an organisation should follow.
(5 Marks) (CO5) (BTL 2)

b) Explain the types of risks that financial institutions face.
(5 Marks) (CO5) (BTL 2)

Total no. Of Pages:3

Roll No.....

III Semester

MBA (DSM)

End Term Examination

Nov/Dec. - 2024

Course Code – MBAFM-221

Project Appraisal and Finance

Time: 03:00 Hours

Max. Marks: 50

Instructions: Attempt Any five questions. All questions carry equal marks. Use of PV tables and non programmable calculator are allowed. Assume suitable missing data, if any.

Q1.What are the various factors that a Project Manager needs to thoroughly evaluate and analyze during the pre-feasibility study phase of a project to determine its viability and ensure a strong foundation for subsequent project planning and execution? [10M][CO1][BTL1]

Q2.What does technical analysis mean? An American mobile telecommunications company is planning to expand its operations to India, a rapidly growing market with immense potential. Before making this decision, the company needs to conduct a comprehensive technical analysis to evaluate the feasibility and practicality of setting up its business in the country. Describe are the most important things to look at in a technical analysis? [10M][CO2][BTL1&2]

Q3. Complete the balance sheet and sales data (fill in the blanks) using the following financial data:

Debt/equity ratio	=	0.80
Acid-test ratio	=	1.1
Total assets turnover ratio	=	2
Days' sales outstanding in		
Accounts receivable	=	30 days
Cost of goods sold as a		

Q6. L&T Engineering company is generating 1,00,000 units of waste material per annum. The waste material can be processed further and sold @ 1000 per unit and the variable cost of processing comes to 70% of selling price. Out of the processed waste material, 25% can be re-fabricated at a cost of 100 per unit and the re-fabricated product can be sold at a price of 1,500 per unit and there is a waste of 20% of processed material at the time of re fabrication. There fabrication procedure requires (i) a capital expenditure of 100,00,000 with life 5 years. (Depreciation is chargeable @ 25% WDV) and (ii) additional working capital of 10,00,000. Evaluate the proposal to re-fabricate the processed waste material given that :

- (i) Required rate of return is 15%.
(ii) Tax rate applicable to company is 35%.
(iii) Expected salvage value of the plant is 10,00,000.
(iv) There is no other asset in the same block of assets.

[10M][CO3&4][BTL5]

percentage of total revenues = 70 percent
Inventory turnover ratio = 6

Balance Sheet

Equity capital	80,000
Retained earnings	50,000
Debt	=====
Plant and equipment	-----
Inventories	-----
Accounts receivable	-----
Cash	-----
Revenues from operations	-----
Other income	Nil

[10M][CO3][BTL3]

Q4. A government agency is planning a large-scale infrastructure project to build a new highway connecting two major cities. The goal of the project is to enhance connectivity, reduce travel time, and promote regional economic development. In light of above statements, what is the shadow pricing and how does SCBA differ from monetary cost and benefit analysis (financial analysis) of a project?

[10M][CO4][BTL1&4]

Q5. Write short notes on *any two*.

- a. Loan Syndication
b. Chain Ratio Method
c. Venture capitalists

[5+5=10M][CO3&4][BTL1&2]

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Total Number of Pages: 02

Roll No.....

First Semester

End Term Examination

November/December- 2024

EMBA 101: Management Process and Organizational Behavior

Total Time: 03 hours

Maximum Marks: 50

Note: Please answer 5 Questions out of 7 Questions. All Questions carry equal marks Marks are indicated along with each question.

Q1: One of the important schools of Management Thought is Human Relations Approach. A major study was conducted in Chicago between 1927-1932, which became a milestone learning in this direction. Please describe your understanding of this study and the learnings that you derive from this pioneering work.

(Marks 10 Course Outcome no. 1, BTL 4)

Q 2: In order to increase the level of performance in the organization, managers try to fulfill the needs of the employees and give also provide them an environment wherein they are able to perform better. Please explain this phenomenon on the basis of following:

1. Theories propounded by Alfred Maslow and Alderfer
2. Theory propounded by Herzberg

(Marks 10, Course Outcome no. 2, BTL 3)

Q3: To achieve any goals planning is extremely important. However, the process of planning remains incomplete without one another important function of management. Write a short note on this important and critical function of management and explain three parts of its kind.

(Maximum Marks: 10, Course Outcome no. 1 BTL 4)

Q4: A company has been doing well operationally for the last six months. One of the major expenditures is salary of people in senior positions. Do you think, it's a good idea of get rid of these high salaried managers and save money for rainy days. In other words, please explain why managers are required in any organization and their presence remains relevant in all times.

(Maximum Marks: 10, Course Outcome no. 3, BTL 4)

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Q5. During performance review/s, the managers are expected to be appraising the real performance and should not be affected by his subjectivity. What are the factors which distort the reality and make the whole performance review process a subjective. In addition, please explain the following

1. Halo Effect
2. Horns Effect
3. Contrast Effect
4. Stereotypes

(Maximum Marks: 10, Course Outcome no. 4, BTL 3)

Q 6, As a manager you have to explain the Leadership theories, you have decided to share with them only one such theory. Please pictorially depict the managerial grid by Robert Blake and Jane Mouton and denote on the axis where the following exists

1. Impoverished Management
2. Dampened Pendulum
3. Country Club Management
4. Team Management
5. Task Management

(Maximum Marks: 10, Course Outcome no. 2, BTL 3)

Q 7 Learning is an important process. There are many factors which affect learning. Write a detailed note on our Impediments of learning as discussed in the class. Please classify the different kinds of impediments separately as sections A i.e Personality related factors & Section B Volume of Knowledge Related aspects

(Maximum Marks: 10, Course Outcome no. 4, BTL 3)

----End----

b. Classify the following transactions as belonging to operating,

Cash sale of goods	Sale of fixed assets
Rent received	Income tax paid
Cash purchase of goods	Loss on sale of machinery
Cash received from debtors	Purchase of land and building
Issue of equity shares	Repayment of bank loan

investing or financing activities, while preparing a cash flow statement

[5*2][CO1,2,3:BTL2,3,4]

Q 6. Write short notes on any two:

a. Comparative statement analysis vs Vertical analysis

b. Profitability ratios vs Solvency ratios

c. Tangible assets vs Intangible Assets

d. LIFO vs. FIFO method of Inventory valuation

[5*2][CO1,2,3:BTL1,2,3]

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Total no. of Pages: 04

Roll no.....

1st SEMESTER **EMBA**

END TERM EXAMINATION

Nov-2024

EMBA 102: Financial Accounting

Time: 03:00 Hours

Max. Marks: 50

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

Q1. You have been hired as an analyst for XYZ Bank and your team is working on an independent assessment of MM manufacturing ltd. This firm specializes in the production of freshly imported farm products from France. Your assistant has provided you with the following data for MM manufacturing ltd. and its Industry

Ratio s	2024	2023	2022	Industry Average (2024)
Long-term debt	0.45	0.40	0.35	0.35
Inventory Turnover	62.65	42.42	32.25	53.25
Depreciation/Total Assets	0.25	0.014	0.018	0.015
Days' sales in receivables	113	98	94	130.25
Debt to Equity	0.75	0.85	0.90	0.88
Profit Margin	0.082	0.07	0.06	0.075
Total Asset Turnover	0.54	0.65	0.70	0.40
Quick Ratio	1.028	1.03	1.029	1.031
Current Ratio	1.33	1.21	1.15	1.25
Times Interest Earned	0.9	4.375	4.45	4.65

a. In the annual report to the shareholders, the CEO of MM mufg. Ltd. wrote, "2024 was a good year for the firm with respect to our ability to meet our short-term obligations. We had higher liquidity largely due to an increase in highly liquid current assets (cash, account receivables and short-term marketable securities)." Is the CEO correct? Explain and use only relevant information in your analysis.

b. What can you say about the firm's asset management? Be as complete as possible given the above information, but do not use any irrelevant information.

c. You are asked to provide the shareholders with an assessment of the firm's solvency and leverage. Be as complete as possible given the above information, but do not use any irrelevant information. Is hiding information from shareholders ethical or Unethical?

d. State any 5 limitations of ratio analysis.

[2.5x4][CO1,2,4:BTL2,3,4,5]

Q.2 Explain the Meaning of Assets, Liabilities, and Stockholders 'Equity and State the Basic Accounting Equation. Also explain any four Basic Assumptions and Principles Underlying Financial Statements.

b. What is the purpose of Balance sheet and Income statement prepared by an organisation?

[5*2][CO1,2,3:BTL2,3]

Q.3 a) Arrange the items given below in the format of income statement for the ABC Ltd. (a retailer) and ascertain the different kinds of profits which the user of the financial information would like to analyse for the year ending March 31, 2024 , given the information below:

	(Rs.)
Advertising expenditures	68,000
Beginning inventory	2,56,000
Depreciation	78,000
Ending inventory	248,000
Gross Sales	3,210,000
Interest expense	64,000
Lease rental payments	52,000

Management salaries	240,000
Materials purchases	24,25,000
R&D expenditures	35,000
Repairs and maintenance costs	22,000
Returns and allowances	48,000
Taxes	51,000

b. Journalise the following transactions for year 2024:

Date	Transaction	Amount
April 1	Bought goods for cash	5,000
April 3	Sold goods for cash	7,000
April 5	Bought goods from Shyam	12,000
April 6	Sold goods to Ram	15,000
April 8	received from Ram	12,000
April 10	Paid to Shyam	9,000
April 25	Purchased furniture	16,000

[5*2][CO1,2:BTL1,2,3]

Q4. a. Why do companies charge Depreciation? What is the difference between Depreciation and Amortization? Also distinguish between Straight line method and written down value of calculating depreciation.

b. Calculate amount of annul depreciation and rate of depreciation under straight line method (SLM) from following information, X Ltd. purchased a secondhand machinery for 1,96,000, spent 24,000 on its cartage, repairs and installation, estimate useful life of machine is 5 years. Estimated residual (scrap) value is 52,000.

[5*2][CO1,2:BTL2,3,4]

Q 5 a. Explain the importance of Cash flow statement for the user of financial statements. Also explain the different types of cash flows that this statement provides to the users?

END TERM EXAMINATION

Nov-2024

EMBA-103: Marketing 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 You are appointed as marketing consultant at Erore Techno Solutions, a mid-sized company that intends to launch a new smart air purifier called *Clean Air* in Indian market. The brand is a smart air purifier with technologically advanced features. It comes with a BLDC motor and a filter life of approximately 15,000 hrs. It has an inbuilt sensor to monitor room AQI with SensAI technology. The approximate price of the model will be around INR 25,000 which is comparable to other available brands in this category. The brand is designed to compete with national brand like Philips, LG, Samsung, Dyson etc. The brand will be sold through major retail stores, D2C and listing through major e-commerce platform. The major challenge in this category is that air purifier market is at growth stage with geographical patterns in the demand. To successfully launch the product, company needs identification of a strong target audience and differentiation through positioning.

Identify the suitable target market for the brand and suggest a strong positioning strategy which you feel will sail the brand in the market.

[10] [CO#I, II] [L2]

Q.2 a) Differentiate between brand extension and product extension by giving a suitable example from personal care category? Also explain the risks associated with brand extension. [5] [CO#I, II] [L1]

b) What are the stages of Product Life Cycle? What strategy would you like to use for a brand which in your opinion is in the introduction stage of PLC? [5] [CO#II, III] [L]

Q.3 What is *Omnichannel marketing*? Identify a suitable example from any category which you feel is close to the concept of omnichannel marketing in India? [10] [CO#III] [L]

Q.4 What is the difference between owned media, earned media and paid media? Suggest a suitable strategic framework for creating a robust earned media eco-system for MBA(Executive) program of Deakin School of Management. [10] [CO#I, II] [L]

Q.5 "Predatory pricing is perceived to be illegal business practice of setting prices for a product unrealistically low". Examine this statement by taking an example from any company of your choice. [10] [CO#I, II] [L]

Q.6 Attempt both the questions given below:

A. Psychological pricing [5] [CO#III] [L]

B. Techniques of scanning marketing environment [5] [CO#I, II] [L]

END TERM EXAMINATION

Nov-2024

EMBA104 MANAGERIAL ECONOMICS

Time: 03:00 Hours

Max. Marks: 50/60

Note : All questions carry equal marks.

Marks are indicated along with each question.

- Q.1 a. Sarah has a fixed budget to spend on two goods: books and movies. She is choosing between different combinations of books and movies that give her the same level of satisfaction. Which concept is Sarah using to make her choices: an indifference curve or an isoquant curve? Explain why. [5 Marks] [CO2] [BTL2]
- b. For the market demand schedule given below, calculate elasticity of demand if the price falls from Rs. 20 per unit to Rs. 19 per unit. [5 Marks] [CO3][BTL3]

Price per unit (Rs.)	Quantity Demanded
22	140
21	180
20	200
19	240
18	280

- Q.2 In a farm, adding more labourers initially increases the crop yield but later leads to smaller increases in yield per worker. Why is this happening, and how would you identify the point of maximum total output? Now hiring additional labour causes overcrowding and reduces total production. What stage of production is this, and how should the manager respond? [10 Marks] [CO2] [BTL2]

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Q.3 Calculate total cost, marginal cost and average cost based on the given schedule. Also draw total cost, fixed cost, variable cost, marginal cost and average cost curve. [10 Marks] [CO1][BTL3]

Schedule		
Output	Total Fixed Cost	Total Variable Cost
0	10	0
1	10	10
2	10	18
3	10	24
4	10	28
5	10	32
6	10	38
7	10	46
8	10	62

Q.4 Describe monopolistic competition. Analyse short run and long run equilibrium condition in this market structure. [10 Marks] [CO2] [BTL4]

Q.5 a. Assume a local dairy market operates under perfect competition. Describe its features. [5 Marks] [CO2] [BTL2]

b. OPEC, a group of oil-exporting countries, is often referred to as a cartel. How does its behavior align with the features of an oligopoly? [5 Marks] [CO2] [BTL2]

Q.6 a. Discuss the meaning of business cycle. Explain the four phases of a complete business cycle in sequence order. [5 Marks] [CO4][BTL2]

b. How do fiscal and monetary policies help control inflation? [5 Marks] [CO4][BTL6]

Total No. of Pages _03

Roll No.....

1st SEMESTER

Centre: EMBA

END SEMESTER EXAMINATION NOV-2024

EMBA-105, Quantitative Methods

Time: 3:00 Hours

Max. Marks : 50

Note: Answer any FIVE questions

Assume suitable missing data, if any.

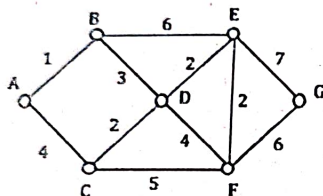
Use of Statistical Tables is allowed

1. (a) Define the terms basic feasible solution and optimal solution in LPP. [4][CO1][L2]
- (b) A garment manufacturer has a production line making two styles of shirts A & B. Style A needs 0.2 kg of cotton thread, 0.3 kg of Dacron thread and 0.3 kg of linen thread. Corresponding requirements of style B are 0.2 kg, 0.2 kg and 0.1kg. The net contributions are Rs.19.50 for style A and Rs.15.90 for style B. The available inventory of cotton thread, Dacron thread and linen thread are, respectively, 24 kg, 26 kg and 22 kg.
- I. Formulate the LPP model
- II. Determine the number of each style to be produced with the given inventory using Graphical method of LPP. [6][CO2][L5]
2. (a) Discuss the steps used for MODI method to find the optimal solution of transportation problem. [4][CO2][L1]
- (b) Find the sequence that minimizes the total time required in performing the following jobs on three machines in order ABC. Processing times (in hours) are given in the following table: [6][CO2][L5]

✓ 25

	Machines				
	M_1	M_2	M_3	M_4	M_5
Job A :	7	5	2	3	9
Job B :	6	6	4	5	10
Job C :	5	4	5	6	8
Job D :	8	3	3	2	6

3. (a) Explain the difference between applications of Prim's algorithm and Kruskal's algorithm using a suitable example. [4][CO3][L3]
 (b) Find the shortest path of the following network diagram between A to G using Dijkstra Algorithm.



[6][CO3][L5]

4. (a) What is Type-I error and Type-II error? Define them. [4][CO4][L1]
 (b) Jeffrey, as an eight-year old, established a mean time of 16.43 seconds for swimming the 25-yard freestyle, with a standard deviation of 0.8 seconds. His dad, Frank, thought that Jeffrey could swim the 25-yard freestyle faster using goggles. Frank bought Jeffrey a new pair of expensive goggles and Jeffrey tried for 15 times swim of 25-yard. For the 15 swims, Jeffrey's mean time was 16 seconds. Frank thought that the goggles helped Jeffrey to swim faster than the 16.43

seconds. Conduct a hypothesis test using $\alpha = 0.05$ and check the truthfulness of the Jeffrey's claim. [6][CO4][L5]

5. (a) Discuss the conditions to be used for z-distribution and student t-test for hypothesis testing. [4][CO5][L2]
 (b) The speeds of cars are measured using a radar unit, on a motorway. The speeds are normally distributed with a mean of 90 km/hr and a standard deviation of 10 km/hr. What is the probability that a car selected at chance is moving at more than 100 km/hr? [6][CO4][L3]
 6. Write short Notes on [2.5×4=10][CO1][L1]
 (a) Hypothesis testing for variance of one sample
 (b) Skewness and Kurtosis
 (c) Dual and primal form of LPP
 (d) Degeneracy in Transportation problem

EMBA 107: Computer Applications in Management

Time: 3 Hours

Max. Marks: 50

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

- Q 1. (a) Explain the difference between the SUMIF() and COUNTIF() functions.
(b) What is the importance of defining name ranges in Excel?
(c) How can you remove duplicates from a dataset in Excel while preserving the original formatting? [10]
- Q 2. Explain the purpose of the VLOOKUP, HLOOKUP, XLOOKUP, SEARCH, and IF functions in Excel. Describe a practical scenario where you would use the XLOOKUP(). [10]
- Q 3. What are Excel macros, and how are they useful in automating repetitive tasks? Explain the process of recording a macro and assigning it to a button. [10]
- Q 4. What is a PivotTable, and why is it useful in data analysis? Explain the steps to create a PivotTable in Excel from a dataset. What is the function of the slicer tool in filtering PivotTable data? [10]
- Q.5 Differentiate between a column chart and a pie chart in terms of their use cases. Describe the steps to format an Excel chart, including adding a title and modifying data. How can you move a chart to a new worksheet? [10]
- Q.6 (a) Write a short note on IBM SPSS. What are its practical applications.
(b) What do you understand by Null and Alternative Hypothesis. Also defined One-Tailed and Two-Tailed Tests. [10]

Q.5(c) You are the marketing manager for a consumer goods company considering launching a new line of eco-friendly cleaning products. You have two options: Option A: Invest heavily in advertising and distribution, assuming that demand for eco-friendly products will increase substantially over the next year. Option B: Proceed cautiously with a smaller marketing budget, focusing on targeting niche markets that are already eco-conscious, with more gradual growth expectations. Question: Apply the Maximax, Maximin, and Minimax decision-making strategies to determine which option would be the most suitable for the company. Take into account factors such as market trends, consumer behavior, and the company's financial resources. [10]

[CO1][BTL3]

END

Total no. of pages: 04

THIRD SEMESTER
EMBA

Roll no.....

END TERM EXAMINATION

EMBA301: STRATEGIC MANAGEMENT

Nov.-2024

Time: 3:00 hours

Max Marks: 50

Note: All questions are compulsory
All questions carry equal marks

Q.1 (a) Assess which of the "5 Ps of Strategy" each statement corresponds to and explain:

- I. The company has developed a detailed roadmap outlining its goals, resource allocation, and timeline for entering new markets and launching new products over the next five years.
- II. In response to a competitor's aggressive pricing strategy, ABC Ltd. has implemented a temporary price reduction on select products to attract customers.
- III. Tesla has consistently prioritized cutting-edge technology in electric vehicles (EVs), including advancements in battery technology, autonomous driving, and software updates. This focus on innovation establishes a clear framework that differentiates Tesla from traditional automakers.
- IV. The organization wants to place itself as a leader in sustainable practices within its industry, emphasizing eco-friendly products and operations in all marketing communications.
- V. Google prioritizes employee autonomy and creativity, fostering an environment where team members are encouraged to innovate and share ideas. This emphasizes the belief that empowered employees drive business success.

[5] [CO2][BTL5]

Q.1 (b) Assume that you are in-charge of developing the strategy for a multinational company selling the products in some 30 different countries around the world. Analyze which type of international strategy would make sense in case of the following products and why?

- i. Footwears
- ii. Movies

[5] [CO5][BTL4]

Q.2 Evaluate and explain the type of corporate level strategy followed in the following cases:

- i. Amazon acquired Zoox, an autonomous vehicle startup, for nearly \$1.2 billion. This acquisition strengthened Amazon's position in the rapidly evolving autonomous vehicle market, complementing its existing logistics and delivery

network and advancing its long-term strategy to enhance its transportation capabilities.

- ii. Procter & Gamble (P&G), a leading FMCG company, decided to reduce its investment in its product line of traditional bar soaps in certain markets. By cutting back on marketing and promotional activities, P&G was able to extract maximum profit from the remaining sales of these products.
- iii. An old company has been facing financial issues for many years and is willing to give up its independence in exchange for security.
- iv. Apple launched a high-yield savings account with Goldman Sachs, and expanded its Apple Pay services.
- v. Uber, a global leader in ride-hailing services, acquired Postmates for \$2.65 billion in an all-stock deal. This acquisition allowed Uber to expand its offerings by integrating Postmates' delivery network into its UberEats platform, while also enhancing its service capabilities to meet growing customer demand for on-demand deliveries. [10] [CO3][BTL5]

Q.3 (a) Imagine a global coffee company, BrewMasters Inc., which has been facing declining sales in its traditional retail outlets due to increased competition from specialty coffee shops and a growing trend towards online coffee subscription services. The management is considering various strategic options, including expanding its online presence, introducing a new line of premium coffee blends, and enhancing customer loyalty programs. Discuss how scenario planning could be utilized by BrewMasters Inc. to prepare for potential future market changes. What specific scenarios might the company consider, and how could these scenarios influence its strategic decision-making? [5][CO2][BTL3]

Q.3(b) In a pioneering industry, EcoWatt Innovations, a company that specializes in renewable energy solutions, is leading the charge in developing new technologies to address the growing demand for sustainable energy. However, the company faces challenges such as high development costs, uncertain regulatory environments, and competition from both established players and new entrants. As a result, EcoWatt must find innovative ways to maintain its market leadership while navigating these challenges. Imagine you are an executive at EcoWatt Innovations. Your task is to develop a strategic plan that will allow the company to sustain its competitive advantage and drive long-term success in this emerging market. Identify and outline alternative strategies EcoWatt can adopt to strengthen its position, address market barriers, and ensure the growth of the renewable energy sector as a whole. [5][CO4][BTL6]

Q.4(a) Assume you are working for a company in the fashion retail industry based in India. Using the CAGE framework, rank the following countries—Malaysia, Australia, Japan, and South Africa—in terms of their suitability for expansion. Justify your ranking by analyzing the differences between India and each of these countries. [5] [CO1][BTL3]

Q.4(b) Assess the type of offensive tactic highlighted in the following situations:

- i. Samsung released foldable smartphones to challenge the traditional smartphone market.
- ii. Coca-Cola launched a series of zero-sugar beverages to target health-conscious consumers, challenging PepsiCo's healthier alternatives like Pepsi Zero Sugar.
- iii. JioMart expanded into groceries, electronics, and fashion, challenging Amazon and Flipkart. Its expansive reach and competitive pricing allowed it to gain ground on multiple fronts simultaneously.
- iv. Skype attacked traditional telephone companies by introducing free, Internet-based voice and video calling.
- v. In FIFA world cup, Adidas was the game's official sponsor while Nike advertised its products through TV commercials and popular football players. [5] [CO3][BTL5]

Q.5(a) Best Buy is the largest consumer electronics retailer in the United States. The company competes aggressively on price with such rivals as Costco Wholesale, Sam's Club, Walmart, and Target, but it is also known by consumers for its first-rate consumer service and knowledgeable staff. Best Buy consumers also appreciate that demonstration models of PC monitors, digital media players and other electronics are fully powered and ready for in-store use. Best Buy Geek Squad tech support and installation services are additional customer service features that are valued by many customers. How would you characterize Best Buy's competitive Strategy? Explain your answer by giving advantages and disadvantages of this strategy. [5] [CO4][BTL4]

Q.5(b) Classify the following products of ITC in which quadrant of BCG matrix do they fall into and why:

- | | |
|---------------------|------------------|
| i. FMCG Food | iii. Hotels |
| ii. FMCG cigarettes | iv. ITC Infotech |
- [5][CO4][BTL4]

OR

Total no. of Pages:01 (One)

436

Roll no.....

THIRD SEMESTER

EMBA

END TERM EXAMINATION

Nov-2024

COURSE CODE EMBA 302

COURSE TITLE International Business Management

Time: 03:00 Hours

Max. Marks: 50

Note: All questions carry equal marks.
Attempt any five questions
Be specific in your Answers
Assume suitable missing data, if any.

Q.1 Illustrate the role of international economic institutions in promoting international trade. To what extent have they been successful and what more needs to be done? [10][CO#3][BTL#4]

Q.2 How does the 'AAA' framework assist organizations to have an international competitive advantage? describe [10][CO#2][BTL#2]

Q.3 Examine how the domestic capital market differs from Global capital markets. What do you understand by the term euro currency, what role it play in global capital markets? [10][CO#5][BTL#3]

Q.4 What is the merit of FDI vs FPI? What is the basis on which FDI is classified, describe in detail. [10][CO#2][BTL#1]

Q.5 Compare what facilitates technology transfer across borders and what hinders international technology transfer. [10][CO#4][BTL#5]

Q.6 Contrast on the motivations, means, and mentalities in international trade.

[10][CO#1][BTL#2]

Total no. of Pages: 03

Roll no.

III Semester
EMBA

End Term Examination
Course Code: EMBA-303
Time: 3:00 Hours

November-2024
Course Title: I T Management
Maximum Marks: 50

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

1. XYZ company is manufacturing range of passenger cars. [CO#1],
Presently, the company has multiple sales streams, focusing [BTL#2]
on different customer segments. Multiple disjoint systems
serving to different sales streams, marketing and services
could not provide the single view of their customers. Despite
having enormous data about customers, Marketing
department find it difficult to improve targeting for better
acquisition and increasing cross selling/ upselling. Campaign
automation often ends up in soliciting product that customers
either already possess or it is beyond their reach. Customer
Support always complain of incorrect and incomplete
information retrieval about the customers and their past
interactions with the company. Management is keen to solve
the problem and looking for solution that enhances customer
life time value. What product or set of systems would you
propose to overcome above given situation in the XYZ
company. Provide detailed features of proposed solution or
the product.
2. Briefly discuss the generic phases of ERP implementation in [CO#2],
any organization with an example and major activities. [BTL#2]

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3. Briefly describe following terms with an example each and name the tool/ product to support these functions:

- a. DevSecOps
- b. CI/ CD Pipeline

[CO#3],
[BTL#L2]

4. Briefly describe IT Governance and IT Management activities with suitable example.

[CO#2],
[BTL#3]

5. You have joined XYZ company to assist their IT management team. Company is struggling with the quality of their post sales services. Most of the customer complaints is about the product. Management is concerned that there is no data related to, processes that employees are expected to follow, in making the product and to attend post sales services. Briefly discuss with two examples, each of product, process and service quality metrics along with the calculation formulae, that you would need to monitor regularly to improve situation in XYZ.

[CO#3],
[BTL#3]

6. ABC retail chain desires to expand their business in multiple geographies. Before implementing their expansion plan, management desires to review current business, and to understand customer purchases by analyzing which products are selling in which stores on which days under what promotional conditions and in which transactions. You are tasked to plan the data warehouse solution to provide aforementioned analysis to the management. Briefly describe with suitable example, the process of dimension modeling for your solution and give example of any 2 possible queries that can be shown with your proposed solution.

[CO#4],
[BTL#4]

7. Your company's online business cannot afford any situation of system inaccessible by their stakeholders. You are heading the team to draft a business continuity plan for the company's critical business applications. Briefly describe principles of business continuity and disaster recovery operation with suitable example that would be documented.

[CO#4],
[BTL#3]

EFM-02: Corporate Mergers, Acquisitions and Restructuring

TIME- 3 HRS

Max. Marks: 50

Note: 1. All questions are compulsory.
2. All questions carry equal marks.

Q.1. What is hostile takeover? Discuss defensive strategies.

[10] [CO2] [L1,L2,L4]

Q.2. Differentiate between partnership and alliances. [10] [CO2] [L1,L2]

Q.3. What are the different types of Mergers and Acquisitions?

[10] [CO1][L1,L2]

Q.4. In a friendly merger would you prefer payment by equity or cash or both? Give reasons.

[10] [CO4] [L3,L5]

Q.5. XYZ Ltd. is considering merger with ABC Ltd. XYZ Ltd.'s shares are currently traded at Rs. 25. It has 2,00,000 shares outstanding and its earning after taxes (EAT) amount to Rs. 4,00,000. ABC Ltd. has 1,00,000 shares outstanding; its current market price is Rs. 12.50 and its PAT is Rs. 1,00,000. The merger will be affected by means of a stock swap (exchange). ABC Ltd. has agreed to a plan under which XYZ Ltd will offer the current market value of ABC Ltd.'s shares:

[CO3][L4,L5]

- I. What are the pre-merger earnings per share (EPS) and P/E ratios of both the companies. [4]
- II. If ABC Ltd.'s P/E ratio is 8, what is its current market price? What is the exchange ratio? What will XYZ Ltd.'s post-merger EPS be? [3]
- III. What must the exchange ratio be for XYZ Ltd.'s that pre- and post-merger EPS to be the same? [3]

—END—

Total no. Of Pages: 3

Roll no.....

III Semester

EMBA (DSM)

End Term Examination

Nov/Dec. - 2024

EFM-08: Project Appraisal and Finance

Time: 03:00 Hours

Max. Marks: 50

Instructions: Attempt any five questions. All questions carry equal marks. Use of PV tables and non programmable calculator are allowed. Assume suitable missing data, if any.

Q1. How can a company achieve sustainable business growth, and what practical expansion strategies can it implement to ensure long-term success in a competitive market? [10M][CO1][BTL2]

Q2. Complete the balance sheet and sales data (fill in the blanks) using the following financial data:

Debt/equity ratio	= 0.40
Acid-test ratio	= 0.9
Total assets turnover ratio	= 2.5
Days' sales outstanding in Accounts receivable	= 25 days
Cost of goods sold as a Percentage of total revenues	= 75 percent
Inventory turnover ratio	= 8

Balance sheet

Equity capital	160,000
Retained earnings	30,000
Debt	-----

Plant and equipment -----
 Inventories -----
 Accounts receivable -----
 Cash -----
 Revenues from operations -----
 Other income Nil

[10M][CO2][BTL3]

Q3. How can Social Cost-Benefit Analysis (SCBA) be applied to real-world projects, and what are the key factors that cause differences between social costs and benefits versus monetary costs and benefits in such evaluations?

[10M][CO3][BTL4]

Q4. Delta Corporation is considering an investment in one of two mutually exclusive proposals-

Project - A : It requires initial outlay of 1,70,000.

Project - B : It requires initial outlay of 1,50,000.

The Certainty-Equivalent approach is employed in evaluating risky investments. The current yield on treasury bills is 5% and the company uses this as riskless rate. Expected values of net cash inflows with their respective certainty-equivalents are:

Year	Project A		Project B	
	Cash Inflows Rs.	Certainty Equivalent	Cash Inflows Rs.	Certainty Equivalent
1	90,000	0.8	90,000	0.9
2	1,00,000	0.7	90,000	0.8
3	1,10,000	0.5	1,00,000	0.6

2 of 3

(i) Which project should be acceptable to the company?

(ii) Which project is riskier and why ? Explain.

(iii) If the company was to use the Risk-Adjusted Discount Rate method, which project would be analysed with higher rate?

[10M][CO4][BTL3&4]

Q5. a). It is impossible for projects to achieve good returns without taking risks. Would you agree? Briefly explain any two techniques of risk analysis.

b). Financing is the lifeblood of any Project. In-light of this statement, briefly discuss various sources of finance available for the project in India.

[5+5=10 M][CO4][BTL1&2]

Q6. a). NPV allows for comparing multiple projects or investment opportunities, helping choose the most profitable option. Briefly explain its features.

b). The Delphi technique relies on expert opinions, ensuring that the input comes from knowledgeable and experienced individuals. Describe it.

[5+5=10M][CO3][BTL1&2]

3 of 3

END TERM EXAMINATION

Nov-2024

EIT-01: Data warehousing and Data Base Management

Time: 03:00 Hours

Max. Marks: 50

Note: ATTEMPT ANY FIVE QUESTIONS.

Assume suitable missing data, if any.

- Q.1 A telecom company is facing high level of customers so company is planning to use Data Mining Tools. Explain Data mining and its advantages. **10 Marks [1][2]**
- Q.2 A online retail company sells product through its website. Explain the need of using SQL. **10 Marks [3][4]**
- Q.3 An Organisation is planning to develop Ecommerce Solution. Explain the need of creating Entity Relationship Diagram with example. **10 Marks [2][6]**
- Q.4 Write Notes on
(a) Star and Snow Flake Schema **5 Marks [1][1]**
(b) OLAP **5 Marks [1][1]**
- Q.5 The senior management team at Retail Company needs a unified view of business to analyse sales trends. Explain the need of ETL in Data warehouse. **10 Marks [3][6]**
- Q.6 A company wants to develop a Data Base Management System. Explain the advantages of implementing Relational Data Base Management System. **10 Marks [1][1]**

tested after completing the training, and the company wants to determine if the online training leads to significantly higher test scores. Formulate the null hypothesis (H_0) and the alternative hypothesis (H_1). The company conducts a paired t -test at a significance level ($\alpha = 0.05$) and obtains, t -statistic: 2.3, critical t -value: 2.1. Should the company reject or fail to reject the null hypothesis? If the α was reduced from 0.05 to 0.01, how might this change the outcome of the hypothesis test?

[2+3] [CO4]

- 5[a] You are tasked with analyzing customer feedback for a food delivery service to identify patterns in satisfaction levels. The dataset consists of two features: delivery time rating (x) and food quality rating (y), both scored on a scale of 1 to 10. Each feedback is represented as a data point: (2,8), (4,6), (5,3), and (7,2), where (x, y) corresponds to the delivery time and food quality ratings, respectively. Your objective is to use k -means clustering to segment the feedback into two clusters ($k=2$) for better understanding and action. Using the initial cluster centroids (2,8) and (5,3), analyze the following: How could the choice of ratings as features influence the clustering results and the actionable insights derived?

Based on the data points, what differences would you expect between the clusters after one iteration of the algorithm, in terms of customer satisfaction trends?

[3+2] [CO5]

- [b] Provide examples of how clustering can be applied in different industries (e.g., healthcare, retail, finance). Discuss the insights that clustering can provide in each context.

[5] [CO5]

—Best of Luck—

Total No. of Pages: 04

Roll No.

THIRD SEMESTER

EMBA

END SEMESTER EXAMINATION

Nov-Dec, 2024

EIT-11 DATA ANALYTICS I

Time: 3:00 Hours

Max. Marks: 50

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

- 1[a] Why is clearly defining the problem the most critical step in the data analytics process? Consider the example of an e-commerce platform aiming to "improve customer experience." How could the lack of specificity: whether the focus is on reducing delivery times, personalizing product recommendations, enhancing website usability, or improving customer service, affect the analytics process and its outcomes? [5] [CO1]

- [b] Analyze the following data analytics scenarios. For each scenario, one specific phase of the data analytics process is predominantly required: data collection, data cleaning, data visualization, model building, or result interpretation. Identify and justify (Maximum THREE sentences) the phase most suitable for each scenario.

Scenario I: A marketing team wants to present the impact of their recent campaigns on website traffic and sales to stakeholders. They need to create interactive dashboards and charts to make the insights more accessible and actionable.

Scenario II: A pharmaceutical company is developing a machine learning model to predict drug efficacy based on patient data. The team needs to focus on selecting appropriate algorithms, tuning parameters, and evaluating the model's accuracy.

Scenario III: An education company has analyzed the effectiveness of its online courses and now needs to provide actionable recommendations to improve course design. The team must interpret the analytical results and translate them into specific, implementable strategies. [5] [CO1]

2. Answer any TWO of the followings

- [a] A retail company collects data to analyze customer preferences and behavior. The following table summarizes the collected data:

Table. I: Customer Data

Attribute	Description	Example Values
Customer ID	A unique identifier for each customer	101, 102, 103
Customer Satisfaction	Ranked satisfaction levels (1 = Very Dissatisfied, 5 = Very Satisfied)	1, 2, 3, 4, 5
Preferred Location	Customer's preferred store location	Downtown, Suburban, Rural
Age	Customer's age in years	25, 40, 55
Annual Spending	Customer's total annual spending in ₹1000	₹50, ₹75, ₹120

- i. For each attribute in the table, identify whether it is nominal, ordinal, interval, or ratio and briefly justify your choice.
- ii. If the company wants to group customers based on age ranges (e.g., 20–30, 31–40), which data type would this transformation create, and how would it help in segmentation analysis? [3+2] [CO1, CO2]
- [b] An e-commerce company wants to analyze the average price per unit for products purchased in bulk. The data for three orders is as follows:

Table. II: Company Data

Attribute	Order 1	Order 2	Order 3
Total Cost (₹)	1,000	1,200	1,800
Number of Units	10	20	30

- i. Calculate the arithmetic mean and harmonic mean of the price per unit for the three orders.
- ii. Explain the difference between the arithmetic and harmonic means in this scenario and interpret which is more appropriate for determining the average price per unit across the orders. [3+2] [CO2]
- [c] A retail manager is analyzing monthly sales data (in ₹1000s) using quartiles, IQR, and a box plot. The data reveals that the first quartile (Q_1) is ₹8,000, the median (Q_2) is ₹15,000, and the third quartile (Q_3) is ₹22,000. [1+2+2] [CO2]
- i. Find the IQR for above data.
- ii. Consider the following sales records: ₹2,00, ₹17,000, ₹50,000, ₹9,000. Find the outliers as per boxplot.
- iii. Why is the IQR considered a better measure of variability compared to the range? Explain with specific example related to above.

3. Answer any TWO of the followings

- [a] A company records the following data for 4 employees regarding the number of hours worked per day (X) and the number of tasks completed (Y): [5] [CO3]

Table. III: House Sales Data

Employee ID	1	2	3	4
Hours Worked (X)	2	4	6	8
Tasks Completed (Y)	3	5	7	9

Compute the correlation coefficient ($r = \frac{cov(X,Y)}{\sigma_X \sigma_Y}$) between X and Y. Based on the correlation coefficient, analyze the strength and direction of the relationship between hours worked and tasks completed.

- [b] A small retail store conducted a survey with 12 customers to analyze their payment method preference (Cash or Card) based on the type of product purchased: Electronics item (EI) or Groceries item (GI). The raw data is provided below: [5] [CO3]

Table. IV: Income Classification

Customer ID	1	2	3	4	5	6	7	8	9	10	11	12
Product	EI	GI	EI	GI	GI	EI	EI	GI	EI	GI	EI	GI
Payment	Card	Cash	Cash	Card	Cash	Card	Cash	Card	Card	Cash	Card	Card

Create a contingency or cross table to analyse the relation between product type and payment method. What percentage of customers purchasing groceries prefer the "Cash" payment method?

- [c] A company maintains two tables in their database: Employees and Departments. The schema of the tables is as follows: [5] [CO3]

Table. V: Employee Table

Column Name	Data Type	Description
EmployeeID	INT	Unique identifier for each employee.
Name	VARCHAR	Name of the employee.
DepartmentID	INT	ID of the department the employee belongs to.

Table. VI: Department Tables

Column Name	Data Type	Description
DepartmentID	INT	Unique identifier for each department.
DepartmentName	VARCHAR	Name of the department.

Identify the Primary Key in each table. Explain why these fields qualify as Primary Keys. Define the Foreign Key in the Employees table and explain its relationship with the Departments table. Write an SQL query to retrieve the names of employees and their department IDs from the Employee table.

- 4[a] A pharmaceutical company is testing the effectiveness of a new drug in reducing blood pressure. The company formulates the following hypotheses: [3+2] [CO4]

Null Hypothesis (H_0): The drug has no effect on blood pressure.

Alternative Hypothesis (H_1): The drug reduces blood pressure.

After conducting the trial, the company performs a statistical test and faces two possible types of errors. Define Type-I Error and Type-II Error in the context of this drug testing scenario. If the significance level (α) is set at 0.05, explain how it influences the probability of a Type-I Error.

- [b] A company wants to evaluate the effectiveness of a new online training program compared to its traditional classroom training. Employees are

Total no. of Pages: 02
THIRD SEMESTER

439

Roll no.....
EMBA

END TERM EXAMINATION

Nov-2024

COURSE CODE - EMK-01

COURSE TITLE - INTERNATIONAL MARKETING MANAGEMENT

Time: 03:00 Hours

Max. Marks: 50

Note: Attempt Any Five Questions.

- > All Questions are based on Assumed Use Case-A
- > Assume suitable missing data, if any.

Use Case-A

Lighting India is a new Startup based in Kannauj, Uttar Pradesh, India. They are into designing and manufacturing of Natural scented candles. Candles are made with high-quality, safe ingredients for customers. Lighting India understands the importance of a pleasant scent to create a warm and inviting atmosphere, so they have created handmade candles with unique and exotic top fragrances. "Currently we are thinking of launching our handmade scented candles either in France, or in Dubai market", said Sandeep Singh, CEO, Lighting India.

Q-01- Critically analyse and briefly describe how Polycentric approach will be beneficial for the success of Lighting India startup in the international market? [10 Marks][CO1] [L1, L2, L3]

Q-02- Design a detailed marketing plan for successfully launching the handmade scented candles of Lighting India startup in the Dubai market with the support of suitable examples?

[10 Marks][CO1, CO3] [L3, L4, L6]

Q-03- Suppose Mr. Sandeep Singh, CEO, Lighting India wishes to position its handmade Natural scented candles as a 'Luxury product' in the international market. Suggest some feasible suggestions to Mr. Sandeep Singh, CEO, Lighting, India with the support of suitable illustrations? [10 Marks][CO1, CO2, CO3] [L3, L4, L5]

110

Q-04- Critically analyse and compare the France and Dubai market for the assumed future growth potential of India based Lighting India startup, with the support of suitable examples? [10 Marks][CO1, CO3] [L4, L5]

Q-05- Suppose you are a 'Consultant' to the new Lighting India startup. Suggest some promotional tools to Mr. Sandeep Singh, CEO, Lighting India for successfully promoting handmade scented candles of Lighting India startup in the France market, with the support of suitable illustrations? [10 Marks][CO2, CO3] [L4, L5, L6]

Q-06- Briefly describe the importance of International Distribution Channels for the growth and success of Lighting India startup in the international markets, with the support of suitable examples?

[10 Marks][CO1, CO2, CO3] [L2, L3]

Total no. of Pages: 1

3rd SEMESTER

EMBA

Roll no.....

END TERM EXAMINATION

Nov-2024

EMK-09 - 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 Imagine you are the digital marketing manager for an e-commerce website specializing in eco-friendly products. Explain the importance of SEO in digital marketing for your website. Highlight key techniques you would use to improve search engine rankings for the site. [10][CO1][BTL2 (Understand)]

Q.2 You have been hired by a new startup that offers meal delivery services. Discuss the role of social media platforms in your digital marketing strategy. How can your startup use social media to engage with its audience and build a loyal customer base? [10][CO2][BTL3 (Apply)]

Q.3 As a content strategist for a tech blog, outline the key components of a successful content marketing strategy. Provide examples of how your content marketing efforts can drive traffic to the blog and generate leads for tech products and services. [10][CO1][BTL4 (Analyze)]

Q.4 You are advising a small business owner who is trying to decide between investing in Pay-Per-Click (PPC) advertising or focusing on organic SEO to promote their handmade jewelry store. Compare and contrast PPC advertising with organic SEO, and discuss the advantages and disadvantages of each approach in this context. [10][CO2][BTL2 (Understand)]

Q.5 Imagine you are a digital marketing consultant for a well-known company of your choice. Discuss how this company uses digital marketing strategies to engage with its audience and maintain its brand presence online. Include specific examples of their campaigns or initiatives that have been successful. [10][CO1][BTL3 (Apply)]

Q.6 Imagine you are helping a local bakery to improve its online presence. Describe how you would use social media marketing to attract more customers to the bakery. Provide examples of specific strategies or campaigns you would implement. [10][CO2][BTL2 (Understand)]

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Q.6 (a) Discuss the implementation requirements of ISO standards to IT industries/service sectors and airline industry. [05][CO 06][BTL 04]
(b) What are the origins of QS-9000? Why was it developed despite of the presence of ISO 9000? [05][CO 06][BTL 06]

Q.7 (a) Explain how you will Create Quality culture with Organisation of your choice. [05][CO 02][BTL 01]
(b) "TQM" is an Expense in Business Organisation" -Comment. [05][CO 01][BTL 04]

Total no. of Pages:02

Third Semester

END TERM EXAMINATION

Roll no.....

EMBA

Nov-2024

ESCM-06: Business Process Re-engineering

Time: 03:00 Hours

Max. Marks: 50 Marks

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

Q.1 XYZ Manufacturing Company produces custom furniture. The production process consists of the following steps: receiving raw materials, cutting and shaping, assembly, finishing, and packaging. The processing times and waiting times for each step are as follows:

Receiving raw materials: Operator: Raj; Processing time = 1 day, waiting time = 3 days; **Cutting and shaping:** Operator: Dilip; Processing time = 2 days, waiting time = 2 days; **Assembly:** Operator: Upender; Processing time = 1 day, waiting time = 1 day; **Finishing:** Operator: Shree; Processing time = 1.5 days, waiting time = 0.5 days; **Packaging:** Operator: Shirin; Processing time = 0.5 days, Waiting time = 0 days

The company has been experiencing delays in delivery and high production costs due to these inefficiencies. Based on the provided information, calculate the **cycle time** and **total waiting time** for the entire production process. Also make a Value Stream Map of the process. [10 Marks] [CO 1,2] [BTL2,3]

Q.2 An organization is undergoing a major transformation, introducing new technology and restructuring teams to improve efficiency. To ensure the success of this change, the management needs to implement effective change management strategies at both organizational and individual levels. Explain the stages of change management at the **organizational level** and the **individual level**. How can the organization effectively guide its employees through these stages to ensure a smooth and successful transition?

[10 Marks] [CO3] [BTL1,2]

Q.3 During an organizational change or innovation implementation, employees often exhibit different responses to the new ideas and processes introduced. Some embrace change and drive it forward, while others are hesitant or resistant. Explain the three types of people in the context of innovation: **Innovators**, **Fence Sitters**, and **Lost Souls**. How can an organization effectively manage each type to foster a successful innovation adoption process?

[10 Marks] [CO1,4] [BTL4,5]

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Q.4 Business Process Reengineering (BPR) is a critical approach organizations aiming to improve performance by rethinking and redesigning their existing processes. It involves analysing and restructuring workflows to achieve significant improvements in areas such as efficiency, quality, and customer satisfaction. Describe the methodology and steps involved in Business Process Reengineering. How can organizations ensure a successful implementation of BPR to drive substantial performance improvements? [10 Marks] [CO2,4] [BTL1,3,4]

Q.5 Total Quality Management (TQM) and Business Process Reengineering (BPR) are both approaches aimed at improving organizational performance, but they focus on different aspects of the business. Explain the key differences between Total Quality Management (TQM) and Business Process Reengineering (BPR) in terms of their objectives, scope, and impact on organizational processes. How can an organization decide which approach to adopt based on its specific needs and goals? [10 Marks] [CO1, 3] [BTL1, 4,5]

Q.6 ITC's eChoupal initiative revolutionized the way rural farmers access information, products, and services, effectively enhancing their productivity and business outcomes. The program involved reengineering existing business processes by integrating technology and creating a direct link between the company and farmers. Using the ITC eChoupal case as an example, explain how Business Process Engineering was applied to improve the value chain. What were the key steps taken in reengineering the business processes, and what impact did this have on ITC's overall operations and rural empowerment? [10 Marks] [CO1, 2] [BTL3,4]

Total Number of Pages: 02

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Roll No.

First Semester

MBA (BA)

End Term Examination

November/December 2024

MB 101: Management Process and Organizational Behavior

Total Time: 03 hours

Maximum Marks: 50

Note: Please answer 5 Questions out of 7 Questions. All Questions carry equal marks

Marks are indicated along with each question

Q1: One of the important schools of Management Thought is Human Relations Approach. A major study was conducted in Chicago between 1927-1932, which became a milestone learning in this direction. Please describe your understanding of this study and the learnings that you derive from this pioneering work.

(Marks 10 Course Outcome no. 1, BTL 4)

Q 2: In order to increase the level of performance in the organization, managers try to fulfill the needs of the employees and give also provide them an environment wherein they are able to perform better. Please explain this phenomenon on the basis of following:

1. Theories propounded by Alfred Maslow and Alderfer
2. Theory propounded by Herzberg

(Marks 10, Course Outcome no. 2, BTL 3)

Q3: To achieve any goals planning is extremely important. However, the process of planning remains incomplete without one another important function of management. Write a short note on this important and critical function of management and explain three parts of its kind.

(Maximum Marks: 10, Course Outcome no. 1 BTL 4)

Q4: A company has been doing well operationally for the last six months. One of the major expenditures is salary of people in senior positions. Do you think, it's a good idea of get rid of these high salaried managers and save money for rainy days. In other words, please explain why managers are required in any organization and their presence remains relevant in all times.

(Maximum Marks: 10, Course Outcome no. 3, BTL 4)

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Q5. During performance reviews, the managers are expected to be appraising the real performance and should not be affected by his subjectivity. What are the factors which distort the reality and make the whole performance review process a subjective. In addition, please explain the following

1. Halo Effect
2. Horns Effect
3. Contrast Effect
4. Stereotypes

(Maximum Marks: 10, Course Outcome no. 4, BTL 3)

Q 6, As a manager you have to explain the Leadership theories, you have decided to share with them only one such theory. Please pictorially depict the managerial grid by Rober Blake and Jane Mouton and denote on the axis where the following exists

1. Impoverished Management
2. Dampened Pendulum
3. Country Club Management
4. Team Management
5. Task Management

(Maximum Marks: 10, Course Outcome no. 2, BTL 3)

Q 7 Learning is an important process. There are many factors which affect learning. Write a detailed note on our Impediments of learning as discussed in the class. Please classify the different kinds of impediments separately as **sections A** i.e Personality related factors & **Section B** Volume of Knowledge Related aspects

(Maximum Marks: 10, Course Outcome no. 4, BTL 3)

-----End-----

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Total no. of Pages: 02

Roll no.....

FIRST SEMESTER

MBA (Business Analytics)

END TERM EXAMINATION

Nov-2024

COURSE CODE- MB-102

COURSE TITLE - MARKETING MANAGEMENT

Time: 03:00 Hours

Max. Marks: 50

Note: Attempt Any Five Questions.

- Q-2, Q-3, Q-4, Q-5 and Q-6 are based on assumed Use Case-A
- Assume suitable missing data, if any.

Q.1- Briefly explain the role and importance of the Holistic Marketing Concept with the support of suitable examples?

[10 Marks][CO1] [L1, L2]

Use Case-A

Suppose ABC is a new Startup, based in New Delhi, India and ABC has in-house developed a new waterproof backpack for laptop and the company is planning to launch the new product in the Indian market. "Currently we are thinking on Segmenting and Targeting as well as on Branding and Promoting our new waterproof backpack for laptop in the Indian market", said Michael, CEO of ABC Startup.

Q.2- Critically analyze and briefly describe how 'Marketing Environment' will be impacting the launch of the new waterproof backpack for laptop of ABC Startup in the Indian market?

[10 Marks] [CO1, CO2] [L4, L5]

Q.3- How can Mr. Michael, CEO of ABC Startup, test the prototype of the waterproof backpack for laptop, before commercially launching the product in the Indian market? Explain with suitable examples.

[10 Marks] [C02, C04] [L3, L4, L5]

Q.4- Suggest some feasible ways to Mr. Michael, CEO of ABC Startup for 'Segmenting' and 'Targeting' the waterproof backpack for laptop for Indian customers, with suitable illustrations.
[10 Marks] [C01, C02, C04] [L2, L3]

Q.5- Suppose you are a 'Marketing Consultant' to the new ABC Startup. Suggest some ways for successfully promoting the new waterproof backpack for laptop, in the Indian market.
[10 Marks] [C02, C03] [L2, L3, L6]

Q.6- What probable suggestions you will give as a learned 'Branding Consultant' to Mr. Michael, CEO of ABC Startup for positioning the new waterproof backpack for laptop, as a 'Luxury Brand', in the Indian market?
[10 Marks] [C02, C03, C04] [L3, L4, L6]

END TERM EXAMINATION

Nov-2024

MB-103: Business Research Methods

Time: 03:00 Hours

Max. Marks: 40

Note: Attempt any five questions

All questions carry equal marks.

Assume suitable missing data, if any.

- Q.1 "The research process involves a series of interrelated and intricate steps". Does every research study need to satisfy this condition and be carried in a sequence? Justify your answer by giving suitable examples. [8] [CO#I] [L1]
- Q.2 Cosmic Industries is a FMCG company dealing with a range of chemical free cosmetics. Their biggest brand is Vedic, which is a fairness cum skin nourishment cream. Due to competitive and high price elasticity of the product, the Cosmic Industries could not change the price of the product since last 4-5 years. The company approaches you and ask to conduct a study to see the influence of price on sales now. The company proposes three price points of X_1 , X_2 and X_3 which is low, medium and high price points respectively. The company is also interested in separating out the influence of two important extraneous variables i.e. store size and packaging. The store could be of size- small, medium and large and type of packaging could be level I, II and III. Write two major hypotheses of the study and design suitable experiment. [8] [CO#I, II] [L2]

Q.3 Air India wants to understand the image it has in the minds of customers. Construct an appropriate questionnaire to measure the perceived image of the brand. Also explain the suitable data collection process from approximate 2500 respondents in a pan India survey. [8] [CO#I, II] [L1]

Q.4 Technical Solutions India Ltd. is in the process of launching a new smart air purifier. The model features BLDC motor and a filter life of approximately 15,000 hrs. It has an inbuilt sensor to monitor room AQI with SensAI technology. The approximate price of the model will be around INR 25,000. The company approaches you to get a study done to capture the prospective buyer's attitude and perception about the brand.

Explain in detail the research design, major dependent and independent variable/s, suitable hypotheses and data analysis techniques you would prefer to use to conduct this study.

[8] [CO#I, II] [L2]

Q.5 Two hundred randomly selected adults were asked to explain whether social media as a whole are primarily entertaining, educational or a waste of time (only one answer was selected). The respondents were categorized by gender. Their responses are given in the table below:

Gender	Options			Total
	Entertaining	Educational	Waste of Time	
Male	52	28	30	110
Female	28	12	50	90
Total	80	40	80	200

Is this evidence convincing that there is a relationship between gender and opinion of the population under study? [8] [CO#II II] [L3]

Q.6 Attempt both the questions given below:

- A. What is the main difference between stratified sampling and quota sampling? [4] [CO#I, II] [L2]
- B. A research study is required to be conducted to understand the foreign student's issues and challenges who are pursuing different courses at Delhi Technological University. What sampling technique would you like to use for the above study? [4] [CO#I, II] [L3]

- III. Ratio of current assets (Rs. 8,75,000) to current liabilities (Rs. 3,50,000) is 2.5 : 1. The firm wants to maintain the current ratio of 2:1 by purchasing goods on credit. Compute the amount of goods that should be purchased on credit.
- IV. Discuss how a sharp decline in equity value due to market volatility might affect ROE, even when a company maintains steady profitability.
- V. How can companies artificially inflate ROE by manipulating assets.
- VI. A Company has Net Worth of Rs.5 Lac, Term Liabilities of Rs.10 Lac. Fixed Assets worth Rs.16 Lac and Current Assets are Rs.25 Lac. There are no intangible Assets or other Non Current Assets. Calculate its Net Working Capital.

[10][BTL4]

Q.5 ABC Ltd. manufactures a premium energy bar. Each bar sells for Rs. 50. The variable cost for each bar (ingredients, labor, packaging) totals Rs. 30. The total fixed costs are Rs. 40,00,000. During the year, 12,00,000 bars were sold. The CEO of ABC Ltd. is considering the following options to enhance profitability:

- (I) Launch a targeted advertising campaign to boost sales
(II) Improve the quality of ingredients and simultaneously increase the selling price
(III) Increase the selling price
(IV) Implement a combination of all three options

Required:

- The sales manager believes that an advertising campaign could increase sales volume by 50%. If the CEO's goal is to increase profits by 60% over last year's profit, what is the maximum amount that can be spent on advertising?
- Assume that the company improves the quality of its ingredients, which increases the variable cost per bar to Rs. 35.
 - How much should the selling price be increased to maintain the same break-even point?
 - What selling price should the company set if it wants to increase its original contribution margin ratio by 40%?
- The company has decided to increase its selling price to Rs. 60 per bar. The sales volume drops from 12,00,000 to 9,00,000 bars. Was the decision to increase the price effective? Calculate the sales volume needed at the new price for the company to achieve the same profit as last year.
- The sales manager believes that improving the quality of ingredients (increasing the variable cost to Rs. 35) and increasing the advertising budget by Rs. 1,00,00,000 would double sales volume. He also states that a price increase of up to 20% would not negatively impact sales volume. Calculate the selling price that would be required to achieve the goal of increasing profits by 60%. Is the sales manager's plan feasible? What price would you choose, and why?

[10][BTL5]

END

4

Total no. of Pages:04

FIRST SEMESTER
MBA (BAI)

Roll no.....

Nov-2024

END TERM EXAMINATION

MB 104: Financial Accounting & Cost Analysis

Max Marks: 50

Time: 3:00 hours

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

Q.1 (a) A company reported a net income before tax of ₹20,00,000 for one year. In addition to running its core business, the company also made some investments, which brought in ₹10,000 in dividends and ₹28,000 in interest income. During the year, the company paid a ₹6,000 interest for its previous financing and sold a piece of land at a loss of ₹44,000. Also, it was sued and was charged for ₹85,000. Salaries were paid for ₹1,00,000 and depreciation on fixed assets was ₹36,000. Assuming a 25% tax rate, calculate operating profit.

[5] [BTL3]

Q.1 (b) Mr. A, a professional, provides the following data for the year ended 31st March, 2024:

• Net Sales	₹20,50,000
• Sales return	₹105,000
• COGS	65% of Net sales
• Interest received in cash	₹60,000
• Remuneration paid to Staff	₹88,000
• Rent paid	₹104,000
• Magazine and Journal expenses	₹10,000
• Travelling and Conveyance	₹30,000
• Office Expenses	₹100,000

Additional Information: - Interest includes ₹33,000 in respect of 2023 and interest not yet received in cash is ₹27,000. Office rent includes ₹44,000 for previous year and rent of ₹32,000 not yet paid. Loss of stock by fire is ₹4,000.

Calculate the net profit of Mr. A and show what all items will appear in the balance sheet and at what amount.

[5] [BTL3]

OR

Q.1 (c) ABC Ltd. is a leading player in the automobile manufacturing industry and has released its financial statements for the years ending December 31, 2022, and December 31, 2023. The company is considering expansion plans, and the management is interested in analyzing the financial performance and position over these two years. Below is balance sheets for the two years:

Balance Sheet (in Rs. Crores)

Particulars	2023	2022
Assets		
Current Assets	300	250
Non-Current Assets	700	650
Total Assets	1,000	900
Liabilities		
Current Liabilities	250	200
Non-Current Liabilities	300	250
Total Liabilities	550	450
Equity		
Shareholder's Equity	450	450
Total Liabilities + Equity	1,000	900

How does the company's financial position compare in 2023 and 2022, especially in terms of its company's liquidity and solvency? What impact could the changes in liabilities and equity have on the company's financial risk? [5] [BTL4]

Q.2 M/s. Gupta Traders is a manufacturing company that regularly invests in machinery to keep its production efficient. On 1st April 2020, M/s. Gupta Traders purchased a machine from XYZ & Co. for ₹5,00,000 and spent an additional ₹1,20,000 on installation to make it operational. The company estimated that this machine would have a useful life of 4 years and would likely have a residual value of ₹50,000 at the end of its useful life. The company purchased another machinery on 1.10.2021 for ₹2,00,000 (expected life- 5 years). Due to a change in production requirements, M/s. Gupta Traders decided to sell the first machine (purchased on 1.04.2020) on 31st March 2023 for ₹2,80,000. The company uses the Written Down Value (WDV) method to depreciate its assets, with a depreciation rate of 15% per annum.

- Prepare the necessary ledger accounts in the books of M/s. Gupta Traders for the year ending 31st December every year.
- Explain why the company might choose the WDV method over other depreciation methods.
- Calculate the book value at the end of every year in case of a second machine if the company decides to use Sum the digits of the years method for computing depreciation. [10] [BTL3, BTL5]

Q.3 (a) XYZ Pvt. Ltd., a logistics company, has provided the following financial transactions for the year ended 31st March 2024. The company wants to prepare its Cash Flow Statement but needs to categorize each transaction correctly. Help XYZ Pvt. Ltd. by identifying whether each transaction belongs to Operating Activities, Investing Activities, or Financing Activities. Also mention whether it will be an outflow or inflow.

Transactions:

- The company collected ₹5,00,000 from customers as payments for delivery services rendered.
- ₹1,50,000 interest paid on a long-term loan.
- The company sold unused office furniture for ₹25,000.
- Received ₹40,000 as dividends from investments in other companies.
- XYZ Pvt. Ltd. repaid ₹2,00,000 of its long-term loan.
- Declared and paid a dividend of ₹50,000 to shareholders.
- Purchased machinery worth ₹4,00,000 on credit.
- Paid ₹15,000 as rent for office premises.
- Accrued (but not yet received) interest of ₹30,000 on a fixed deposit investment.
- Issued 1,000 shares to the promoters, who provided an additional ₹2,50,000 worth of assets as part of the payment.

Given the current cash flow structure, provide strategic recommendations to improve cash flow for XYZ Pvt. Ltd., ensuring sustainable growth. [5] [BTL5]

Q.3(b) The following are the extracts from the financial statements of XYZ Ltd. for the year ending March 31, 2024:

- Net Profit Before Tax: ₹5,00,000
- Depreciation: ₹1,00,000
- Proposed Dividend for the year: ₹50,000
- Dividend Paid during the year: ₹40,000
- Interest paid: ₹60,000
- Interest received on investments: ₹40,000
- Proposed Taxation for the year: ₹80,000
- Rent received: ₹50,000
- Income Tax Paid during the year: ₹70,000
- Increase in Current Assets: ₹20,000
- Increase in Current Liabilities: ₹15,000
- Gain on Sale of Asset: ₹30,000
- Book Value of Asset Sold: ₹1,00,000

Prepare the Cash Flow from Operating Activities and investing activities as per the indirect method. [5] [BTL3]

Q.4 Answer the following questions (any 5):

- State with reason whether repayment of long-term loan will result in increase, decrease or no change of debt equity ratio.
- The gross profit ratio of a company is 50%. State with reason whether the rent received of Rs 15,000 will increase, decrease or not change the ratio.

Total no. of Pages:2

I SEMESTER

END TERM EXAMINATION

Roll no.....

MBA(BA)

Nov-2024

MB105 Managerial Economics

Time: 03:00 Hours

Max. Marks: 50/60

Note : All questions carry equal marks.
Marks are indicated along with each question.

- Q.1 a. Describe at least five different pricing practices and strategies that firms commonly use, providing examples for each. [5 Marks] [CO2] [BTL1]
- b. A textile seller plans to reduce the price of cloth from Rs. 150 per metre to Rs. 142.5 per metre. Currently, monthly sales are 2000 metres, and the price elasticity of demand for the product is estimated at 0.7. Calculate the new quantity demanded. [5 Marks] [CO3][BTL3]
- Q.2 A factory hires workers to operate a machine, and output increases rapidly. What stage of production is this, and how should the manager respond? Why is this happening, and how would you identify the point of maximum total output? [10 Marks] [CO2] [BTL2]
- Q.3 Calculate total cost, marginal cost and average cost based on the given schedule. Also draw total cost, fixed cost, variable cost, marginal cost and average cost curve. [10 Marks] [CO1] [BTL3]

Schedule

Output	Total Fixed Cost	Total Variable Cost
0	120	0
10	120	60
22	120	120
36	120	180
52	120	240
70	120	300
86	120	360
100	120	420
112	120	480

475

122	120	540
130	120	600
137	120	660
143	120	720
148	120	780
152	120	840
155	120	900

Q.4 Describe monopoly competition market structure. Analyse short run and long run equilibrium condition in this market structure. [10 Marks] [CO2] [BTL4]

Q.5 In a monopolistic competition clothing market, customers value variety, while in a perfectly competitive vegetable market, customers focus on price. How do customer preferences influence market strategies in monopolistic competition versus perfect competition? [10 Marks] [CO2] [BTL2]

Q.6 a. What is Foreign Direct Investment (FDI)? Describe the various types of FDI and discuss its benefits. [5 Marks] [CO4] [BTL6]
 b. Discuss the phenomenon of inflation. Suggest tools to tackle inflation? [5 Marks] [CO4] [BTL6]

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Total no. of Pages: _____

Roll no.....

SEMESTER-1

END TERM EXAMINATION

November-2024

COURSE CODE MB-106

COURSE TITLE Business Communication MBA (BA)

Time: 3:00 Hours

Max. Marks: 50

Note: Attempt any 5 questions.
Assume suitable missing data, if any.

- Q.1** A year ago, management noticed that Louis was not being effective at his job. When management approached Louis, he indicated that he was having difficulty with his eyesight and this was hindering his ability to do his job. Management met with Louis to determine whether his eyesight was actually causing the problem. They set up guidelines to help Louis handle the workload.

Another year passed and the company continued to notice that Louis was still unable to handle the workload. His work performance had become worse. He was forgetting important facts that needed to be documented. He was leaving customers on hold for an extended period of time. He was letting the telephone ring endlessly. He was forgetting when he put someone on hold. His work was piling up. There were times when he would just sit at his desk and "stare into space."

Since you have now been asked by management to intervene and work with Louis, how would you approach Louis concerning his work behavior and what action would you take regarding his lack of improvement. Back up your decisions by using the Business Communication strategies. [M10] [CO#2, 3]

- Q.2** **Case Study:** Laura, a project manager at a marketing agency, notices tension between two team members, Alex and Sam, who disagree on the direction of a client campaign. Alex prefers a traditional approach, while Sam wants to try a new, riskier strategy. The conflict is slowing down progress and impacting team morale.

Questions:

A. Addressing the Conflict:

- How can Laura facilitate a discussion that allows both Alex and Sam to express their viewpoints constructively?
- What problem-solving techniques could Laura use to help the team reach a consensus?

B. Communicating the Solution:

- How can Laura communicate the final decision to the team in a way that shows respect for both Alex and Sam's perspectives?
- What follow-up communication might be necessary to maintain a positive team dynamic?

C. **Building Communication Skills:**

- o How can Laura encourage open and respectful communication among team members moving forward?
- o What guidelines could she set to help the team avoid similar conflicts in the future?

[M 10] [CO# 1,4]

Q.3 **Case Study: Transforming Alpha Manufacturing - Leadership in Crisis**

Background: Alpha Manufacturing is a mid-sized company specializing in industrial machinery. For years, it held a solid market position, but recently, it has struggled due to increased competition, outdated technology, and declining employee morale. In response to these challenges, the board of directors appointed a new CEO, Sarah Thompson, known for her strong leadership and change management skills.

Key Challenges

1. **Low Employee Morale:** Employees felt disconnected from the company's goals and were demotivated after years of stagnant growth and layoffs.
2. **Resistance to Change:** Many employees had been with the company for decades and were resistant to adopting new technologies.
3. **Financial Constraints:** The company had limited resources to invest in new equipment or large-scale initiatives.
4. **Communication Gaps:** There was a significant gap between management and employees, leading to misunderstandings and lack of trust.

Sarah's Leadership Approach

1. **Building Trust and Transparency**
 - Sarah began her tenure by holding town hall meetings and listening sessions to openly discuss the company's challenges.
 - She implemented regular updates to keep employees informed about company goals, financial health, and upcoming changes.
 - Sarah emphasized transparency in her communications, addressing rumours head-on and building a culture of openness.
2. **Fostering a Culture of Innovation**
 - She introduced an "Innovation Week" to encourage employees to brainstorm ways to modernize Alpha's products and processes.
 - Sarah offered small incentives for employees who proposed viable ideas that aligned with the company's objectives, thereby involving the workforce in the transformation process.
3. **Investing in Training and Development**
 - Recognizing that employees were intimidated by new technology, Sarah launched training programs to upskill employees in areas like digital manufacturing and automation.
 - By investing in their growth, she showed employees that the company was committed to their long-term success.
4. **Aligning Leadership Style with Situational Needs**
 - Initially, Sarah adopted a more transformational leadership style to inspire change and encourage collaboration.

- As the company progressed, she shifted to a more transactional approach, setting clear targets and rewarding achievement.

Results

After a year of Sarah's leadership, Alpha Manufacturing saw:

- Increased employee engagement and morale.
- Greater openness to adopting new technologies.
- Financial performance improvement due to increased productivity and efficiency.
- Better communication and collaboration across departments.

Discussion Questions

A. Analysing Leadership Style

- What leadership qualities did Sarah demonstrate in her initial approach to the company? How did these qualities help build trust?
- How did her approach to leadership adapt over time, and why was this flexibility important?

B. Impact on Organizational Culture

- What specific actions did Sarah take to change Alpha's culture, and why were these actions effective?
- How does fostering a culture of innovation contribute to employee morale and engagement?

C. Handling Resistance to Change

- Why do you think some employees resisted changes at Alpha?
- What strategies could Sarah have used to address resistance even more effectively?
- In what ways did the training programs help reduce resistance?

[M 10] [CO#1]

Q.4 Exercise A : Identifying Reasoning Types

Read each scenario below and determine whether it uses inductive or deductive reasoning.

- The company's sales have increased each quarter this year. Based on this trend, the sales team concludes that sales will likely continue to rise in the next quarter. **Type of Reasoning:**
- The HR department has a policy that all new hires must complete onboarding within the first week. An HR manager schedules onboarding for a recent hire to comply with the policy. **Type of Reasoning:**
- After analysing several surveys, a business analyst finds that employees who work remotely report higher job satisfaction. The analyst concludes that remote work positively impacts job satisfaction. **Type of Reasoning:**

Exercise B: Creating Arguments

Using either inductive or deductive reasoning, create your own arguments based on the following business scenarios.

- **Scenario 1:** Your company recently introduced a wellness program. After a few months, you notice that employees participating in the program have taken fewer

sick days than those who haven't. Write an argument using inductive reasoning to support the idea that wellness programs reduce sick days.

- Scenario 2: Your company has a policy that only managers can authorize overtime. You're asked to work overtime and want to get the correct approval. Write an argument using deductive reasoning to determine who can authorize your overtime. (M 10) {CO #2}

Q.5 Scenario: Supplier Contract Negotiation

You are the Procurement Manager at a manufacturing company. Your company relies on a key raw material supplied by a single vendor, Alpha Materials. The current contract with Alpha Materials is about to expire, and the company has noticed rising prices and stricter payment terms. To maintain profitability, your team is instructed to negotiate more favourable terms with Alpha Materials, aiming to achieve at least a 10% reduction in cost and a 30-day extension on the payment terms. However, you know that Alpha Materials has limited competition and is aware of its market position.

When you approach Alpha Materials, the representative, Lisa, explains that the cost increase is due to their rising operational expenses, including labour costs and transportation fees. She also mentions that they have other clients willing to pay their current rates. However, Lisa expresses interest in a long-term partnership, which might lead to flexibility in other areas.

Questions

- A. **Preparation and Planning**
 - What information should you gather before going into the negotiation with Alpha Materials?
 - What objectives should you set for this negotiation? How might your company's priorities shape your approach?
- B. **Understanding the Other Party's Position**
 - What can you infer about Alpha Materials' needs and priorities based on their position and recent statements?
 - How might you use this information to identify areas where there could be mutual benefits?
- C. **Communication and Persuasion Techniques**
 - What strategies might you use to communicate your company's needs in a way that is persuasive but not aggressive?
 - How can you demonstrate empathy towards Alpha Materials' challenges while still advocating for your desired terms?
- D. **Problem Solving and Flexibility**
 - If Lisa remains firm on price, what alternative concessions might you propose or request to create a win-win outcome?
 - Are there creative options (like volume discounts, guaranteed orders, or joint marketing efforts) that might benefit both parties and offset the higher prices?
- E. **BATNA (Best Alternative to a Negotiated Agreement)**
 - What is your company's BATNA if you cannot reach an agreement with Alpha Materials?
 - How might having a strong BATNA impact your negotiation approach and confidence?

(M 10) (CO#4)

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Q. 6 Case Study: The Presentation Misunderstanding

Background:

Sarah, a project lead at Global Innovations Inc., was preparing her team for a critical presentation to a potential client. This presentation would determine whether the client would move forward with a long-term contract, so Sarah was feeling the pressure. Sarah is known for her meticulous planning and often communicates non-verbally through gestures and expressions that her team interprets as either encouraging or critical.

Situation:

During a final rehearsal for the presentation, Sarah sat in the back of the room to observe. John, one of her team members, began his section of the presentation. Throughout John's practice, Sarah's facial expressions shifted multiple times—she furrowed her brow, crossed her arms, and occasionally shook her head. John noticed these expressions and began to feel nervous, fearing he wasn't meeting her expectations. He started stumbling over his words, lost his focus, and wrapped up his section feeling disappointed.

Seeing his performance decline, Sarah quickly jumped in to provide feedback, expressing that she was concerned about the content flow, not his delivery. However, John interpreted her body language as a critique of his abilities, and he left the rehearsal feeling insecure and frustrated.

Resolution:

Later that day, Sarah noticed that John seemed withdrawn and less engaged. She scheduled a private conversation to address his concerns. During their discussion, John expressed how her non-verbal cues during the presentation made him feel judged, which affected his confidence. Sarah apologized for the misinterpretation and explained that her expressions were not directed at him personally, but were reactions to the presentation content itself.

To avoid future misinterpretations, Sarah agreed to give verbal feedback instead of relying on non-verbal cues alone, especially in high-pressure situations. She also encouraged her team members to check in with her directly if they felt unsure about her reactions.

Outcome:

By acknowledging the impact of her non-verbal communication, Sarah was able to improve her team's confidence and foster a more supportive environment. John's performance in the actual presentation improved, and the client ultimately signed the contract with Global Innovations Inc.

Questions for Analysis

- A. What specific non-verbal cues did Sarah use that led to misinterpretation by John?
 - o How might these non-verbal signals (e.g., furrowing her brow, crossing her arms, and shaking her head) be perceived differently by various team members?
- B. Why is it important for team leaders to be aware of their non-verbal communication, especially in high-stakes situations?
 - o How could Sarah have been more mindful of her non-verbal cues in this context?
- C. What could John have done differently to gain clarity about Sarah's feedback during the rehearsal?

- Should John have sought clarification during the rehearsal itself, or was his hesitation understandable given Sarah's position?
- D. How did Sarah's follow-up conversation with John improve the team dynamic?
 - What lessons about open communication can be drawn from Sarah's willingness to address John's concerns privately?
- E. How can team leaders balance verbal and non-verbal communication to minimize misunderstandings?
 - Are there specific strategies Sarah could use to avoid relying too heavily on non-verbal cues in future rehearsals?
- F. In what ways did non-verbal communication impact John's confidence and performance?
 - How does this case illustrate the potential for non-verbal communication to either support or hinder a team member's performance?
- G. What are some techniques Sarah could employ in the future to ensure her non-verbal feedback is more constructive?
 - Could she use specific gestures, facial expressions, or open body language to create a more supportive environment?
- H. How might cultural differences impact the interpretation of non-verbal cues in a diverse team setting?
 - Are there ways Sarah and her team could develop an understanding of each other's communication styles to enhance teamwork?
- I. What role does self-awareness play in the effectiveness of non-verbal communication?
 - How could Sarah develop greater self-awareness to improve her non-verbal communication skills?
- J. How can regular feedback sessions improve non-verbal communication misunderstandings over time?
 - What are some ways Sarah could incorporate feedback from her team on her communication style to improve team morale and performance?

(M 10) {CO#3,4}

FIRST SEMESTER

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MBA (B.A.)

END SEMESTER EXAMINATION

November - 2024

MB 107- INTRODUCTION TO BUSINESS ANALYTICS

Time: 3:00 Hours

Max. Marks: 40

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

Q.1 a) What are the differences among the various measures of variation, such as the range, interquartile range, variance, standard deviation, and coefficient of variation? [4][CO4][BTL2]

b) The results of a national survey showed that on average, adults sleep 6.9 hours per night. Suppose that standard deviation is 1.2 hours and that the number of hours of sleep follows a bell-shaped distribution.

[4][CO4] [BTL3]

a) Use the empirical rule to calculate the percentage of individuals who sleep between 4.5 and 9.3 hours per day.

b) What is the z-value for an adult who sleeps 6 hours per night?

Q.2 a) Show & Sell can advertise its products on local radio and television (TV). The advertising budget is limited to Rs.10,00,000 a month. Each minute of radio advertising costs Rs.15,00 and each minute of TV commercials Rs.30,000. Show & Sell likes to advertise on radio at least twice as much as on TV. In the meantime, it is not practical to use more than 400 minutes of radio advertising a month. From past experience, advertising on TV is estimated to be 25 times as effective as on radio. Construct the Linear Programming model. [4][CO3] [BTL4]

b) Determine the optimum allocation of the budget to radio and TV advertising. [4][CO3] [BTL3]

Q.3 a) How can data visualization be used to communicate complex data insights to a diverse audience? [4][CO1] [BTL2]

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b) How can KPIs be used to monitor progress, identify areas for improvement, and make informed decisions? Provide suitable examples. [4][CO1] [BTL2]

Q.4a) Discuss the role of optimization algorithms (e.g., linear programming, integer programming, nonlinear programming) in finding optimal solutions. [4][CO4] [BTL2]

b) Organizations are competing on analytics not just because they can—business today is awash in data and data crunchers—but also because they should. Examine the statement. [4][CO1] [BTL3]

Q.5 a) Provide a practical example of how Monte Carlo simulation can be applied to a business problem, such as forecasting sales or evaluating investment strategies. [4][CO3] [BTL3]

b) Consider the production problem faced by RMC Inc. Three raw materials are used to produce three products: a fuel additive, a solvent base, and a carpet cleaning fluid. The profit contributions are Rs.4000 per ton for the fuel additive, Rs.3000 per ton for the solvent base, and Rs.5000 per ton for the carpet cleaning fluid. Each ton of fuel additive is a blend of 0.4 ton of material 1 and 0.6 ton of material 3. Each ton of solvent base requires 0.5 ton of material 1, 0.2 ton of material 2, and 0.3 ton of material 3. Each ton of carpet cleaning fluid is a blend of 0.6 ton of material 1, 0.1 ton of material 2, and 0.3 ton of material 3. RMC has 20 tons of material 1, 5 tons of material 2, and 21 tons of material 3, and management is interested in determining the optimal production quantities for the upcoming planning period. Formulate the optimization model. [4][CO2] [BTL4]

Q.6 a) Consider the stock return scenarios for Apple Computer (APPL), Advanced Micro Devices (AMD), and Oracle Corporation (ORCL) shown in the following table:

	1	2	3	4	5
APPL	-39.8	10.1	124.9	151.8	-58.3
AMD	-42.5	13.6	56.9	36.7	-34.8
ORCL	-10.2	137.9	170.6	16.6	-40.7

Develop the Markowitz portfolio model for these data with a required expected return of 25%. Assume that the five scenarios are equally likely to occur. [4][CO2] [BTL3]

b) Explain the steps involved in solving the non-linear optimization problem using Excel-solver. [4][CO3] [BTL4]

END TERM EXAMINATION

Nov-2024

MB108: Database Management System

Time: 03:00 Hours

Max. Marks: 50

Note : All questions carry marks at the end of the sentences.
Assume suitable missing data, if any.

- Q.1 a) What is normalization? Explain the various anomalies that normalization solves. Provide examples to illustrate your answer. [10 M]
[CO 2]
[L₁, L₃, L₅]
- b) Consider the following relation $R(A, B, C, D, E)$ with the given functional dependencies:
 $A \rightarrow BC$
 $CD \rightarrow E$
 $B \rightarrow D$
a) Identify all candidate keys for the relation R .
b) Compute the closure of the attributes A and CD using the given functional dependencies.
- Q.2 Differentiate between the following providing a real-life example where each would be applicable: [10 M]
[CO 2]
a) File processing system and Database management system. [L₃, L₄, L₆]
b) Hierarchical Model, Network Model, and relational database models.
- Q.3 Construct an entity-relationship diagram for the registrar's office as given below: [10 M]
[CO 3]
[L₄, L₆]
A university registrar's office maintains data about the following entities: (a) courses including number, title, credits, syllabus, and prerequisites; (b) course offerings including course number, year, semester, section number, instructor(s), timings, and classroom; (c) students

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including student-id, name, and program; and (d) instructors including identification number, name, department, and title. Further, the enrolment of students in courses and grades awarded to students in each course they are enrolled for must be appropriately modelled.

Make all necessary assumptions that you make about the mapping constraints. Make sure cardinalities and primary keys are clear.

- Q.4 a) Write a detailed note on ACID properties of transactions and explain their importance in ensuring database consistency. [10 M]
[CO3,4]
[L3,L2]
b) Define database security and explain its importance in modern organizations. And also, discuss the potential threats to database security, providing examples for each.

OR

On the basis of SQL query, answer the following questions:

- a) Differentiate between DDL, DML, and DCL in the context of DBMS command with example.

- b) Write SQL statements to :

- i. Create a Student table (having Roll_No, Name, Semester, Programme, Marks) with constraint like Primary key. [10 M]
[CO2,4]
[L1,L2]
ii. Insert a record (4 field, 4 tuple)
iii. Retrieve the details of the student having the highest marks.

- Q.5 Write a short note on (ANY 2 ONLY):

- a) Referential Integrity
b) Concurrency Control
c) 1 NF and 2 NF

[10 M]
[CO1,3,4]
[L2,L4,L5]

Total no. of Pages: 3

Roll no.....

III SEMESTER

MBA

END TERM EXAMINATION

Nov-2024

MB205: Introduction to Programming using Python

Time: 03:00 Hours

Max. Marks: 50

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

Q.1(a)

Explain the difference between the == and is operators when comparing objects in Python. How would you compare two strings?

[3][CO1][BTL1]

(b)

Explain operator precedence and associativity in Python with examples. Evaluate the following expression. Explain step-by-step how operator precedence and associativity influence the result:

result = 10 + 2 * 3 ** 2 // 4 - 5

Write a program to demonstrate the ternary conditional operator implemented in python.

[4][CO1][BTL5]

(c)

What is an infinite loop, and how can it occur in a while loop? Provide an example and explain how to avoid it.

[3][CO1][BTL1]

Q.2 (a)

Write a Python program to read an odd-length string from the keyboard. Swap the parts before and after the middle three characters while keeping the middle three characters in place.

Assume the string has at least 5 characters.

Examples:

"firstabclast1" → "last1abcfirst"

"abcdefghi" → "ghidefabcd"

[5][CO2][BTL6]

(b)
Given a CSV file sales.csv containing the columns Product, Price, and Quantity, write a Python program using file handling to find and print the maximum price. [5][CO3][BTL6]

Q.3(a)
Describe the characteristics of Python sets. How are sets different from lists and dictionaries? [4][CO3][BTL2]

(b)
Create a dictionary where the keys are book titles, and the values are tuples containing the author and genre.

Perform the following operations:

- Add a new book with its details.
- Update the author of an existing book.
- Remove a book from the dictionary.
- Traverse the dictionary to print all book titles and their details.

[6][CO3][BTL3]

Q.4 (a)

DTU is maintaining a database (df) of students with details like roll no, name, height, weight, total marks, etc. Write Matplotlib code to plot a suitable chart to find if there is any association between height and weight. Additionally, write Matplotlib code to plot a suitable chart to identify outliers in marks. [5][CO4][BTL3]

(b)
Following code, which shows the sales for ABC Kitchen, an on-campus bakery:

```
product_sales = pd.DataFrame({'Monday': [np.nan, 152, 94, np.nan], 'Tuesday': [45, 109, 114, np.nan], 'Wednesday': [np.nan, np.nan, np.nan, np.nan], 'Thursday': [29, 85, 132, np.nan], 'Friday': [63, 143, 101, 15], 'Saturday': [87, 211, 186, 25]}, index=['Cupcakes', 'Pie Slices', 'Brownies', 'Cookies'])
```

Write a program in Pandas to perform the following task.

1. For each day of the week, find the number of missing data points.
2. For each product, find the number of missing data points.
3. Show the days of the week on which at least 3 different products were sold.

4.1 Find the product(s) that were sold on Thursday. [5][CO4][BTL4]

Q.5 (a)

Write a program that accepts an integer from the user, divides it by another user-provided integer, and prints the result.

- Handle both ValueError (for non-integer inputs) and ZeroDivisionError (for division by zero) using different except blocks.

- After catching the exceptions, print a message explaining the type of error that occurred. [5][CO5][BTL2]

(b)

Discuss the advantages and disadvantages of using recursion compared to iteration. Provide an example where recursion is more suitable than iteration.

Find the value of the following recursive function when $n=6$

$$F(1)=1$$

$$F(n)=2F(n-1)+1$$

[5][CO5][BTL5]

Q.6 (a)

Given a dataset containing monthly sales data for different products, create a line plot to visualize the trend of sales for each product over the past year.

Use Matplotlib to create a bar chart showing the distribution of product categories in sales dataset [5][CO4][BTL6]

(b)

Which of the following raises a TypeError in Python? If no TypeError occurs, Write the output of each expression with an explanation.

- A. $5 * \text{True}$
- B. $5 * \text{"Spam"}$
- C. $5 * [1, 2]$
- D. $5 * \text{None}$
- E. C and D

[2][CO5][BTL2]

(c)

How do dictionaries handle duplicate keys? What happens if you assign a new value to an existing key? [3][CO3][BTL2]

IIIrd SEMESTER - MBA

END TERM EXAMINATION

Dec-2024

COURSE CODE: MB-207 COURSE TITLE: PREDICTIVE MODELLING

Time: 03:00 Hours

Max. Marks: 50

Note: Each Question is of 10 Marks.
Assume suitable missing data, if any.
Attempt any 5 questions of your choice.

- Q.1** In the population, the average IQ is 100 with a standard deviation of 15. A team of scientists want to test a new medication to see if it has either a positive or negative effect on intelligence, or not effect at all. A sample of 30 participants who have taken the medication has a mean of 140. Did the medication affect intelligence? Assume the critical value to be 1.96. [M:10][CO:4][BTL:2]
- Q.2** A professor wants to know if her introductory statistics class has a good grasp of basic math. 6 students are randomly chosen from a class and given a math proficiency test. The professor wants the class to be able to score above 70 on the test. Six students get the following scores: 62, 92, 75, 68, 83, 95. Can the professor have 90% confidence that the mean score for the class on the test would be above 70. Assume the critical value to be 2.1328. [M:10][CO:4][BTL:2]
- Q.3** What is Machine Learning? Explain the difference between Supervised Learning, Unsupervised Learning and the Reinforcement Learning? [M:4+6][CO:5][BTL:1]
- Q.4** Explain Simple Linear and Logistic Regression. [M:5+5][CO:5][BTL:2]
- Q.5** Explain: [M:2+2+3+3][CO:1][BTL:1]
- i) Labelled and Unlabelled Data
 - ii) Dependent and Independent Variables
 - iii) Mean, Median and Mode
 - iv) Classification and Prediction
- Q.6 a)** Given the following dataset of exam scores: 80, 85, 90, 92, 95, 98, 100. Calculate the sample variance and standard deviation.
- b)** Given the following dataset of the number of hours spent on study per week by 15 students: 2, 4, 6, 7, 7, 7, 8, 9, 10, 12, 12, 13, 13, 14, 15. Find the mean, median and mode.
- c)** A random sample of 400 adults was surveyed, and 120 of them reported that they regularly exercise. Test at the 1% significance level whether the proportion of adults who regularly exercise is different from 30%. Assume critical value to be 2.576 [M:2+3+5][CO:5][BTL:2]

Total No. of Pages 02

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Roll No.

THIRD SEMESTER
MBA (BA)

END TERM EXAMINATION

NOV-2024

MB302 MACHINE LEARNING

Time: 3:00 Hours

Max. Marks:50

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

Q1. A) What is gradient descent, and why is it used in machine learning?

[5][CO1][L1]

B) What is a confusion matrix, and what are its key components?

[5][CO4][L2]

Q2. A) Discusses KNN? Give its advantages and disadvantages.

[5][CO2][L4]

B) What is supervised learning? Explain with examples and its applications

[5][CO3][L2]

Q3. Calculate the regression coefficient and obtain the lines of regression for the following data for both X on Y and Y on X

[5][CO5][L1]

X	1	2	3	4	5	6	7
Y	9	8	10	12	11	13	14

Q4. A) Define 3 Activation function in ML

[5][CO3][L1]

B) Define logistic regression and explain its type.

[5][CO4][L1]

Q5. A) Explain different type of filter methods in CNN.

[5][CO2][L1]

B) Explain the criteria for splitting the tree in Decision tree algorithm?

[5][CO4][L4]

Q6. A) What are feature representation techniques in machine learning? Explain different types with examples.

[5][CO5][L1][L4]

B) Explain one-hot-encoding with example and syntax.

[5][CO3][L1][L4]

Total No. of Pages: 1
THIRD SEMESTER
END TERM EXAMINATION

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Roll No.
MBA [BA]
(Nov- 2024)

MB-303

Big Data Analytics

Time: 03:00 Hours

Max. Marks: 40

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

- Q.1 Explain Oozie work flow process with the help of an architecture? [10M]
What are the different types of Jobs does Oozie supports? How [CO6]
Does we integrate Oozie with Hadoop. [BTL1]
- Q.2 Explain HBase with the help of its features. Differentiate between [10M]
HDFS and HBase. [CO3]
[BTL4]
- Q.3 What is Apache Flume? Explain the role of Flume in handling [10M]
unstructured data. [CO3]
[BTL2]
- Q.4 With the help of a flowchart explain K-means algorithm in detail. [10M]
[CO2]
[BTL6]
- Q.5 Discuss briefly any two: [10M]
a) Apache Pig [CO6]
b) Back Propagation in neural network [BTL2,6]
c) Architecture of Sqoop

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Total no. of pages:

Roll No.

MBA - III Semester
END TERM EXAMINATION

November 2024

Course Code: MGF01 **Course Title: Investment Management**

Time: 3 Hours

Max. Marks: 50

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

Q1. a) Discuss how the trading and settlement procedure is followed at NSE/BSE? (BTL2) (5)

b) An investor buys a 8% bond (FV= 1000) for ₹1050 today. The remaining maturity period is 5 years when it would be redeemed at par. Find out the YTM using interpolation technique. (BTL5) (5)

Q2. a) Comment on the profitability analysis of a company under Economic-Industry-Company (EIC) analysis. (BTL4) (5)

b) A 10% bond (FV= 100) is trading at ₹108 today. The remaining maturity period is 4 years when it would be redeemed at 5% premium. If the bond is callable at ₹110 after 3 years from now, what is YTC of the bond? (BTL5) (5)

Q3. a) Explain any five major commodity exchanges in India. (BTL1) (5)

b) Bond valuation theorem says, if the market price of bond increases the yield would decline and vice versa. Prove this theorem with figures. (BTL5) (5)

Q4. a) Discuss how a yield curve takes shapes on the bases of the liquidity preferences of an investor. (BTL2) (5)

b) Explain derivative instrument and its types. (BTL1) (5)

Q5. a) When a portfolio is called an optimal portfolio? (BTL2) (5)

b) Following information is provided in respect of a security: (5)

Risk free rate of return = 7%

Market return = 15%

Beta (β) = 0.8

Find out the expected return of the security. (BTL5) (5)

Q6. A firm had paid dividend of ₹2 per share last year. Find out the value of equity share in the following cases:

- No growth in dividend.
- Estimated constant growth in the dividend is 5% p.a.
- Dividends are expected to grow @ 7% p.a. in first three years and thereafter 8% p.a. forever.

Given that the required rate of return of the equity investors is 12%. (BTL3) (10)

PVF Table

Period (n) / per cent (k)	1%	2%	3%	4%	5%	6%	7%	8%	9%	10%	11%	12%
1	0.9901	0.9804	0.9709	0.9615	0.9524	0.9434	0.9346	0.9259	0.9174	0.9091	0.9009	0.8929
2	0.9803	0.9612	0.9426	0.9246	0.9070	0.8900	0.8734	0.8573	0.8417	0.8264	0.8116	0.7972
3	0.9706	0.9423	0.9151	0.8890	0.8638	0.8396	0.8163	0.7938	0.7722	0.7513	0.7312	0.7118
4	0.9610	0.9238	0.8885	0.8548	0.8227	0.7921	0.7629	0.7350	0.7084	0.6830	0.6587	0.6355
5	0.9515	0.9057	0.8626	0.8219	0.7835	0.7473	0.7130	0.6806	0.6499	0.6209	0.5935	0.5674
6	0.9420	0.8880	0.8375	0.7903	0.7462	0.7050	0.6663	0.6302	0.5963	0.5645	0.5346	0.5066
7	0.9327	0.8706	0.8131	0.7599	0.7107	0.6651	0.6227	0.5835	0.5470	0.5132	0.4817	0.4523
8	0.9235	0.8535	0.7894	0.7307	0.6768	0.6274	0.5820	0.5403	0.5019	0.4665	0.4339	0.4039
9	0.9143	0.8368	0.7664	0.7026	0.6446	0.5919	0.5439	0.5002	0.4604	0.4241	0.3909	0.3606
10	0.9053	0.8203	0.7441	0.6756	0.6139	0.5584	0.5083	0.4632	0.4224	0.3855	0.3522	0.3220
11	0.8963	0.8043	0.7224	0.6496	0.5847	0.5268	0.4751	0.4289	0.3875	0.3505	0.3173	0.2875
12	0.8874	0.7885	0.7014	0.6246	0.5568	0.4970	0.4440	0.3971	0.3555	0.3186	0.2858	0.2567

PVAF Table

Period (n) / per cent (k)	1%	2%	3%	4%	5%	6%	7%	8%	9%	10%	11%	12%
1	0.9901	0.9804	0.9709	0.9615	0.9524	0.9434	0.9346	0.9259	0.9174	0.9091	0.9009	0.8929
2	1.9704	1.9416	1.9135	1.8861	1.8594	1.8334	1.8080	1.7833	1.7591	1.7355	1.7125	1.6901
3	2.9410	2.8839	2.8286	2.7751	2.7232	2.6730	2.6243	2.5771	2.5313	2.4869	2.4437	2.4018
4	3.9020	3.8077	3.7171	3.6299	3.5460	3.4651	3.3872	3.3121	3.2397	3.1699	3.1024	3.0373
5	4.8534	4.7135	4.5797	4.4518	4.3295	4.2124	4.1002	3.9927	3.8897	3.7908	3.6959	3.6048
6	5.7955	5.6014	5.4172	5.2421	5.0757	4.9173	4.7665	4.6229	4.4859	4.3553	4.2305	4.1114
7	6.7282	6.4720	6.2303	6.0021	5.7864	5.5824	5.3893	5.2064	5.0330	4.8684	4.7122	4.5638
8	7.6517	7.3255	7.0197	6.7327	6.4632	6.2098	5.9713	5.7466	5.5348	5.3349	5.1461	4.9676
9	8.5660	8.1622	7.7861	7.4353	7.1078	6.8017	6.5152	6.2469	5.9952	5.7590	5.5370	5.3282
10	9.4713	8.9826	8.5302	8.1109	7.7217	7.3601	7.0236	6.7101	6.4177	6.1446	5.8892	5.6502
11	10.3676	9.7868	9.2526	8.7605	8.3064	7.8869	7.4987	7.1390	6.8052	6.4951	6.2065	5.9377
12	11.2551	10.5753	9.9540	9.3851	8.8633	8.3838	7.9427	7.5361	7.1607	6.8137	6.4924	6.1944

Total No. of pages: 03
THIRD SEMESTER
END- SEMESTER EXAMINATION

Roll No.
MBA
(November-2024)

MGF-07: Financial Derivatives and Risk Management

Max. Marks: 50

TIME- 3 HRS

Note: 1. Attempt any 5 questions.
2. All questions carry equal marks.

[5x2] [L1, L2]

Q.1. Discuss the following:

- Upside and Downside Risk
- Credit default swaps

Q.2. Discuss the different types of swaps and the motivations behind entering swaps. [10] [L1, L3]

Q.3. On September 1, Vikas Pharma shares are selling at INR 82.85. Vikas Pharma futures have a contract size of 8,000. The September future expiring on September 28 are priced at INR 84.15, and the October futures expiring on October 26 are priced at INR 85.48. The initial margin requirement is 5% of the contract value. On September 28, the shares of Vikas Pharma are selling at INR 83.95. [L2, L3, L5]

- If you buy one September contract, what is the value of the contract? [2]
- How much money do you need to post as margin? [2]
- Calculate amount of cash settlement for the September contract? [3]
- What is a stop-limit order? [3]

Q.4. Viksit Motors exports cars to Spain and every three months, it would receive EUR 5,00,000 from car exports. On March 1, the exchange rate between the INR and EUR is as EUR 1 = INR 89. The interest rate in Spain is 6% per annum, while the interest rate in India is 9% per annum. Viksit motors wants to hedge its currency risk through forward contracts for the next 6 months. [L2, L3, L5]

- What type of hedging activity would be suitable for Viksit Motors? [2]
- What would be the amount in INR that Viksit Motors would receive after 90-days and after 180 days if it enters into a 90-days and 180-days forward contract respectively. [5]
- What are the different problems associated with forward contracts? [3]

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Q.5. Subodh, who has been trading in futures that resulted in huge losses, is now convinced that trading in options is a better alternative to trading in futures when the direction of price movement is uncertain. However, he would like to know that gains he can make if he enters into options contracts. He has collected the following details on XYZ stock.

On April 1, XYZ shares are selling at INR 1,150. Call options and put options are available on XYZ with an exercise price of INR 1,200 and an exercise date of April 30. A call is priced at INR 7 and a put is priced at INR 10. The contract size is 850. The analysts have estimated that the share price of XYZ could be anywhere in the range of INR 1140 and INR 1260. Subodh wants answers to the following questions:

[1,2,L3,L4,L5]

- I. Calculate and show diagrammatically what will be Subodh's gains/losses for the price range between INR 1140 to INR 1260 on the exercise date in both the situations of buying a call and put option. [5]
- II. What are the minimum and maximum possible terminal values of a call and put option if the direction of the price movement is uncertain? Also show diagrammatically. [5]

Q.6. Santosh, the manager of Bharat funds, has used put-call options to provide additional gains to the shareholders of the fund. Now, he is not sure whether options themselves are fairly priced. He would like to earn profits by identifying the underpriced and overpriced options, so that he can make additional gains. He has shortlisted two options for this purpose.

The first one is the XYZ Metals, currently trading at INR 20. There exists a put option with an exercise price of INR 21 and an expiry of 90 days. At the end of 90 days the stock price can either increase by 8% or decrease by 3%. The put option is currently priced at INR 1.20.

The second one is the ABC Metals, currently trading at INR 1,130. There exists a call option on ABC Metals with a 90-day expiry and an exercise price of INR 1150. It is estimated that by end of 90 days the share price could either increase by 6% or decrease by 4%. The call option is currently priced at INR 15.

Santosh wants to know whether the options are fairly priced. He feels that a single-period binomial model will be applicable. Assume the risk-free rate to be 6%, $e^{0.01179} = 1.0149$ and $e^{-0.01179} = 0.9853$. If there are mispricing, he would like to make additional profits.

You are required to advise him on identifying the underpriced and overpriced options and taking the decision.

[10] [L2,L3,L5,L6]

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END TERM EXAMINATION

Nov-2024

COURSE CODE- MGF 11 Financial statement and analysis

Time: 03:00 Hours

Max. Marks: 50

Note : All questions carry equal marks.
Attempt any 5 Qus. out of 6 Qus
Assume suitable missing data, if any.

- Q.1 Define financial reporting. What are its objectives and the benefits derived from financial reports?
[3+3+4][CO 1] [BTL3]
- Q.2 What constitutes financial statements? Explain the limitations of financial statements.
[5+5][CO 2] [BTL 3]
- Q.3 Differentiate between Indian accounting standards and IFRS. What are the needs and benefits of convergence to IFRS in India?
[2+4+4][CO 5] [BTL 4]
- Q.4 Explain any three out of four below.
a) Retained earnings
b) Types of lease
c) AS-2
d) AS-10
[5+5+5][CO 3] [BTL]
- Q.5 (a)X ltd. Has current asset ratio of 3.5:1 and quick ratio of 2:1. Company have inventory of rupees 24000, find out the value of current asset and current liabilities.
(b) Company current ratio is 2:1, state with reason how following transaction will effect current ratio.
Payment of creditor by rupees 10000.
Sale of goods costing 10000 in rupees 15000 .
[5+5][CO 4] [BTL 5]

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Q.6 (a) Explain briefly Director report, auditor report while analysing about a company fundamentals

(b) from the following Balance sheet prepare in part CFS & Find out cash from operating activity.

	Equity and liabilities	31.3.23	31.3.24
1	Shareholders fund	320000	350000
2	Non current liabilities (a) loan from bank	200000	250000
3	Current liabilities	80000	100000
	Total	600000	700000
	Assets		
1	Noncurrent asset(PPE)	400000	450000
2	Current Asset		
	(a) Inventories	100000	50000
	(b) Debtors	50000	100000
	(c) cash and cash equivalent	50000	100000
	Total	600000	700000

Dividend paid during the year was 50000 and depreciation charged during the year was 20000. find out cash from operating activity.

[5+5][CO 4][BTL 6]

END TERM EXAMINATION

Nov-2024

MBD002 Marketing Analytics

Time: 03:00 Hours

Max. Marks: 50

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

- Q.1 (a) Do you think customer lifetime value is useful for banks to calculate when they decide to acquire a customer? Provide suitable examples. [5][CO5][BTL5]
(b) What is market segmentation, and how does it differ from market targeting? [5][CO2][BTL1]
- Q.2 (a) Explain the concept of critical success factors in strategic decision making. [5][CO3][BTL2]
(b) How does conjoint analysis influences product development decisions [5][CO4][BTL2]
- Q.3 What are the factors to consider when selecting retail location? How would you use distribution analytics to identify the same? [10][CO5][BTL3]
- Q.4 EduReach," a non-profit organization, focuses on providing free educational resources to underprivileged children. EduReach has access to data from previous fundraising campaigns, including donor demographics, donation amounts, and engagement levels. They plan to use this data to design targeted campaigns and improve the allocation of their resources for maximum impact. To optimize the impact of their programs, EduReach wants to use data analytics to

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understand donor behavior, measure campaign effectiveness, and allocate resources more efficiently.

(a) How can EduReach utilize sales analytics to improve the efficiency of their fundraising campaigns?

(b) How can EduReach use Excel and data visualization to present their impact to stakeholders and attract more donations?

[10][CO6][BTL4]

OR

A new beverage company, "FreshSplash," plans to enter the health drinks market. The company specializes in natural, sugar-free drinks made from organic ingredients. FreshSplash aims to compete with established brands like Tropicana and PepsiCo in the health-conscious segment. FreshSplash has conducted an initial market analysis and found that consumers are shifting towards healthier beverage options. However, competition is intense, and the market is dominated by a few key players. The company wants to use data analytics to gain market insights, understand consumer behavior, and develop a robust market entry strategy.

(a) Using PESTLE analysis, identify external factors that may impact FreshSplash's market entry.

(b) What market data sources should FreshSplash consider to obtain insights on consumer preferences?

[10][CO1][BTL4]

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

[10][CO4][BTL6]

Total no. of Pages:02

IIIrd SEMESTER

MBA (B A)

Roll no.....

END TERM EXAMINATION

Nov-2024

MBD004 -FINANCIAL ANALYTICS

Time: 03:00 Hours

Max. Marks: 50

Note : All questions carry equal marks.
Attempt any 5 Qus. out of 6 Qus.
Assume suitable missing data, if any.

- Q.1 (a) What is the reason for finding present value while taking corporate financing and valuation decisions, explain IRR in this aspect.
(b) Explain WACC considering each aspect of capital i.e equity, preference share, debenture, retained earnings.

[5+5][CO1] [BTL3]

- Q.2 what are free cash flows, how it is calculated and how it is important in corporate valuation modeling.

[3+3+4][CO 2] [BTL3]

- Q.3 (a) A portfolio consist of three securities there weights and return are as follows

WEIGHTS	W1 20%	W2 30%	W3 50%
RETURN	R1 15%	R2 18%	R3 20%.

find out the return of the portfolio.

- (b) Find out expected return of a security as per CAPM .

Risk free return 6%

Market return 18% beta of security = 0.8

[5+5][CO 3] [BTL5]

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Q.4 (a) Explain the call and put option, when they are exercised.
(b) Explain Black-Scholes model of option pricing.

[5+5][CO4] [BTL4]

Q.5 Find out option price using Binomial model from given informations

spot price \$ 100

Exercise price \$ 105

period 2 years

risk free return 8%

share is expected to rise by 10% and fall by 5 % in future.

[10][CO5] [BTL6]

Q.6 How Monte Carlo method helps in simulating the investment problems, stock prices in the capital market. [10][CO6] [BTL4]

END TERM EXAMINATION

Nov-2024

MGM01 Consumer Behaviour

Time: 03:00 Hours

Max. Marks: 50

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

- Q.1 Explain the role of consumer research in developing marketing strategies. How do primary and secondary research methods contribute to understanding consumer behavior? [10][CO1][BTL2]
- Q.2 "Explain the role of group dynamics and consumer reference groups in shaping consumer behavior. Define what constitutes a 'group' and analyze why groups form. [10][CO2][BTL3]
- Q.3 A health food brand wants to change consumers' attitudes towards plant-based products. The company plans to use operant conditioning by offering discounts and loyalty points. Explain how operant conditioning can be used to alter consumer attitudes and behaviors in the given scenario. [10][CO3][BTL4]
- Q.4 A car manufacturer is launching an eco-friendly electric vehicle targeting consumers who prioritize sustainability. The marketing team decides to craft its campaign around the self-concept of being environmentally conscious. Discuss how a strong alignment between brand positioning and consumer self-concept can influence purchase decisions in this case. [10][CO5][BTL5]
- Q.5 Imagine a rapidly growing smartphone company, TechZone, that has recently released a new flagship model. The phone has received significant media attention for its innovative features, sleek design,

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and high-quality camera. However, after purchasing the phone, a considerable number of customers have expressed dissatisfaction with battery life, an issue that was not highlighted in initial promotions. Many customers feel that the company misrepresented the phone's capabilities, leading to increased cognitive dissonance after their purchase.

TechZone's marketing team is now focusing on strategies to increase customer satisfaction and reduce the impact of cognitive dissonance.

- (a) How might TechZone reduce cognitive dissonance for customers who have already purchased the smartphone?
- (b) Analyze how TechZone could create a customer value delivery strategy that balances product innovation with realistic communication of product limitations to enhance customer satisfaction and trust.

[10][CO6][BTL6]

Total No. of Pages:- 2

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Delhi Technical University
End Term Examination

Roll No. _____

Nov 2024

Course Code - (MGM-02)

Title - Integrated Marketing Communications

M.M.- 50 Marks

Time - 3 hours

Note: - Attempt any 5 questions

Q1) Highlight the importance of social cause marketing in contemporary business environment and elaborate how is it different from commercial marketing campaigns that are primarily created to benefit one particular brand as a whole? Discuss in detail any such social marketing campaign that you remember and bring out the impact it created on the people? (10 M)

Q2)

- a) How advertising theme creates an impact on marketing communication? Discuss the different types of ad themes that are widely used in the current marketing practices by the new age marketers? (10 M)
- b) List down the advantages as well as disadvantages for being a first mover in the market. Give examples to support your answer? (10 M)

Q3)

- a) Discuss in detail the factors an advertiser would consider before designing an advertising campaign for a brand? (10 M)
- b) How does repositioning help brands to reincarnate themselves and what benefits do brands reap from exercising repositioning as a strategy? Use a relevant example to support your answer? (10 M)

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Q4) Present your views and opinion on any 2 of the following (10 M)

- a) OOH media and its relevance as a media vehicle to carry brand message.
- b) "Not all satisfied customers are loyal and not all loyal customers are satisfied"?
- c) Guerilla marketing a new age marketing tool to tap prospects.
- d) DAGMAR approach in Advertising.
- e) Push Vs. Pull Marketing Communication Strategy.

Q5) Use of blue ocean business strategies have always given competitive edge to the companies adopting it and have enabled them to break the clutter and move up the ladder in the market. However, creating Blue Ocean through value driven innovation, possess certain amount of risk and uncertainty. Identify these risks and challenges that a marketer faces while moving towards an uncontested markets to create Blue Ocean. Support your answer with the help of an example?

(10 M)

Q6) Create an advertising campaign for an about to be launched, made in India, energy drink by the makers of Lahori Zeera, competing with Red Bull, who have seen tremendous growth and success with their break through refreshing entry level drink which could create an impact in the Indian market and compete with the giants like Coca Cola and Pepsi Inc.? While creating the campaign, focus on the following factors:-

- a) Brand name for the market
- b) Suggest a tagline and brand ambassador for the brand
- c) What would be the theme and USP of the brand
- d) Which media would you choose for customer acquisition
- e) Content copy and message you plan to deliver

(10 M)

Q7) Create MoT stages for the following newly launched products to rapidly foster diffusion and adoption by the targeted audience. Attempt Any 2.

- a) Oppo's new expensive range flip mobile phone in competition to Samsung Z Flip 5.
- b) Maggi has launched its new soya flavor noodles to defeat its unhealthy image created by its original masala Maggi variant.
- c) Honda's new entry level EV hatchback to make EV's more affordable.

(10 M)

Total no. of Pages - 2

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III SEMESTER

Roll no.....

MPA

END TERM EXAMINATION

Nov-2024

COURSE CODE: MGT-31

COURSE TITLE: BUSINESS ANALYTICS

Time: 03:00 Hours

Max. Marks: 50

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

Q.1 Starbucks has successfully established itself as a popular coffeehouse chain in India. The company's global brand recognition, unique value proposition, strong customer loyalty, and effective marketing strategies have contributed to its success. However, Starbucks India also faces challenges such as price sensitivity among Indian consumers, cultural adaptation, intense competition, and dependency on imported products. Despite these challenges, Starbucks India has several growth opportunities. The growing middle class, increasing demand for Western-style coffee, digital transformation, and partnerships with local businesses can help Starbucks India expand its customer base and enhance its operations. However, the company also faces threats such as economic downturns, changing consumer preferences, regulatory challenges, and supply chain disruptions. Based on the above SWOT analysis, identify all possible data sources and categorize them into primary and secondary sub-classifications.

[CO1][BTL5]

Q.2 Differentiate between descriptive, predictive and prescriptive data based on the following: purpose, key techniques, challenges, and role in decision-making.

[CO2][BTL2]

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Q.3 With the help of a diagram, explain the CRISP-DM process of data mining. [CO1][BTL1]

Q.4 Write brief notes on the following: (any 2) [CO1][BTL2]
1. The role of data quality in business analytics
2. Potential issues with data quality
3. Qualitative and Quantitative data

Q.5 Consider an online educational platform that wants to improve student engagement and outcomes. How could descriptive, predictive, and prescriptive analytics contribute to designing a more personalized learning experience for students? [CO2][BTL4]

Q.6 Using the example of Disney, explain how data analytics improves a company's image and its relationship with customers. [CO2][BTL6]

Total no. of Pages:2

Roll no.....

III SEMESTER

MBA

END TERM EXAMINATION

NOV-2024

COURSE CODE MGT-32 CORPORATE GOVERNANCE

Time: 3 Hours

Max. Marks: 50

NOTE: Attempt any five questions.
Q1 and 2 are compulsory.
Assume suitable missing data, if any.

- Q.1 How can ethical principles and decision making frameworks guide business in addressing ethical dilemmas, and what role does framing play in influencing ethical evaluation and outcome. Explain the concept with the example. [10][CO1] [BTL3]
- Q.2 How does globalization influence the corporate governance practices of Multinational Corporation, particularly in balancing compliance with diverse regulatory frameworks and maintaining ethical standards across jurisdictions? Explain with the case studies. [10][CO1,2] [BTL2]
- Q.3 How does the sarbans Oxley act (SOL) and the foreign corporate practices act (FCPA) contribute to promoting ethical governance and what are the key challenges companies face in ensuring compliance with both regulations? Explain with the case study. [10][CO3] [BTL4]

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Q.4 what are the key principles outlined by *Thomas Donaldson* in his *concept of ethical algorithms*, and how can these principles be applied to ensure fairness and accountability in AI (artificial intelligence)? Explain with the example and case laws.

[10*1=10][CO2,3][BTL5]

Q.5 what strategies can businesses adapt to effectively address the unique needs and challenges of subsistence marketplaces, while fostering sustainable development and empowering local communities? Explain this concept with example (foreign and Indian case studies).

[10*1=10][CO4] [BTL6]

Q.6 In context of Impact investing, what role does bottom up immersion play in ensuring the success of social and environmental initiatives? Explain the concept with the example.

[10][CO3,4] [B TL5]

Total no. of Pages: 03-

Roll No.

SEMESTER-III

MBA

END TERM EXAMINATION

November-2024

MGT-33 STRATEGIC MANAGEMENT

Time: 3 Hours

Max. Marks: 50

Instructions:

- All questions carry equal marks.
- Marks are indicated against each question.
- Attempt any 4 questions (from Q.1-Q.5). **Question No. 6 is compulsory.**

Q-1 (a) Discuss and differentiate the characteristics of the corporate, business and functional level strategic decisions on the basis of relevant parameters with examples. **(5 Marks) (CO1)**

(b) Management of a company is finding difficult to adapt itself in the dynamic environment. As a Strategic Consultant of the company, submit a report stating the strategic fit between external and internal environment so as to enable the company to maintain its market position. **(5 Marks) (CO1, 2)**

Q-2 (a) Explain how Porter's five forces analysis is useful in analyzing competition within an industry with the help of a suitable example. **(5 Marks) (CO2)**

(b) In a competitive industry what types of offensive strategies can an organisation use? How do these strategies help the organisation to reap the benefits of competitive advantage? **(5 Marks) (CO 2, 3)**

Q-3 (a) Discuss General Electric (GE) Nine Cell Matrix as a technique of Corporate Portfolio Analysis. **(5 Marks) (CO3,4)**

(b) Explain with the help of suitable examples the strategies to reach a niche market. **(5 Marks) (CO4)**

Q-4(a) Mergers and Acquisitions are a complicated process and should be undertaken only after a thorough analysis. What are the primary drivers for M&As? Suggest some of the basic due diligence that a company should undertake before going for mergers and acquisitions. (5 Marks) (CO4)

(b) Implementation of strategy requires a right kind of organisation structure and organisation culture. Illustrate your answer taking a few contemporary examples. (5 Marks) (CO4, 5)

Q-5 Write short notes on any two of the following:

- (a) Blue Ocean Strategy
- (b) Mission and Vision Statement
- (c) Strategic Management Process
- (d) Mc Kinsey's 7S Framework (5*2 Marks) (CO1,2,3)

Q-6 CASE STUDY

Tata Motors explore new possibilities and push boundaries. Their human-centric, hi-tech approach is evident in their extensive range of integrated and smart e-mobility solutions. They choose to stay ahead of the curve. With 'responsibility' being one of their core values, they are committed to making responsible choices, creating a positive legacy and connecting aspirations. A strong understanding of customer demands, the emerging economic landscape, combined with a purposeful, agile approach drives their growth. Tata Motors focus on electrification, connectivity, digital services, intelligent enterprise, manufacturing, supply chain and sustainability. Building on their engineering and innovation expertise, they enable customers to make the right choices with their future-ready vehicles and mobility solutions.

During earlier times, their brand 'Tata Sierra' was well received as the first indigenous passenger vehicle. Thereafter Tata Sumo, a multi-utility vehicle was liked by the Indians. In 1998, Tata Motors came up with Tata Indica, which mirrored Maruti's products and challenged Maruti's dominance in small car market. Inspired by the success of Tata Indica, it launched Tata Nano in 2009. Critics were of the view it could not be possible due to the low cost of the car.

Tata Nano is a compact vehicle that was produced and showcased by Indian automaker **Tata Motors**, principally in India, as a modest back-engined hatchback expected to speak to current riders of bikes and bikes with a dispatch cost of Rs 1,00,000. The vehicle was promoted as "The People's Car". It was foreseen that its 2009 presentation would significantly influence the trade-in vehicle market, and costs dropped 25-30% before the launch. Sales of the Nano's closest rival, the Maruti 800, fell by 20% promptly following the disclosing of the Nano.

However, the fanfare with which the Nano was launched did not show much result, the car was not well accepted by the masses despite the low prices. Tata Nano started with high hopes but failed within a decade due to marketing mistakes and product issues. The story of Tata Nano highlights the complex relationship between innovation, perception, and market trends.

Questions

Q-1 Nano's catchline "The World's cheapest car" didn't help sell it. Why did Tata Nano fail to attract the customers?

Q-2 What was the type of strategy Tata's adopted during the launch of Nano?

Q-3 Analyse the failure of the Nano car by using SWOT Analysis.

Q-4 What business strategies could be used to make Nano profitable?

(10 Marks) (CO1,2,3)

*****END*****

S/2

Total no. of pages:

Roll No.

MBA(BA) - III Semester
END TERM EXAMINATION

November 2024

Course Code: MBG009

Course Title:
Security Analysis & Portfolio Management

Time: 3 Hours

Max. Marks: 50

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

Q1. a) Discuss Harry Markowitz Model and how does it help in selection of an efficient portfolio? (BTL1) (5)

b) Mr Vayu is considering investing in one of the following bonds:

	Bond A	Bond B
Face value	₹100	₹100
Coupon rate	12%,	10%
Time of maturity	8 years	6 years
Current market price	₹80	₹65.

If capital gain is taxed @ 20%. Find the post tax YTM from these bonds using approximate method. Which bond should be selected by Mr. Vayu? (BTL5) (5)

Q2. a) Bond valuation theorem says, if the bond's yield remains the same over the life, the discount or premium depends on maturity. Prove this theorem with figures. (BTL5) (5)

b) What will be the value of a 7% preference share of face value ₹1000:

- (i) If it is redeemable after 5 years at a premium @10%.
(ii) If it is irredeemable.

Given that the cost of preference share is 8%. (BTL3) (5)

Q3. a) Do a Technical analysis for a security belongs to automobile industry. (BTL4) (5)

b) Discuss how a yield curve takes shapes in market segmentation theory. (BTL2) (5)

Q4. a) Illustrate how Jensen's Ratio is used to evaluate the performance of a portfolio.

b) Following information is provided in respect of a security:

Risk free rate of return = 9%

Market return = 14%

Beta (β) = 0.7

Find out the expected return of the security. (BTL5) (5)

Q5. a) Discuss the categories of commodities in the commodity market? (BTL1) (5)

b) Consider the three portfolios given in the table below:

Portfolio	Average Annual Return (%)	Standard Deviation (%)	Beta (β)
-----------	------------------------------	---------------------------	------------------

5/3

X	18	27	1.8
Y	14	18	0.9
Z	15	8	0.6
Market	13	12	

If the risk-free rate of return is 9%. Rank these portfolios using Sharpe's, Treynor's method. (BTL5) (5)

Q6. X Limited has just paid a dividend of ₹12 per share. As a part of its major reorganisation of its operations, it has stated that it does not intend to pay any dividend for the next two years. In three years' time, it will commence paying dividend at ₹10 per share and the directors have indicated that they expect to achieve dividend growth at 10% per annum thereafter. If the reorganisation does not take place, dividend will be paid in the next two years and the expected dividend growth will remain at the present level of 8% per annum. The firm's cost of equity is 12% and will be unaffected by the reorganisation. Calculate the value of firm's share in both the situations and suggest, is reorganisation worthy? (BTL5) (10)

PVF Table

Period (n) / per cent (k)	1%	2%	3%	4%	5%	6%	7%	8%	9%	10%	11%	12%
1	0.9901	0.9804	0.9709	0.9615	0.9524	0.9434	0.9346	0.9259	0.9174	0.9091	0.9009	0.8929
2	0.9803	0.9612	0.9426	0.9246	0.9070	0.8900	0.8734	0.8573	0.8417	0.8264	0.8116	0.7972
3	0.9706	0.9423	0.9151	0.8890	0.8638	0.8396	0.8163	0.7938	0.7722	0.7513	0.7312	0.7118
4	0.9610	0.9238	0.8885	0.8548	0.8227	0.7921	0.7629	0.7350	0.7084	0.6830	0.6587	0.6355
5	0.9515	0.9057	0.8626	0.8219	0.7835	0.7473	0.7130	0.6806	0.6499	0.6209	0.5935	0.5674
6	0.9420	0.8880	0.8375	0.7903	0.7462	0.7050	0.6663	0.6302	0.5963	0.5645	0.5346	0.5066
7	0.9327	0.8706	0.8131	0.7599	0.7107	0.6651	0.6227	0.5835	0.5470	0.5132	0.4817	0.4523
8	0.9235	0.8535	0.7894	0.7307	0.6768	0.6274	0.5820	0.5403	0.5019	0.4665	0.4339	0.4039
9	0.9143	0.8368	0.7664	0.7026	0.6446	0.5919	0.5439	0.5002	0.4604	0.4241	0.3909	0.3606
10	0.9053	0.8203	0.7441	0.6756	0.6139	0.5584	0.5083	0.4632	0.4224	0.3855	0.3522	0.3220
11	0.8963	0.8043	0.7224	0.6496	0.5847	0.5268	0.4751	0.4289	0.3875	0.3505	0.3173	0.2875
12	0.8874	0.7885	0.7014	0.6246	0.5568	0.4970	0.4440	0.3971	0.3555	0.3186	0.2856	0.2567

PVAF Table

Period (n) / per cent (k)	1%	2%	3%	4%	5%	6%	7%	8%	9%	10%	11%	12%
1	0.9901	0.9804	0.9709	0.9615	0.9524	0.9434	0.9346	0.9259	0.9174	0.9091	0.9009	0.8929
2	1.9704	1.9416	1.9135	1.8861	1.8594	1.8334	1.8080	1.7833	1.7591	1.7355	1.7125	1.6901
3	2.9410	2.8839	2.8286	2.7751	2.7232	2.6730	2.6243	2.5771	2.5313	2.4869	2.4437	2.4018
4	3.9020	3.8077	3.7171	3.6299	3.5460	3.4651	3.3872	3.3121	3.2397	3.1699	3.1024	3.0373
5	4.8534	4.7135	4.5797	4.4518	4.3295	4.2124	4.1002	3.9927	3.8897	3.7908	3.6959	3.6048
6	5.7955	5.6014	5.4172	5.2421	5.0757	4.9173	4.7665	4.6229	4.4859	4.3553	4.2305	4.1114
7	6.7282	6.4720	6.2303	6.0021	5.7864	5.5824	5.3893	5.2064	5.0330	4.8684	4.7122	4.5638
8	7.6517	7.3255	7.0197	6.7327	6.4632	6.2098	5.9713	5.7466	5.5348	5.3349	5.1461	4.9676
9	8.5660	8.1622	7.7861	7.4353	7.1078	6.8017	6.5152	6.2469	5.9952	5.7590	5.5370	5.3282
10	9.4713	8.9826	8.5302	8.1109	7.7217	7.3601	7.0236	6.7101	6.4177	6.1446	5.8892	5.6502
11	10.3676	9.7868	9.2526	8.7605	8.3064	7.8869	7.4967	7.1390	6.8052	6.4951	6.2065	5.9377
12	11.2551	10.5753	9.9540	9.3851	8.8633	8.3838	7.9427	7.5361	7.1607	6.8137	6.4924	6.1944

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Total No. of Pages 2

Roll No.....

3rd SEMESTER

MBA (BA)

END TERM EXAMINATION

NOVEMBER-2024

COURSE CODE- MBG015

COURSE TITLE- Operations Research and Strategy

Time: 03:00 Hours

Max. Marks: 50

Note: All Questions carry equal marks. Marks are indicated along with each question. Assume suitable missing data, if any.

Attempt any Five questions.

Q.1 Each organization has its own problems, strengths and weaknesses. Depending upon the prevailing conditions, the organization has to adopt some strategies so as to be competitive in the market. Some strategies are Generic and some are Grand Strategies. Briefly explain these strategies. With suitable examples elaborate at least five grand strategies. (10 Marks) (CO3)

Q.2 As the demands of the customers are increasing day by day, companies have to launch new product all the time. New Product Development (NPD) is very important for an organization.

Elaborate the importance and requirements of NPD. Briefly explain the steps involved in NPD from its inception to the commercial launch in the market. In how many ways can NPD be exercised?

What is concurrent engineering and what role does it play in NPD and Product Design? What are the basic principles of Design?

Briefly explain the relation between NPD and Time to Market.

(10 Marks) (CO3)

Q.3. What are the major process decisions? Briefly explain all the process decisions with suitable examples of different industry, their products and services.

How is it decided to make or to buy? You have been authorized to take a decision between outsourcing and In-house operation of Logistics of your company. How would you decide about it?

With suitable examples explain Forward and Backward Integration.

(10 Marks) (CO2)

Q.4 Change is for betterment but it is always resisted. To embrace change in an organisation, management has to face the resistance from the stakeholders. To

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get it done smoothly is the real talent of the manager or the leader. Starting from a clear strategic intent, how does a leader make the change smooth and possible? Answer with examples of Mahindra Group, IBM and Ford.

(10 Marks) (CO4)

Q.5 Write notes on:-

- i) Robust Design
- ii) Focussed manufacturing
- iii) Order and Winner qualifiers
- iv) Quality function deployment
- v) Brainstorming technique, SCAMPER

(10 Marks) (CO1)

Q.6 a) A Company ABC plans to develop the strategy for production for the next year. For each of the plans, calculate Annual Inventory carrying cost, hiring cost and layoff cost of workers. Initially, the company has 240 workers with an optimal output of 52000 products per quarter. The beginning inventory is zero. The hiring cost is Rs.2000 per worker, the layoff cost is Rs.3000 per worker and the inventory carrying cost is Rs.50 per unit per year. Which strategy, Chase or Level is better to be implemented? Justify your answer.

(6 Mark) (CO5)

Quarter	1	2	3	4
Demand	40750	58250	55750	53250

b) A company is setting up an assembly line to produce 200 products per 8-hour shift. The total time to assemble one product is 760 sec. Find the cycle time, number of workstations, efficiency and balance delay of the line assembly.

(4 Marks) (CO5)

END TERM EXAMINATION

Nov-2024

MBG016: International Marketing

Time: 03:00 Hours

Max. Marks: 50

NOTE: All questions carry equal marks.

Assume suitable missing data, if any.

Q1.a. Describe the difference between cost-plus pricing and value-based pricing.

[05 marks] [CO2] [BTL2]

b. Illustrate the key factors influencing international pricing decisions?

[05 marks] [CO4] [BTL3]

Q2.a. Analyze the role of cultural sensitivity in international marketing strategies.

[05 marks] [CO1] [BTL4]

b. Explain Apple's global brand positioning strategy and how it varies between developed and emerging markets.

[05 marks] [CO2] [BTL2]

Q3. Assess Apple's use of premium pricing to reinforce its brand image.

[10 marks] [CO4] [BTL5]

Q4. Illustrate the importance of product positioning in global markets and how it helps brands differentiate themselves.

[10 marks] [CO2] [BTL3]

OR

Examine the roles and functions of distribution channels in international marketing, with examples of different types?

[10 marks] [CO3] [BTL3]

Q5. Justify Apple's use of psychological pricing tactics, such as charm pricing and anchoring, to influence consumer behavior.

[10 marks] [CO4] [BTL5]

OR

Assess the impact of exchange rate fluctuations and inflation on Apple's international pricing strategy.

[10 marks] [CO3] [BTL5]

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Total no. of Pages:01

Roll no.....

THIRD SEMESTER - MBA

END TERM EXAMINATION

November-2024

COURSE CODE- MGH-01

TITLE- Industrial Relations and labour Legislation

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 do you mean by Labour Management Relations? What is the importance of good Industrial Relation?
[10 MARKS] [CO1]
- Q.2 In today's context no employer can discharge or dismiss a delinquent workman even for a serious misconduct without following an elaborate procedure for taking disciplinary action. Discuss the concept of Domestic enquiry in the context of the above statement.
[10 MARKS] [CO2]
- Q.3 What are different types of strikes? Distinguish between strike and lockout?
[10 MARKS] [CO4]
- Q.4 Write notes on:
a) Step ladder Grievance Procedure
b) Appropriate Government Under Industrial Dispute Act
[10 MARKS] [CO 4]
- Q.5 Discuss welfare provisions for workers under The Factories Act 1948.
[10 MARKS] [CO3]
- Q.6 Elucidate various benefits provided in The Maternity Benefit Act, 1961 to the women employee? In which conditions The Maternity Benefit Act 1961 benefits are not applicable?
[10 MARKS] [CO 2]

Total no. of Pages: 3

Roll No.

**3rd SEMESTER
MBA**

END SEMESTER EXAMINATION

November-2024

MGH-04

Strategic HRM

Time: 03:00 Hours

Max. Marks: 50

Note: Answer any five questions.
All questions carry equal marks.
Assume suitable missing data, if any.
CO# is course outcome(s) related to the question
L# Cognitive complexity (order of thinking skill) required to solve the questions.

Global Tech Inc., a multinational technology company, is planning to expand its operations into several new countries across Asia and Europe. The company's leadership team recognizes that their HR strategy must be adapted to different national, sectoral, and organizational contexts to ensure success in each market. The HR director is tasked with developing a strategy that aligns with Global Tech's business objectives while considering the unique needs of each region.

In Asia, the company faces a competitive labor market, particularly for skilled software developers. In Europe, labor laws are highly regulated, and employee rights are a significant focus. At the same time, Global Tech aims to maintain its innovative and flexible organizational culture, which has been a hallmark of its success in North America.

Q.1 Based on the case of Global Tech Inc., how should the HR strategy be shaped to address the different national, sectoral, and organizational contexts? Specifically, consider:

- National Context: How should Global Tech adjust its HR

practices to account for differences in labor markets and labor laws between Asia and Europe?

- Sectoral Context: How might Global Tech's HR strategy differ in the technology sector compared to other sectors?
- Organizational Context: How can Global Tech ensure its HR strategy supports its organizational culture of innovation and flexibility while adapting to local contexts?

[10 Marks][CO2, CO3][L3]

Q.2 In recent years, several high-profile companies, such as Google and Uber, have faced criticism for issues related to workplace diversity, gender discrimination, and sexual harassment. These challenges often stem from ethical dilemmas faced by HR professionals, including managers and consultants.

What ethical problems can arise in HRM professional roles, particularly when it comes to managing diversity, addressing discrimination, and ensuring fair treatment of employees? How should HR managers and consultants navigate these ethical challenges while balancing the needs of the organization and its employees?

[10 Marks][CO5][L4]

Q.3 X Corp, a multinational technology company, has experienced a decline in demand for certain products, leading to an employee surplus in one of its manufacturing divisions. What HR strategies could the company implement to manage the employee surplus without resorting to significant layoffs? Use real-life examples to support your answer?

[10 Marks][CO3, CO2][L3]

Q.4 XYZ Corp is implementing a training program for employees to adapt to new project management software. Using the training design model, explain:

1. Needs Assessment: How should XYZ assess training needs at organizational, task, and individual levels to determine the scope of the program?
2. Objectives and Measures: How should XYZ set clear, measurable training objectives that align with company goals, and what

metrics should be used to track success?

3. Design and Delivery: What training methods (on-the-job, off-the-job, or a combination) should XYZ use, and how can it ensure the learning transfers to actual job performance?
4. Evaluation: After training, how should XYZ evaluate its effectiveness at reaction, learning, behavior, and results levels, and use this feedback to adjust the program?

[10 Marks][CO1, CO3][L4]

Q.5 What are the potential limitations of implementing individual high-performance work practices (HPWP), such as flexible work schedules or performance-based rewards, without a broader system of complementary practices? How can a system-based approach to HPWP overcome these limitations, and what would you recommend for an organization in the service industry?

[10 Marks][CO1, CO4][L3]

Q.6 Write short notes?

- a) How can ABC Corp effectively manage **expatriation** (assigning employees to foreign roles) and **repatriation** (reintegrating them after returning), ensuring smooth transitions and retention of valuable international experience? For example, what strategies can be used to support employees before, during, and after an overseas assignment?
- b) How can a company overcome the **Glass Ceiling Effect** to ensure equal career advancement? For example, what actions can be taken to promote diversity and inclusion?

[2×5 Marks][CO1][L2]

END TERM EXAMINATION

Nov-2024

MG501: SCM and E commerce

Time: 03:00 Hours

Max. Marks: 50

- Note:** 1. All questions carry equal marks.
2. Assume suitable missing data, if any.
3. Question No. 5 is compulsory.
4. Attempts any 4 from the remaining questions.
5. Draw Near Diagram wherever necessary.

Q.1 A customer planning to buy a book either order the book from Internet from www. Firstandsecond.com or go to the nearby Landmark outlet. How are the supply chains different from these two companies? Are customers looking for the same kind of service from both the companies? How can these factors affect the strategies of both these companies?

[M#10][CO#1][BTL#2]

Q.2 Over a period of time, a product is likely to move from introduction stage to growth stage and from growth stage to maturity stage. Would this movement across different stages of the product life cycle affect supply strategy and practices of the firm? [M#10][CO#2][BTL#3]

Q.3 With reference to customer acquisition and retention, explain two goals for each required by an e-commerce site manager?

[M#10][CO#2][BTL#1]

Q.4 Draw a diagram explaining four types of B2B exchanges that are dependent on the type of purchasing and what is purchased. Give one example of a product that could be purchased at each, and the name of an exchange offering this service?

[M#10][CO#1][BTL#2]

Q.5 you have recently been appointed as supply chain manager for a pharmaceutical company. Summarize the main Internet-based applications you would consider for communicating with your suppliers?

[M#10][CO#1, 2][BTL#2]

Q.6 What is the key function roles of IT in supply chain?

[M#10][CO#1][BTL#1]

Q.7 What are the main source of supply chain disruptions? How do supply chain disruptions impact business performance?

[M#10][CO#2][BTL#1]

Total no of Pages: 02

MBA(USME)

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Roll No

III SEMESTER

MGS 04: TOTAL QUALITY MANAGEMENT

END-TERM EXAMINATION

NOV/DEC-2024

Time: 3:00 hr

MAX. MARKS: 50

NOTE:

1. Answer any five questions
2. Control Charts/tables are allowed.
3. Assume suitable missing data if any.

Q1. (a) Define the term "quality". Write the various definitions of quality. Explain the contribution of W A Shewart, W E Deming, K Ishikawa, G Taguchi, and P B Crosby in the field quality management.

L1,2,3 CO1,2,3 [5]

(b) Write short notes on quality planning, quality assurance and quality control.

L1,2,3 CO1,2,3 [5]

Q2. Construct the X-bar and R-chart, and establish the control limits for the hard brake process.

L3,4,5 CO2,3 [10]

**Flow Width Measurements (microns)
for the Hard-Bake Process**

Sample Number	Wafers		
	1	2	3
1	1.3235	1.4128	1.6744
2	1.4314	1.3592	1.6075
3	1.4284	1.4871	1.4932
4	1.5028	1.6352	1.3841
5	1.5604	1.2735	1.5265
6	1.5955	1.5451	1.3574
7	1.6274	1.5064	1.8366
8	1.4190	1.4303	1.6637
9	1.3884	1.7277	1.5355
10	1.4039	1.6697	1.5089
11	1.4158	1.7667	1.4278
12	1.5821	1.3355	1.5777
13	1.2856	1.4106	1.4447
14	1.4951	1.4036	1.5893

15	1.3589	1.2863	1.5996
16	1.5747	1.5301	1.5171
17	1.3680	1.7269	1.3957
18	1.4163	1.3864	1.3057
19	1.5796	1.4185	1.6541
20	1.7106	1.4412	1.2361
21	1.4371	1.5051	1.3485
22	1.4738	1.5936	1.6583
23	1.5917	1.4333	1.5551
24	1.6399	1.5243	1.5705
25	1.5797	1.3663	1.6240

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Q3. (a) Discuss OC curve along with AQL, LTPD, Consumers risk, L1,2,3 CO1,2,3 [5]
Producers risk.

(b) Discuss single sampling plan, double sampling plan, and sequential sampling plan along with their advantages and disadvantages. L3 CO3 [5]

Q4. Discuss the concept of Six Sigma. Explain the step by step approach of implementing six sigma i.e. DMAIC. L1,2,3 CO1,2 [10]

Q5. What is ISO 9000 series of quality system standards? Discuss steps for implementing ISO 9000 in companies. L2,3 CO1,2,3 [10]

Q6. In reference to Apollo Hospital Case study discussed in the class, enumerate and discuss the key strength and weaknesses of the company from total quality management perspectives. L1,2,3 CO1,2,3 [10]

Q7. Write short notes on any four of the following. L1,2,3 CO1,2,3 [10]

- (i) Cause and Effect Diagram
- (ii) np-Chart
- (iii) OC Curve
- (iv) Pareto Principle
- (v) Chance causes
- (vi) Quality costs