

**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A III SEMESTER (CBCS R-21 & R-16) EXAMINATIONS JAN/FEB 2024**  
**ORGANISATIONAL BEHAVIOUR (OLD & NEW)**  
**PAPER - I**

TIME: 3 HRS]

[MAX. MARKS: 80

**SECTION - A (5 X 3 = 15 Marks)**

1 **ANSWER ANY FIVE OF THE FOLLOWING**

- A Reinforcement approach
- B Explain the concept of Learning.
- C Delphi Technique
- D Write a short note on Leadership.
- E Organizational Change
- F How are the attitudes formed?
- G Quality of Work Life
- H Importance of Communication

**SECTION – B (5 X 10 = 50 Marks)**

**ANSWER ALL QUESTIONS**

2 A Discuss the factors influencing Organizational Behaviour

**OR**

B Elaborate on the challenges and opportunities of Organizational Behaviour.

3 A Discuss the factors influencing perception

**OR**

B Explain the content theories of Motivation.

4 A Explain the meaning of Groups and various types of teams in an Organization.

**OR**

B Discuss the strategies for resolution of conflicts in groups.

5 A Explain the hindrances in achieving effective communication.

**OR**

B What is Power? Explain the basis of Power.

6 A Discuss the factors contributing to stress.

**OR**

B Explain the influences of International Organization Behaviour.

7 **SECTION – C :: CASE STUDY (15 MARKS)**

Akash is an Engineer in ABC Constructions. He hails from a poor but disciplined family. For Akash, it was 'earn while you learn' till he graduated himself with Architecture as his major. Akash is intelligent and capable person. His boss wants to motivate him to be more independent in his work. The boss believes that this approach will improve Akash's performance, relieves the boss from extra routine and give Akash more self-confidence. However, the boss is not sure how to go about motivating Akash to take initiative in his work.

Q.a) Find out the reasons for the Akash's behaviour of dependency.

Q.b) Explain how should the boss motivate Akash.

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**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A III SEMESTER (CBCS R-21 & R-16) EXAMINATIONS JAN/FEB 2024**  
**OPERATIONS MANAGEMENT(OLD & NEW)**  
**PAPER - II**

TIME: 3 HRS]

[MAX. MARKS: 80

**SECTION - A (5 X 3 = 15 Marks)**1 **ANSWER ANY FIVE OF THE FOLLOWING**

- |                                |                      |
|--------------------------------|----------------------|
| A Operational strategy         | E JIT                |
| B Standards and specifications | F Process life cycle |
| C Work study                   | G Inventory planning |
| D Plant layout                 | H Types of reports   |

**SECTION – B (5 X 10 = 50 Marks)****ANSWER ALL QUESTIONS**

2 A Examine the role of operations management in today's scenario.

**OR**

B Explain the special features of goods and services

3 A Explain the line of balancing technique with an illustration.

**OR**

B What are the basic procedures of method study? Explain.

4 A Describe the scheduling techniques for job shop.

**OR**

B Distinguish between production planning and control.

5 A Discuss the principles of and benefits of total quality management.

**OR**

B Narrate the steps in the construction of fraction defective chart.

6 A A project has the following times schedule

Activity	1-2	1-3	2-4	3-4	3-5	4-5	4-6	5-6
Duration (days)	4	5	10	3	4	6	2	9

Draw the network for the project. Find the critical path and its duration.

**OR**

B Discuss the requirements for effective maintenance management.

7 **SECTION – C :: CASE STUDY (15 MARKS)**

You have the opportunity to invest Rs.100 billion for your company to develop a jet engine for commercial aircrafts. Development will span for 5 years. The final product costing Rs.500 million per unit could reach a sales potential, eventually of Rs.2500 billion. The new engine can be placed in service 5 years from now, but only if it qualifies 4 years from now for certification clearing commercial use and only if it meets America's Federal Aviation Administration's (FAA) ever tightening standards for noise reduction. Certification also has to be obtained from India's Director General of Civil Aviation (DGCA). There is competition from World Class Manufacturers like Pratt and Whitney and Rolls Royce who are developing competing engines. If you decide to proceed with the project, you must also determine where the new engines will be produced and develop the manufacturing facilities. If you decline to proceed, your company could invest its resources elsewhere and based on its track record, get attractive returns.

**QUESTIONS:**

- What would be your line of action?
- In case of lengthy product design and development time, what kinds of risks are there?

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**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A III SEMESTER (CBCS R-16 & R-21) EXAMINATIONS JAN/FEB 2024**  
**STRATEGIC MANAGEMENT (OLD & NEW)**  
**PAPER - III**

TIME: 3 HRS]

[MAX. MARKS: 80

SECTION - A (5 X 3 = 15 Marks) ANSWER ANY FIVE OF THE FOLLOWING

- 1 A Balanced score card
- B Mission statement
- C Competencies
- D Mergers and acquisitions
- E Retrenchment strategy
- F Resource allocation.
- G Procedural implementation
- H Organizational system

SECTION – B (5 X 10 = 50 Marks) ANSWER ALL QUESTIONS

- 2 A Describe the essential characteristics and importance of objectives.  

**OR**

 B ‘The comprehensive model of strategic management process gives the detailed outlook of the strategic management.’ Explain.
- 3 A Enumerate the internal analysis methods of organizational appraisal.  

**OR**

 B Discuss the factors affecting environmental appraisal.
- 4 A ‘Corporate strategy making is an ongoing process.’ Discuss.  

**OR**

 B What are the methods adopted for turnaround?
- 5 A How do the functional strategies result in superior efficiency? Explain.  

**OR**

 B Why organizational structure is so important in strategy implementation?
- 6 A Appraise the evaluation techniques for operational control.  

**OR**

 B Discuss the information requirements of strategic control.

## 7 SECTION – C :: CASE STUDY (15 MARKS)

With a boom in the demand for cars in India, more and more MNCs are in the race for joining hands with Indian entrepreneurs for setting up their manufacturing bases here. On the contrary. Failures of DCM-Daewoo, Maruti Suzuki, Coca-Cola-Parle, to name only a few, either because of a change in the respective partners policies or their unbridled expectations are eye-openers both for Indian and MNCs. Still, we in India find that recently Kirloskar have promoted a new company. Toyota Kirloskar Motor Ltd. to manufacture and market various brands of cars of the said Japanese MNC. This is so despite the fact that Kirloskar, unlike Mahindras of MOM and Nandas of Escorts or Bhargavas of Eicher have very little experience of the automobile sector. Besides, their indirect attempt to enter the industry through Kirloskar Tractor has been a complete failure.

On the basis of the above facts, discuss and analyse in brief the various SWOT areas of the two partners - Kirloskar and TOYOTA.

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**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A. III SEMESTER (CBCS R-21 NEW) EXAMINATIONS JAN/FEB 2024**  
**LOGISTICS & SUPPLY CHAIN MANAGEMENT (NEW)**  
**PAPER - IV**

TIME: 3 HRS]

[MAX. MARKS: 80

**SECTION - A (5 X 3 = 15 Marks)**

1 **ANSWER ANY FIVE OF THE FOLLOWING**

- A Name key goals of effective supply chain management.
- B Briefly explain the concept of cross-docking
- C Identify key reasons why companies choose to outsource logistics activities
- D Briefly explain how distribution impacts customer satisfaction.
- E Define modelling in the context of supply chain network design.
- F What role do contracts play in procurement and supply chain management?
- G Briefly explain the role of intermodal facilities in transportation infrastructure
- H Write the challenges in establishing a global supply chain.

**SECTION – B (5 X 10 = 50 Marks)**

**ANSWER ALL QUESTIONS**

- 2 A Explain how technology plays a vital role in enhancing decision-making processes in supply chain management

**OR**

- B Explain the challenges companies may face during the implementation phase of supply chain decisions.

- 3 A Define Containerization? Discuss different types of containers

**OR**

- B Detail on the evolving role of 4PL providers in modern supply chain management

- 4 A What factors influencing the choice between direct shipping and using intermediaries in distribution. Discuss

**OR**

- B Describe on the challenges and opportunities of implementing sustainable practices in distribution networks

- 5 A Explain the Factors that impact cycle inventory

**OR**

- B Discuss the importance of lead time considerations in determining the optimal product availability

- 6 A Explain the key stages of SCOR model and write its advantages

**OR**

- B Elaborate on the impact of coordination on customer satisfaction and loyalty in a supply chain

7

**SECTION – C :: CASE STUDY (15 MARKS)**

In what way do supply chain flows affect the success or failure of a firm such as Amazon? List two supply chain decisions that have a significance impact on supply chain Profitability

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**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A III SEMESTER (CBCS OLD) EXAMINATION (BACKLOG), JAN/FEB 2024**  
**E – BUSINESS (OLD)**  
**PAPER - IV**

**TIME: 3 HRS]**

**[MAX. MARKS: 80**

**SECTION - A (5 X 3 = 15 Marks)**

1 **ANSWER ANY FIVE OF THE FOLLOWING**

- A Define B2B and provide an example of its implementation
- B Explain the framework of mobile commerce
- C What are the applications of EDI in e-business?
- D Define e-business strategy and its objectives.
- E What are the drivers of e-procurement,
- F What is E-Cash, and how does it function in e-business transactions?
- G Briefly explain the role of hacking security tools in safeguarding e-business.
- H Identify the essentials in designing a good website.

**SECTION – B (5 X 10 = 50 Marks)**

**ANSWER ALL QUESTIONS**

2 A Analyze the advantages and limitations of the C2G model in the context of e-business.

**OR**

B Discuss the opportunities and challenges associated with e-business trade in the banking sector.

3 A Discuss the trends and growth of intranets in modern businesses.

**OR**

B What are the applications of EDI in e-business? Discuss

4 A Discuss the implementation of e-business strategies and their alignment with overall business goals.

**OR**

B Analyze the focus and implementation of E-SCM in the context of e-business.

5 A Explore the vulnerabilities in e-business systems and strategies to defend against common attacking methods.

**OR**

B Analyze the implications of the Information Technology Act, 2000, on e-commerce, and its role in governing e-business transactions.

6 A Analyze the planning and organizing considerations in web page designing for effective e-business representation.

**OR**

B Explore the essentials of multimedia, including graphics and web image formats, in enhancing user experience on e-business websites.

7 **SECTION – C :: CASE STUDY (15 MARKS)**

ElevateMart Inc Corporation, a global retail giant, has decided to enhance its market presence through the implementation of an innovative e-business strategy. The company aims to leverage various e-business models and technologies to streamline its operations, improve customer engagement, and stay competitive in the rapidly evolving market.

Questions:

- (i) Discuss the objectives to be achieved
- (ii) What are the challenges the company may face? Describe

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**MBA/FEB24/III-E (A)(N)(O)**

**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A III SEMESTER (CBCS R-16 & R-21) EXAMINATIONS JAN/FEB 2024**  
**HUMAN RESOURCE DEVELOPMENT (OLD & NEW)**  
**PAPER – V (A)**

**TIME: 3 HRS]**

**[MAX. MARKS: 80**

**SECTION - A (5 X 3 = 15 Marks)**

1 **ANSWER ANY FIVE OF THE FOLLOWING**

- A What is Human Resource Development?
- B Personal Analysis
- C Organizational Development
- D Workplace Competencies
- E HRD Audit
- F Employee Coaching
- G Learning Styles
- H Labour market changes

**SECTION – B (5 X 10 = 50 Marks)**

**ANSWER ALL QUESTIONS**

2 A Explain the relationship between HRM and HRD.

**OR**

B Discuss the Challenges to HRD.

3 A Explain the process of designing effective HRD Programmes

**OR**

B Elucidate the impact of HRD programmes in financial terms.

4 A Discuss the stages of life and career development.

**OR**

B Give an overview of classification of OD Interventions.

5 A Discuss about the stress management Interventions.

**OR**

B Discuss the significance of employee wellness and health promotion programmes.

6 A Describe the HRD movement in India.

**OR**

B Evaluate the HRD vision of India.

7 **SECTION – C :: CASE STUDY (15 MARKS)**

Aditya Tax Consultants have their business spread across Hyderabad and have client coverage of around 2000 clients that include individual firms and companies. During the peak months and days, when nearing to deadline of tax return filings, employees work till 12 midnights and resume next day from 7:30 AM. Firm sometimes have the problem of high absenteeism at workplace.

Questions :

1. .What can be stress management Strategies used by the firm to maintain the morale of the employees?
2. Suggest the ways to overcome the absenteeism.

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**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A III SEMESTER (CBCS R-16 & R-21) EXAMINATIONS JAN/FEB 2024**  
**CONSUMER BEHAVIOUR AND CRM (OLD & NEW)**  
**PAPER – V(B)**

TIME: 3 HRS]

[MAX. MARKS: 80

**SECTION - A (5 X 3 = 15 Marks) ANSWER ANY FIVE OF THE FOLLOWING**

- 1 A Explain the types of consumers?
- B Discuss the role of lifestyle in consumer behaviour?
- C What are the characteristics of opinion leader?
- D What is consumer dissonance?
- E What are CRM measurements?
- F What is the role of consumer behaviour in the contemporary environment?
- G Discuss about post purchase behaviour?
- H Explain the scope of consumer behaviour?

**SECTION – B (5 X 10 = 50 Marks)****ANSWER ALL QUESTIONS**

- 2 A Elaborate on the current trends in consumer behaviour  

**OR**

 B Define consumer behaviour? Explain the problems in studying the consumer behaviour?
- 3 A What is Maslow's theory of motivation in consumer Behaviour? Explain  

**OR**

 B What is Diffusion of innovations and why it is important for business?
- 4 A What is innovation? How product characteristics influence diffusion and resistance to innovation?  

**OR**

 B Explain the role of family social class in consumer behaviour?
- 5 A Explain the various stages of consumer decision making process in detail.  

**OR**

 B Explain the Howard Sheath model of consumer behaviour and discuss its implications on marketing decisions.
- 6 A Explain the stages of CRM strategy cycle in detail?  

**OR**

 B Explain the CRM practices of Banking industry?

**7 SECTION – C :: CASE STUDY (15 MARKS)**

Dabur launched real-fruit juices in around 47 towns and cities across the nation. It introduced three variants – (Orange, Mango, and Pineapple in elopack (Special pack imported from Norway). The shelf life in this kind of packaging as around six months and the fruit juices has no preservatives. The prices ranged from Rs.27.50 to Rs.30 for a 500 ml carton depending on the variant. A glass of juice costs around Rs.9. The fruit juice market is made of three categories-fruit drink (Frooti, Jumpin, etc) which has around 15-20% fruit content; Nectar which has about 40- 60% ;

Fruit content and the juice category which has around 80-100% fruit content (Real). All these sub-categories in the juice market compete with aerated soft-drinks. These fruit-based brands are attempting to create a market. Frooti came out with the larger “Yo-Yo” version for teenagers.

Dabur is a brand which is positioned on health aspects. Given this situation, what concepts of consumer behaviour will you use for developing the market for a brand like Real?





**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A III SEMESTER (CBCS R-16 OLD & R-21 NEW) EXAMINATIONS JAN/FEB 2024**  
**INTERNATIONAL HUMAN RESOURCE MANAGEMENT (OLD & NEW)**  
**PAPER – VII (A)**

TIME: 3 HRS]

[MAX. MARKS: 80

**SECTION - A (5 X 3 = 15 Marks)**1 **ANSWER ANY FIVE OF THE FOLLOWING**

- A IHRM functions
- B Competencies for Global Managers
- C Expatriate Failures
- D American HR Management Model
- E Motivation system across culture
- F Chinese work values`
- G Cross convergence
- H Quality of work life

**SECTION – B (5 X 10 = 50 Marks)****ANSWER ALL QUESTIONS**

- 2 A Discuss the nature and components of IHRM
- OR**
- B What are the three dimensions of IHRM activities? Detail them
- 3 A Discuss the approaches for multinational staffing decisions?
- OR**
- B Elaborate on the key components of International Compensation?
- 4 A What are the recent trends in HR development in USA? Explain
- OR**
- B Write a note on Japanese style of HR Management
- 5 A Discuss the significance of universalization of HR policies
- OR**
- B What are the implications of HR practices for MNCs ? Explain
- 6 A Discuss the impact of technology on Human Resource Management
- OR**
- B What are the exit policies and practices? Discuss

7 **SECTION – C :: CASE STUDY (15 MARKS)**

Imagine that you have recently been hired as a human resources consultant by an American multinational enterprise (MNE) called *Deloitte*. Deloitte basically engaged in audit and tax services and it has over 1,000 employees in its three locations, including 500 at its global headquarters in Canada, 200, in the U.S. 200 and over 100 at its newest company in Mexico. The firm is having problems communicating and sharing its corporate values and policies with its newest employees in Mexico. There are continuous conflicts in the process of managing the employees in the light of cross cultural systems as employees are from US, Canada and Mexico.

**Questions:**

1. What is the definition of culture? How it is typically measured in the context of international human resource management?
2. Do you think that universalisation HR policy is relevant to deal with employees?
3. What is your suggestion to deal with cross cultural employees in Deloitte?

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**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A. III SEMESTER (CBCS R-16 OLD & R-21 NEW) EXAMINATION, JAN/FEB 2024**  
**PRODUCT AND BRAND MANAGEMENT (OLD & NEW)**  
**PAPER – VII (B)**

TIME: 3 HRS]

[MAX. MARKS: 80

**SECTION – A (5 X 3 = 15 Marks)**1 **ANSWER ANY FIVE OF THE FOLLOWING**

- A Levels of Products
- B BCG Matrix
- C Product Innovation
- D Meaning of Brand Image
- E Importance of Brand Personality
- F Competitor Analysis
- G Define Brand
- H Competitive Positioning

**SECTION – B (5 X 10 = 50 Marks)****ANSWER ALL QUESTIONS**

- 2 A What is the concept of Product Management? Explain the need and importance of Product Management.

**OR**

- B Explain the role of products and product manager in modern marketing?

- 3 A Discuss various Product Line Decisions? What are the issues and challenges in managing Product Lines?

**OR**

- B Explain the importance of Product Positioning? Discuss various Positioning Strategies?

- 4 A What are the factors affecting success or failures of New products.

**OR**

- B Explain the process of managing different stages of PLC.

- 5 A What is the concept of brand? Explain the importance of Brand Image?

**OR**

- B Discuss in brief about protecting a Brand and developing Brand Identity?

- 6 A Write a brief note on Brand Loyalty and Brand Equity.

**OR**

- B Explain various strategies of Brand Extension.

7 **SECTION – C :: CASE STUDY (15 MARKS)**

Diamonds are one of the best instances of a commodity being branded. In 1948, the De Beers Group added the catch phrase “A Diamond is Forever” to their running ad campaign. The diamond supplier, which was founded in 1888 and sells around 60% of the world’s rough diamonds, sought to add more emotion and symbolic meaning to diamond jewellery purchases. “A Diamond is Forever” became one of the most well-known advertising phrases, helping to build a diamond jewellery business in the United States that is now worth almost \$25 billion per year.

**Questions:**

1. Do you think commodity branding is the key factor in the success story of De Beers Group? Comment.
2. Suggest an alternative strategy to the De Beers Group, if it wants repositioning.

**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A III SEMESTER (CBCS R-21 NEW) EXAMINATIONS JAN/FEB 2024**  
**INTERNATIONAL FINANCIAL MANAGEMENT (NEW)**  
**PAPER – VII (C)**

TIME: 3 HRS]

[MAX. MARKS: 80

**SECTION - A (5 X 3 = 15 Marks) ANSWER ANY FIVE OF THE FOLLOWING**

- 1 A IMF E Translation  
 B Balance of Payment F Hedging strategies  
 C Forward and Cross rate G Asian currency market  
 D Foreign currency market H Leveraged arbitrage

**SECTION – B (5 X 10 = 50 Marks)****ANSWER ALL QUESTIONS**

- 2 A Explain the Finance functions in global context with the help of suitable examples.  
**OR**  
 B Discuss the role and functions of International Financial institutions in detail.
- 3 A Explain the theories of determining foreign exchange rate with the help of suitable examples.  
**OR**  
 B The following quotes are offered by bank in Frankfurt.  
 Spot DM/: 2.3529/39      1 Month : 9/14      2 Month : 12/22      3 Month : 30/30  
 Calculate outright forwards.
- 4 A Explain the techniques and hedging strategies for foreign exchange risk management.  
**OR**  
 B Explain the procedure of hedging the foreign exchange exposure and managing transaction exposure
- 5 A Explain the concept of GDRs, ADRs and Blocked accounts with the help of suitable examples.  
**OR**  
 B A French export is to receive DM 1.0 million in 6 months. The exchange rates are quoted as follows—  
 Spot : FRF 3.3876/DM  
 6 – Months forward: FRF 3.3368/DM  
 a) There is a fear of depreciation of DM in the near future. What should the company do?  
 B) What would you suggest to exporter in case an appreciation of DM is likely to take place.
- 6 A Explain the techniques of Foreign capital budgeting decisions in detail.  
**OR**

- B A US MNC wants to set up a manufacturing plant in Britain. Based on APV, do you suggest the project? The discount rate is 12%. Initial outlay is \$C50 million, the tax rate in US is 18% and in Britain it is 20%. The following additional information is provided to you. Current spot rate is \$ 1.8750/Pound

	Year1	Year 2	Year 3	Year 4-7
CFBT (In million of pounds)	4	9	12	20
Expected spot rate(Doller/Pound)	1.8700/Pound	1.8600/Pound	1.8500/Pound	1.8480/Pound
Salvage value in 7 years	-	-	-	50000Pound

7 **SECTION – C :: CASE STUDY (15 MARKS)**

Given the following data—

Spot rate Rs. 35.0020 = \$1.

The 6 month forward rate is Rs. 35.9010 = \$1.

The annualized interest rate on 6 month rupee is 12 percent.

The annualized interest rate on 6 month US dollar is 7 percent.

With the above data, you are required to work out possibilities of arbitrage gain.

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FACULTY OF BUSINESS MANAGEMENT  
M.B.A III SEMESTER (CBCS R-16 OLD) EXAMINATIONS JAN/FEB 2024  
CORPORATE TAXATION AND PLANNING (OLD)  
PAPER –VII (C)

TIME: 3 HRS]

[MAX. MARKS: 80

SECTION - A (5 X 3 = 15 Marks)

1 ANSWER ANY FIVE OF THE FOLLOWING

- A Exempted incomes under tax
- B Assessment year and Previous year
- C Income from business
- D U/s 80 Deductions applicable to companies
- E Deemed assets under wealth tax
- F Tax evasion and Tax avoidance
- G Special provisions to avoidance of tax
- H Tax planning under foreign collaborations

SECTION – B (5 X 10 = 50 Marks)

ANSWER ALL QUESTIONS

2 A What do you mean by direct and indirect taxes? Discuss the importance of corporate taxation.

OR

B Discuss the provisions of Income Tax Act, 1961 regarding determination of residential status of an assessee.

3 A Explain the procedure of computing tax liability as per the provisions of MAT.

OR

B What is a long term capital gain? Which are the various deductions allowed out of it under section 54?

4 A What do you mean by wealth tax? Explain the provisions relating to computation of wealth tax.

OR

B Explain the importance of Wealth tax while filing returns.

5 A Define Tax Planning? How does it differ from tax management?

OR

B Illustrate the role of taxation in determining capital structure. What can be the various tax planning alternatives in capital structure decisions?

6 A Discuss about the tax planning relating to amalgamation and merger of companies.

OR

B What are the major issues in tax planning for the location of a new business organisation?

7 SECTION – C :: CASE STUDY (15 MARKS)

Calculate the taxable income of the company from the following information for the assessment year 2023-24:

- a) Book profit Rs. 50 lakhs for the year 2022-23
- b) Brought forward loss Rs. 7.5 lakhs
- c) Subsidiary company loss for the year 2022-23 is Rs. 11 lakhs
- d) Capital loss Rs. 4 lakhs
- e) Speculative business loss for the same year Rs, 11 lakhs

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FACULTY OF BUSINESS MANAGEMENT  
M.B.A III SEMESTER (CBCS R-20 OLD) EXAMINATIONS JAN/FEB 2024  
DATA WAREHOUSE AND DATA MINING (OLD)  
PAPER – VII (D)

TIME: 3 HRS]

[MAX. MARKS: 80

SECTION - A (5 X 3 = 15 Marks)

1 ANSWER ANY FIVE OF THE FOLLOWING

- A What is metadata? How is it used in a data warehouse system?
- B Write a short note on Information delivery Component.
- C Discuss project team roles and responsibilities
- D Write a note on Information Package Diagram.
- E What is symmetric multiprocessing
- F Why meta data is important. Explain in your words.
- G Write a short note on OLAP.
- H What motivated data mining? Why is it important?

SECTION – B (5 X 10 = 50 Marks)

ANSWER ALL QUESTIONS

- 2 A Explain in detail the data warehouse components.  
**OR**  
B Discuss about various trends in data warehousing.
- 3 A List and explain any four of the development phases in the life cycle of data warehouse project  
**OR**  
B Discuss about the impact of business requirements on information delivery.
- 4 A Draw the architectural framework of data flow from the data sources? Explain in detail.  
**OR**  
B Describe the three components of the technology architecture of a data warehousing system.
- 5 A Discuss about Snow flake Schema to build the data warehouse with suitable example.  
**OR**  
B Discuss about Dimensional modelling in detail.
- 6 A What is ETL? Explain the steps in ETL?  
**OR**  
B Discuss in detail Data mining Applications.

7 **SMALL CASE STUDY : SECTION –C (15 MARKS)**

As a senior analyst on the project team of a publishing company exploring the options for a data warehouse, make a case for OLAP. Describe the merits of OLAP and how it will be essential in your environment.

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**FACULTY OF BUSINESS MANAGEMENT**  
**M.BA III SEMESTER (CBCS R-21 NEW) EXAMINATION JAN/FEB 2024**  
**ORGANISATION DEVELOPMENT (NEW)**  
**PAPER – VI (A)**

**TIME: 3 HRS]**

**[MAX.MARKS:80**

**SECTION - A (5 X 3 = 15 Marks)**

1 **ANSWER ANY FIVE OF THE FOLLOWING**

- A Action Research Stem
- B OD Values in Indian Organisations
- C Team Interventions
- D Trans Organisational Development
- E Client System
- F Competencies of an effective OD Practitioner
- G Disruptive Innovation
- H OD Value Cycle

**SECTION – B (5 X 10 = 50 Marks)**

**ANSWER ALL QUESTIONS**

2 A Define Organisation Development and discusses the significance of any two stems

**OR**

B Discuss the values and assumptions in Organisation Development

3 A What are the parallel learning structures? Discuss

**OR**

B Describe the techniques and exercises used in team building?

4 A Define the client system and discuss the issues in consultancy

**OR**

B Discuss the ethical standards in organisation development

5 A What are the management strategies in turbulent times? Explain

**OR**

B Explain the professional values and ethics for Organisation Development

6 A Discuss the integrative practices of Organisation Development

**OR**

B Explain the new agenda for Organisation Development.

7 **SECTION – C :: CASE STUDY (15 MARKS)**

The Organizational Development is a planned long-term effort led and supported through the top management to improve an organization's ability in a bid to solve its own problems by continuously working together and managing the culture using behavioural skills. In organisational functioning, issues of trust diagnosis of interventions would exist and such are to be dealt with ethical standards.

Questions:

1. What are the issues that arise organisational functioning?
2. If you are the HR Manager, what would be your strategy for diagnosing the interventions?
3. What kind of ethical standards you would follow to deal with issues?

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**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A III SEMESTER (CBCS R-16 OLD) EXAMINATIONS JAN/FEB 2024**  
**LABOUR LAWS (OLD)**  
**PAPER – VI (A)**

**TIME: 3 HRS]**

**[MAX. MARKS: 80**

**SECTION - A (5 X 3 = 15 Marks)**

1 **ANSWER ANY FIVE OF THE FOLLOWING**

- A Objectives of Labor
- B Brief Constitution
- C Explain any three laws related to Working conditions
- D Write a short notes on shops Act
- E Why Trade Unions are formed?
- F Explain any five causes of Industrial Disputes
- G Brief Payment of Wage Act
- H Explain Employee State Insurance Act- 1948

**SECTION – B (5 X 10 = 50 Marks)**

**ANSWER ALL QUESTIONS**

2 A Explain the Impact of Labor Laws on HR Management

**OR**

B Write a short notes on Indian Constitution and International Labor Organization

3 A Explain in detail about the Indian Factories Act-1948

**OR**

B Brief about Child Labor Act 1986

4 A What are Trade Unions? Explain the registration and types of trade Unions

**OR**

B Explain in detail about the Industrial Dispute Act 1947

5 A Discuss about Minimum Wages Act – 1948 in detail.

**OR**

B Brief about Payment of Bonus Act-1965

6 A Explain in detail about Workmen's Compensation Act-1923

**OR**

B Discuss about the Payment of Gratuity Act-1972

7 **SECTION – C :: CASE STUDY (15 MARKS)**

An employer is running an industry where readymade garments are manufactured and 200 workmen are employed. He desires to retrench 30 of its workmen.

What steps should be taken by the employer to lawfully retrench them, who had put in more than one year of continuous service in the industry?

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MBA/FEB24/III-F(B)(N)

**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A III SEMESTER (CBCS R-21 NEW) EXAMINATIONS JAN/FEB 2024**  
**ADVERTISING AND SALES MANAGEMENT (NEW)**  
**PAPER – VI (B)**

**TIME: 3 HRS]**

**[MAX. MARKS: 80**

**SECTION - A (5 X 3 = 15 Marks)**

1 **ANSWER ANY FIVE OF THE FOLLOWING**

- A DAGMAR
- B Elements of Ad Layout.
- C Types of Media
- D Objectives of Sales Management
- E Sales Force Motivation
- F Functions of Advertising Agencies
- G Selling skills
- H Ethics in Sales Management

**SECTION – B (5 X 10 = 50 Marks)**

**ANSWER ALL QUESTIONS**

- 2 A Define Advertising? Discuss the functions and importance of Advertising.
- OR**
- B What are the various types and forms of Internet Advertising? Explain.
- 3 A What is the meaning of Advertising copy? Explain the essentials of good Advertising copy.
- OR**
- B Explain various Ad Appeals? Discuss the factors for misleading and deceptive advertising.
- 4 A Write in detail about different types of Media? Explain in brief the frequency, reach and outcome of Media Planning.
- OR**
- B Discuss the tools and techniques of measuring Communication Effectiveness.
- 5 A Write a brief note on Sales Management Process
- OR**
- B What are the various Sales Forecasting methods? Discuss in brief.
- 6 A Discuss the Sales force recruitment and planning
- OR**
- B What are the objectives of Sales Performance? How do you measure Sales Performance.

7 **SECTION – C :: CASE STUDY (15 MARKS)**

While selection, salespersons for their range of household electronic gadgets, one company decided to adopt the policy of hiring only experienced salesmen and preferable men who have had experience of selling similar or directly competitive products.

Q. Evaluate this policy in terms of its advantages and disadvantages.

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MBA/FEB24/III-F(B)(O)

**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A III SEMESTER (CBCS R-16 OLD) EXAMINATIONS JAN/FEB 2024**  
**ADVERTISING MANAGEMENT (OLD)**  
**PAPER – VI (B)**

**TIME: 3 HRS]**

**[MAX. MARKS: 80**

**SECTION - A (5 X 3 = 15 Marks)**

1 **ANSWER ANY FIVE OF THE FOLLOWING**

- A What is DAGMAR?
- B Identify the challenges faced when writing advertising copy for television commercials?
- C Name one advantage and one limitation of outdoor advertising.
- D Define sales effectiveness in advertising.
- E How do clients select advertising agencies in India?
- F Briefly explain the concept of message strategy in advertising.
- G Identify different types of advertising media?
- H List the functions of the Advertising Council of India (ACI)?

**SECTION – B (5 X 10 = 50 Marks)**

**ANSWER ALL QUESTIONS**

- 2 A Define Integrated Marketing Communications (IMC) and discuss its significance in today's business environment.

**OR**

- B Examine recent trends in advertising and their implications for marketers with suitable examples.

- 3 A Describe how effective advertising copy contribute to achieve marketing objectives and influence in bringing positive consumer behavior?

**OR**

- B Discuss the principles of design, layout, and visual storytelling in effective advertising campaigns.

- 4 A Discuss the key components of media planning and the role of strategy in selecting media channels.

**OR**

- B Explore the challenges and opportunities of advertising in diverse media environments across different regions of India.

- 5 A Analyze the concept of advertising effectiveness.

**OR**

- B Evaluate the methods used to determine advertising budgets.

- 6 A Discuss the functions of advertising agencies in India.

**OR**

- B Discuss the concept of self-regulating codes of advertising in India.

7 **CASE STUDY : SECTION –C (15 MARKS)**

**Case Study: Developing Advertising Copy for a New Energy Drink**

ABC Beverages is launching a new energy drink targeted at health-conscious consumers who lead active lifestyles. The company aims to develop compelling advertising copy to promote the energy drink's unique features, health benefits, and appeal to its target audience.

**Questions:**

1. What are the key considerations for developing advertising copy?
2. Identify the unique selling points and value propositions for the energy drink.
3. Draft an advertising copy for the energy drink.

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**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A III SEMESTER (CBCS R-21 NEW) EXAMINATION JAN/FEB 2024**  
**FINANCIAL MARKETS AND SERVICES (NEW)**  
**PAPER – VI (C)**

**TIME: 3 HRS]**

**[MAX.MARKS:80**

**SECTION - A (5 X 3 = 15 Marks)**

1 **ANSWER ANY FIVE OF THE FOLLOWING**

- A Financial Instruments
- B Capital Market
- C Concept of Financial Services
- D Lease
- E Mutual Fund merits
- F Bill Discounting
- G Insurable Risk
- H SEBI

**SECTION – B (5 X 10 = 50 Marks)**

**ANSWER ALL QUESTIONS**

2 A Discuss about Primary Market and Secondary Market briefly.

**OR**

B What is Stock Exchange? Explain the functions of Stock Exchanges.

3 A Define Financial Engineering. Do you think there is need for Financial Innovation? Why or why not?

**OR**

B Discuss the role of Merchant Bankers in Issue Management.

4 A What are the SEBI guidelines related to Venture Capital? Explain

**OR**

B “Leasing Vs. Hire Purchase”. Discuss. Which one do you prefer and why?

5 A Explain the merits and problems of Mutual Funds.

**OR**

B What is meant by Factoring? Discuss about Factoring Scenario in India

6 A What is Insurance? Explain Benefits and Costs of Insurance to Society.

**OR**

B What do you know about IRDA? State functions of Insurer.

7 **SECTION – C :: CASE STUDY (15 MARKS)**

An automobile manufacturing company finds that the cost of making a component part in its own work shop is Rs. 50/- . The same part is available in the market at Rs. 48/- with an assurance of continuous supply. The cost data to make the part are :

Material : Rs. 20/- ; Direct Labour: Rs. 22/-; Other variables cost : Rs. 4/-

Fixed cost : Rs. 4/-; Total Rs. 50/-

Questions:

a). Should the part be made or bought?

b) will your answer be different, if the market price is Rs.45/-

★★★★★

**FACULTY OF BUSINESS MANAGEMENT**  
**M.BA III SEMESTER (CBCS R-16 OLD) EXAMINATIONS JAN/FEB 2024**  
**FINANCIAL MARKETS AND INSTITUTIONS (OLD)**  
**PAPER – VI (C)**

**TIME:3 HRS]**

**[MAX.MARKS:80**

**SECTION - A (5 X 3 = 15 Marks)**

1 **ANSWER ANY FIVE OF THE FOLLOWING**

- A Financial services
- B Objectives of money markets
- C Rights issue and Bonus issue
- D Bond market
- E Defects of stock exchanges
- F Types of Brokers
- G ADRs and GDRs
- H Functions of RBI

**SECTION – B (5 X 10 = 50 Marks)**

**ANSWER ALL QUESTIONS**

2 A What do you mean by financial markets? Explain its types and functions.

**OR**

B Discuss about the role of financial system in economic development.

3 A Define money market? Discuss the various money market instruments in India.

**OR**

B Discuss about the advantages and defects in Indian money market.

4 A What is primary market? Discuss the various methods of floating new issues.

**OR**

B Explain the differences between money market and capital market?

5 A What is stock exchange? Discuss its trading and settlement mechanism.

**OR**

B What is depository? Discuss the functions and services of NSDL and CDSL.

6 A Describe the regulation mechanism of Indian Financial System.

**OR**

B “Security and Exchange Board of India (SEBI) has played a strong role for the improvement of the secondary market in India.” Comment.

7 **SECTION – C :: CASE STUDY :(15 MARKS)**

“The Indian Financial Sector is playing a vital role in economic development”. Highlight the reforms introduced in banking and capital market sectors.

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MBA/FEB24/III-F(D)(O)

**FACULTY OF BUSINESS MANAGEMENT**  
**M.BA III SEMESTER (CBCS R-20 OLD) EXAMINATION JAN/FEB 2024**  
**FUNDAMENTALS OF DATA MANAGEMENT (OLD)**  
**PAPER – VI (D)**

**TIME: 3 HRS]**

**[MAX. MARKS: 80**

**SECTION - A (5 X 3 = 15 Marks)**

1 **ANSWER ANY FIVE OF THE FOLLOWING**

- A significance of a data model in the context of database development
- B How does a corporate data model differ from other types of data models?
- C Differentiate between character data types and numeric data types
- D What is the purpose of aggregate functions in a database query
- E List and briefly explain the main steps involved in the data mining process
- F Write the concept of Meta data
- G Explain the basic arithmetic operators used in database queries
- H What is the fundamental purpose of Business Intelligence (BI) in an organizational context?

**SECTION – B (5 X 10 = 50 Marks)**

**ANSWER ALL QUESTIONS**

- 2 A Discuss the role and benefits of data management in an enterprise-wide context
- OR**
- B Explain the key steps involved in the database development process
- 3 A How does a corporate data model contribute to improving communication and understanding among various stakeholders in an organization? Provide examples to illustrate its impact.
- OR**
- B Identify common issues associated with poor data quality. How do these issues impact organizational decision-making and operations
- 4 A Discuss the importance of DDL in database design and schema evolution. How does DDL contribute to the overall structure and organization of a database?
- OR**
- B Explore the challenges and considerations when writing queries involving multiple tables
- 5 A Explore the role of primary keys in database design. How do primary keys facilitate data retrieval and maintain uniqueness in relational databases?\*\*\*
- OR**
- B Discuss the challenges associated with working with null values in database queries and applications. What strategies can be employed to effectively manage and interpret null values?
- 6 A Explore the role of data warehousing in supporting Business Intelligence. How does a well-designed data warehouse contribute to the effectiveness of BI processes?
- OR**
- B Identify and briefly explain the main drivers that contribute to the growth of big data in contemporary times

7 **SECTION – C :: CASE STUDY (15 MARKS)**

Discuss how data mining techniques used to analysis customer perception towards online shopping.

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**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A III SEMESTER (CBCS R-16 OLD) EXAMINATIONS JAN/FEB 2024**  
**ORGANISATION DEVELOPMENT (OLD)**  
**PAPER – VIII (A)**

TIME: 3 HRS]

[MAX. MARKS: 80

**SECTION - A (5 X 3 = 15 Marks)**1 **ANSWER ANY FIVE OF THE FOLLOWING**

- A The survey research stem
- B Implications of OD
- C Team Interventions
- D Teams and work groups
- E Client System
- F Distributed Intelligence
- G Disruptive Innovation
- H Integrative practice of OD

**SECTION – B (5 X 10 = 50 Marks)****ANSWER ALL QUESTIONS**

2 A Define Organisation Development and discusses the role of action research stem

**OR**

B Discuss the OD values in Indian Organisations

3 A What is the process of managing OD?

**OR**

B Discuss the structural interventions and the applicability of OD

4 A Explain the depth and appropriateness of OD interventions

**OR**

B Write a note on the ethical standards in organisation development

5 A What are the competencies of an effective OD practitioner

**OR**

B Explain the professional values and ethics for Organisation Development

6 A Discuss OD value cycle

**OR**

B Write a note on the new agenda for Organisation Development.

7 **SECTION – C :: CASE STUDY (15 MARKS)**

Mr. Richard Dick is a new competent OD practitioner to the organisation with a vision and mission to focus on Organizational Development. He has initiated a planned programme for OD and his vision was accepted by all the employees. In the process of OD, the conflicts have been arising due to lack of commitment for the OD, expertise, competencies and appropriateness. The OD practitioner tried to inculcate ethics and values and also principles of high performance work systems, he was not able to succeed in his profession as OD practitioner.

**Questions:**

1. What are the issues that arise organisational functioning?
2. If you are the OD Practitioner, what would be your strategy?
3. What kind of ethical standards you would follow to deal OD issues?

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**MBA/FEB24/III-H(B)(O)**

**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A III SEMESTER (CBCS R-16 OLD) EXAMINATIONS JAN/FEB 2024**  
**SALES AND DISTRIBUTION MANAGEMENT (OLD)**  
**PAPER – VIII (B)**

**TIME: 3 HRS]**

**[MAX. MARKS: 80**

**SECTION - A (5 X 3 = 15 Marks)**

**1 ANSWER ANY FIVE OF THE FOLLOWING**

- A What is the nature and scope of Sales Management?
- B What are the essential qualities of salesmanship?
- C Outline the methods of motivating and compensating a sales force
- D Provide two key advantages that distribution channels offer to manufacturers.
- E Briefly explain the difference between domestic and international distribution
- F How is Sales and Distribution Management linked?
- G What are the key activities involved in logistics management?
- H Briefly discuss the concept of channel policies in distribution management

**SECTION – B (5 X 10 = 50 Marks)**

**ANSWER ALL QUESTIONS**

- 2 A** Why do businesses need distribution channels? Discuss the significance of marketing channels and the process of selecting appropriate channels of distribution.

**OR**

- B** Discuss the contemporary issues, in the field of Sales Management.

- 3 A** Discuss the importance of sales budgets and quotas in the sales planning process.

**OR**

- B** Analyze the methods of controlling a sales force. How can a balance be struck between control measures and empowering sales professionals for optimal results?

- 4 A** Analyze the role of recruitment and selection in building a high-performing sales team.

**OR**

- B** Elaborate on the components of an effective sales training program. How does ongoing training contribute to the professional development of a sales team?

- 5 A** Explore the concept of channel cooperation

**OR**

- B** Discuss common sources of channel conflict in distribution management.

- 6 A** Discuss various components of the inventory management process in logistics.

**OR**

- B** Discuss the key considerations when entering international markets for sales and distribution

**7 SECTION – C :: CASE STUDY (15 MARKS)**

Techwave Electronics is a leading distributor of electronic components in Southern India, with a specific focus on Bangalore, Chennai, and Coimbatore. To expand their market presence, they hired a seasoned sales manager, Vaibhav, to focus on the Coimbatore region. However, conflicts arise when reports suggest that Vaibhav and his team are engaging with clients in the Bangalore and Chennai territories, causing concerns among the existing sales managers. Soon this dispute reaches the Regional Manager.

- 1) What are the problems with the territory design in this case?
- 2) If you were the Regional Manager, what will you do to control the situation?

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MBA/FEB24/III-H(C)(O)

**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A III SEMESTER (CBCS R-16 OLD) EXAMINATIONS JAN/FEB 2024**  
**INTERNATIONAL FINANCIAL MANAGEMENT (OLD)**  
**PAPER – VIII (C)**

**TIME: 3 HRS]**

**[MAX. MARKS: 80**

**SECTION - A (5 X 3 = 15 Marks)**

1 **ANSWER ANY FIVE OF THE FOLLOWING**

- A World Bank
- B Cross Rates
- C Netting and Offsetting
- D Foreign Exchange Management Act
- E European Bonds
- F Blocked Accounts
- G Translation Exposure
- H Bretton Woods System

**SECTION – B (5 X 10 = 50 Marks)**

**ANSWER ALL QUESTIONS**

2 A What do you mean by International Financial Management? Discuss its scope and importance?

**OR**

B What is IMF? Describe the role played by IMF in resolving financial crises in the global economic system.

3 A “The central bank of each country plays a significant role in the foreign exchange market”. Evaluate.

**OR**

B a) Explain the theory of Interest Rate Parity.

b) Assume the spot exchange rate of the Singapore dollar is \$0.70. The one-year interest rate is 11% in the USA and 7 % in Singapore. What would be the spot rate in one year according to the international Fisher effect?

4 A “Economic exposure implies the change in the value of a firm due to unanticipated change in exchange rates” Examine the statement.

**OR**

B What are the advantages of currency option hedge over the forward hedge?

5 A Describe the features of ADR and GDRs and suggest measures to develop the market for IDRs.

**OR**

B Explain the types of swaps. How they are useful to hedge the currency exposure.

6 A Discuss the methods of evaluating international investment decisions.

**OR**

B Explain International taxation methods?

7 **SECTION – C :: CASE STUDY (15 MARKS)**

Two types of economic agents are needed: hedgers and speculators in a currency derivative market. Explain.

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FACULTY OF BUSINESS MANAGEMENT  
M.B.A III SEMESTER (CBCS R-20 OLD) EXAMINATIONS JAN/FEB 2024  
BUSINESS ANALYTICS FOR MANAGEMENT DECISION MAKING (OLD)  
PAPER –VIII (D)

TIME: 3 HRS]

[MAX. MARKS: 80

SECTION - A (5 X 3 = 15 Marks)

1 ANSWER ANY FIVE OF THE FOLLOWING

- A Explain challenges in data-driven decision-making.
- B Briefly explain the primary objective of Business Analytics in organizations.
- C Name two key metrics or factors commonly used in calculating Customer Lifetime Value.
- D How can businesses use predictive sales analytics to enhance customer relationship management?
- E What are the emerging trends and future directions in the field of Business Analytics?
- F What is an S Curve in the context of forecasting new product sales?
- G How can businesses use capability analytics to identify skill gaps and optimize workforce performance?
- H Define leadership analytics and explain its role in organizational development.

SECTION – B (5 X 10 = 50 Marks)

ANSWER ALL QUESTIONS

- 2 A Analyze a real-world scenario where Business Analytics played a pivotal role in transforming a company's decision-making processes

OR

- B Describe the advantages and hurdles faced by organizations in harnessing the power of big data.

- 3 A Explore potential challenges related to data quality and integrity in Business Analytics and propose strategies for overcoming them.

OR

- B Describe the ethical considerations associated with the use of predictive analytics and machine learning algorithms in business decision-making.

- 4 A Analyze a case study where a company successfully utilized Customer Lifetime Value to improve its overall business performance.

OR

- B Discuss the strengths and weaknesses of different approaches when forecasting sales from a small dataset.

- 5 A Discuss the methodologies and tools employed in cash flow analytics.

OR

- B Discuss the role of value driver analytics in strategic decision-making.

- 6 A How can businesses use employee churn analytics to enhance employee retention strategies?

OR

- B “Consider a multinational corporation with diverse regional offices, each with its unique cultural details”. Discuss how corporate culture analytics can be applied to foster a sense of unity and inclusivity across these geographically dispersed offices

7 SECTION – C :: CASE STUDY (15 MARKS)

XYZ Corporation, a leading global e-commerce company, aimed to enhance its marketing strategies and brand presence through effective utilization of social media. The company decided to invest in Social Media Analytics to gain insights, improve engagement, and boost overall marketing performance. The company employed sentiment analysis tools to monitor mentions and discussions related to their brand across various social media platforms. Further they adopted Engagement Optimization method. Using analytics tools, the company tracked engagement metrics such as likes, shares, comments, and click-through rates. Despite the successes, XYZ Corporation faced challenges such as data privacy concerns and evolving social media algorithms

Questions:

1. What were the primary challenges faced by XYZ Corporation in implementing Social Media Analytics, and how were they addressed
2. Assess the overall impact of Social Media Analytics on XYZ Corporation's marketing success.

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