

FACULTY OF BUSINESS MANAGEMENT
MBA IV SEMESTER (CBCS R-21 NEW) EXAMINATIONS JULY 2024
CREATIVITY AND INNOVATION
PAPER - I

TIME: 3 HRS]

[MAX. MARKS: 80

SECTION-A (5 X 3 = 15Marks)1 **Answer any FIVE of the following**

- | | |
|--------------------------------------|------------------------|
| A Divergent thinking | E Creative Teams |
| B Creative Intelligence | F Creative Diagnosing |
| C What are the traits of creativity? | G Sustained Creativity |
| D Formative Environment | H What is Innovation? |

SECTION – B (5 X 10 = 50 Marks)**Answer ALL questions**

2 A What is creativity? Explain the steps in enhancing creativity.

OR

B What are the biological and social roots of creativity?

3 A Discuss the formative environment role in creativity

OR

B What are the strategies for changing of motivation?

4 A Discuss the role of perpetual creativity in organisations.

OR

B Discuss creative Human Resource Management practices

5 A What are the approaches for design of creative organisations

OR

B Explain the mechanism stimulating organisational creativity

6 A Write a note on Inter-organisational and network innovations

OR

B What are the skills required for sponsoring innovation?

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

Mr.Vinay Kumar a new Marketing Manager of “ Ultra Pure” a safe drinking water plant based in Hyderabad. He has been successful in reaching the corporate offices with supply of Ultra Pure water bottles with a tag line – “ Be fit physically and psychologically with Ultra Pure”. This tag line has convinced employees in the corporate sector. Mr Vinay Kumar is leading the successful journey because of his team with creative minds and innovative strategies in attracting the corporate offices. The team has been working to reach other offices and hotels also as Ultra Pure water has been proved as safe drinking water. The management has also decided to provide safe drinking water in the Government schools under CSR scheme and also enter into other cities in Telangana.

Questions:

1. What are the creative strategies of Mr.Vinay Kumar and team in reaching corporate offices in Hyderabad though other alternates are existing?
2. What are the marketing strategies available to reach other cities and Government schools by Ultra Pure?
3. What are the creative and innovative strategies you will find in Mr.Vinay Kumar team?

★★★★★

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-16 OLD) EXAMINATION JULY 2024
INTERNATIONAL BUSINESS
PAPER - I

TIME: 3 HRS]

[MAX. MARKS: 80

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

- | | | | | |
|---|---|---|---|--------------------------------|
| 1 | A | Brief structure of International Business | E | Operations management |
| | B | Negotiations | F | Brief about NAFTA |
| | C | Brief about Multi National Enterprises | G | Write a short notes on Mergers |
| | D | Discuss about Economic Unions | H | Cross border Liabilities |

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

- 2 A Explain the Internal and External factors of Business Environment.
OR
 B Brief about Strategic Alliance. Explain the significance and its objectives.
- 3 A Discuss about International company and brief the problems associated with it.
OR
 B Write about the implications for India for the practice of global leadership in business.
- 4 A How MNE's seek and exploit market imperfections explain
OR
 B Brief about the Protection of Intellectual Property with examples
- 5 A Write short notes on WTO, IMF and ILO.
OR
 B Explain the International Economic Policies implication of barriers to trade.
- 6 A Brief the International HR Management strategies
OR
 B Explain the Porter's model of competitive advantage

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

The public sector Indian Oil Corporation (IOC) the major oil refining and marketing company which was also the canalizing agency for oil imports and the only Indian company in the Fortune 500, in terms of sale, planned to make a foray into the foreign market by acquiring a substantial stake in the Balal Oil fields in Iran of the Premier oil. The project was estimated to have recoverable oil reserves of about 11 million tons.

When IOC started talking to the Iranian Company for the acquisition in October 1998, oil prices were at rock bottom (\$11 per barrel) and most refining companies were closing shop due to falling margins. Indeed a number of good oil properties in the Middle East were up for sale. Using this opportunity, several developing countries "made a killing by acquiring oil equities aboard".

IOC need Governments permission to invest abroad. Application by Indian company for investing aboard is to be scrutinized by a special committee represented by the RBI and the Finance and Commerce Ministries. By the time the government gave the clearance for the acquisition in the December 1999 the prices had bounced back to \$24 per barrel. And the elf of France had virtually took Airway the deal from under IOCs nose by acquiring the premiere oil. The RBI which gave IOC the approval for \$15 million investment, took more than a year for clearing the deal because the structure for such investment were not in place, it was reported.

Questions:

1. Discuss whether it is the domestic or global environment that hinders the globalization of Indian business.
2. Even if it had not acquired premier oil, what would have been the impact of the delay in the clearance of IOC?
3. What are the lessons of this case?

★★★★★

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-21 NEW) EXAMINATIONS JULY 2024
MANAGEMENT INFORMATION SYSTEM & E-BUSINESS
PAPER – II

TIME: 3 HRS]

[MAX. MARKS: 80

SECTION - A (5 X 3 = 15 Marks)1 **Answer any FIVE of the following**

- | | | | |
|---|-----------------------------|---|----------------------------|
| A | Need for Information system | E | Limitations of M- commerce |
| B | Importance of GDSS | F | Crypto Currency |
| C | IT Act 2000 | G | Future direction of ERP |
| D | Secure Socket Layer | H | E-Procurement |

SECTION – B (5 X 10 = 50 Marks)**Answer ALL questions**

2 A Explain System Development Life Cycle

OR

B Explain different types of information system and their components

3 A What is Information Security? Why is Information Security important?

OR

B What is Cyber Crime? What are the types of cyber Crime?

4 A Explain the scope and significance of E - Commerce

OR

B Describe the Modules of E -Commerce

5 A What is E–Commerce payment system? Explain about different E-commerce payment systems

OR

B Discuss E-Marketing and Elaborate on its significance and advantages

6 A Discuss the risks of ERP Implementation

OR

B What is ERP? Explain the Limitations and benefits of ERP

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

A Sales Force Automation (SFA) system integrates mobile computing and internet technologies to automate many information processing activities for sales support and management. XYZ Corp is a mid-sized technology firm specializing in software solutions for small and medium-sized businesses. The company has a dedicated sales team responsible for acquiring new clients and managing existing relationships. Prior to implementing an SFA system, XYZ Corp faced challenges such as inconsistent sales processes, lack of real-time data, and inefficiencies in lead management. XYZ Corp decided to implement a robust SFA system to streamline its sales processes

Question for Discussion:

Discuss how the implementation of a Sales Force Automation system at XYZ Corp will significantly enhance on the following :

- (i) the Productivity of salespersons
- (ii) Improved Marketing Management, and
- (iii) Provide a competitive advantage.

★★★★★

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-21 NEW C& R-16 OLD) EXAMINATIONS JULY 2024
ENTREPRENEURSHIP DEVELOPMENT
PAPER - III

TIME: 3 HRS]

[MAX. MARKS: 80

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

- | | | | | |
|---|---|-------------------------|---|------------------------------|
| 1 | A | Traits of Entrepreneurs | E | Rural Entrepreneurship |
| | B | Idea Generation | F | Challenges of Entrepreneurs |
| | C | Venture Financing | G | Penetration Pricing Strategy |
| | D | New Entry opportunity | H | EDP's |

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

- 2 A Discuss the theories of Entrepreneurship? How to inculcate Entrepreneurial Culture amongst the present youth?
- OR**
- B Explain the need and importance of Entrepreneurship? What are the bottlenecks for Entrepreneurial development in India?
- 3 A How to start a New Business? Write about Opportunity Recognition and Creative Problems Solving?
- OR**
- B What do you mean by Feasibility Planning? Explain the Four Stage Growth Model?
- 4 A Explain the importance of Working Capital Management? Discuss in brief about various sources of Finance?
- OR**
- B Discuss the issues and challenges of Human Resource Management in SME's?
- 5 A How to assess the attractiveness of a New Entry Opportunity? Discuss few Entry Strategies?
- OR**
- B Write about New Entry Exploitation Growth as well as Risk Reduction Strategies?
- 6 A What do you mean by Family Business? Discuss the importance, Types of Family Business?
- OR**
- B What factors govern Women Entrepreneurship? Discuss the challenges of Women Entrepreneurship and how to overcome them?

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

VINUTHNA is a global award-winning design firm. Every year teams of people including psychologists, mechanical engineers, biologists and industrial designers work on projects ranging from Apple's first computer mouse to heart defibrillators to the Neat Squeeze toothpaste tube.

VINUTHNA's corporate philosophy is that teamwork improves innovation and creativity. Group brainstorming is used to spark a lot of new ideas at once. Project teams share and improve ideas by leveraging members' skills and solving problems together. The company believes that the diversity of interdisciplinary teams allows higher quality, faster innovation.

Regardless of the project, VINUTHNA teams use the same process. First they identify similar products and experiences, then they observe people using them. The teams then visualize, evaluate, refine and implement innovative solutions to their clients' problems drawing from their research and observations. VINUTHNA team members lack status of formal titles and every team member is given equal respect.

Questions:

1. How does teamwork influence innovation at VINUTHNA?
2. How does diversity influence the effectiveness of teamwork at VINUTHNA?

★★★★★

FACULTY OF BUSINESS MANAGEMENT
MBA IV SEMESTER (CBCS R 21 NEW) EXAMINATIONS JULY 2024
TOTAL QUALITY MANAGEMENT
PAPER - IV

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

- | | | | | |
|---|---|-----------------------------|---|------------------------------|
| 1 | A | Concept of TQM | E | ANSI |
| | B | 5's principles of TQM | F | Check sheet |
| | C | Kaizen | G | Kepner & Tregoe Methodology |
| | D | Quality function deployment | H | Total productive maintenance |

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

- 2 A Explain the role of culture in total quality management?

OR

- B What is Acceptance sampling and explain its methods?

- 3 A Explain the seven tools of TQM?

OR

- B What is forced field analysis and how to conduct it?

- 4 A Discuss in detail about continuous process improvement?

OR

- B What is PDCA cycle and explain its importance and stages?

- 5 A What is six sigma and explain its frame work?

OR

- B Define bench marking and explain the types of bench marking?

- 6 A What are the universal standards of quality?

OR

- B Explain the cost and benefits of ISO certification?

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

Benchmarking in Total Quality Management

In the competitive landscape of the 21st century, achieving excellence in quality management is crucial for organizations striving for continuous improvement and customer satisfaction. Benchmarking, a key tool in Total Quality Management (TQM), plays a pivotal role in helping companies identify best practices, set performance standards, and enhance overall organizational performance.

Electro Tech solutions is a global manufacturer of consumer electronics with operations in multiple countries. Facing increasing competition and customer expectations for high-quality products, Electro Tech solutions recognized the need to implement TQM principles to maintain its market leadership and improve operational efficiency

Challenges Faced:

1. Quality Issues: Electro Tech solutions experienced quality control challenges, resulting in increased defects and customer complaints.
2. Operational Inefficiencies: Production processes were inefficient, leading to delays and higher costs.
3. Market Competition: Competitors were gaining market share by delivering superior products and services

Questions:

Through strategic implementation of benchmarking as part of its TQM strategy, how Electro Tech solutions can solve the challenges faced using benchmarking practices? Discuss the steps to be taken and what results can be achieved to the challenges faced.

★★★★★

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER(CBCS R-16 OLD) EXAMINATIONS JULY 2024
MANAGEMENT INFORMATION SYSTEM (OLD)
PAPER - IV

TIME:3 HRS]

[MAX. MARKS: 80

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

- 1 A Discuss the key components of a Management Information System
- B What are Expert Systems?
- C Discuss the components of a Production Information System
- D What is Structured Analysis? Explain its principles
- E What are the primary roles of Information Systems (IS) professionals?
- F How can Information Technology support Business Process Reengineering efforts?
- G Give examples of different types of decisions supported by Information Systems.
- H What are the different techniques used in planning IS initiatives?

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

- 2 A Discuss the challenges managers face in adopting and integrating new Information Systems in their departments

OR

- B Describe the strategic role of Information Systems in creating sustainable competitive advantage for organizations.
- 3 A How can Information Systems support decision makers in dynamically adjusting decision criteria?

OR

- B Explain Herbert Simon Model of decision making
- 4 A How can organizations leverage Marketing Information System to achieve competitive advantage in dynamic market environments?

OR

- B Discuss the components of a Financial Information System.
- 5 A What is the System Development Life Cycle (SDLC)? Explain its phases.

OR

- B Explain System Project Management key principles.
- 6 A Compare and contrast centralized, decentralized, and distributed processing architectures.

OR

- B Discuss security threats to Information Systems?

7 CASE STUDY : SECTION –C (15 MARKS)**Implementation of a Human Resources Information System (HRIS)**

Swing Corp, a mid-sized manufacturing company with 500 employees, has been experiencing challenges in managing its human resources effectively. The HR department currently relies on manual processes for payroll, employee records, and performance management. With plans for expansion and a growing workforce, the company recognizes the need for a more efficient and integrated approach to HR management.

To address these challenges, Swing Corp decides to implement a Human Resources Information System (HRIS).

Questions:

- 1) Discuss how the Implementation of Human Resources Information system can transform the HR dept.?
- 2) Present the different steps in Implementation process of HRIS
- 3) What results can be expected from the implementation of HRIS

★★★★★

FACULTY OF BUSINESS MANAGEMENT
M.B.A.IV SEMESTER(CBCS R-21 NEW) EXAMINATIONS JULY 2024
PERFORMANCE AND COMPENSATION MANAGEMENT
(HR SPECIALISATION)
PAPER- V(A)

TIME: 3 HRS]

[MAX. MARKS: 80

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

- 1 A Key Result Areas
- B Leadership based Performance Management
- C Merit Pay
- D Pay structure
- E ESOPs
- F Executive Compensation
- G Broad banding
- H Allowances

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

- 2 A Discuss the essential features of effective performance management system

OR

- B Discuss about the scope and importance of Performance management

- 3 A Discuss the significance of Team based Performance management

OR

- B Illustrate the Performance management Practices in Indian Organizations.

- 4 A What is Compensation Management? Discuss the different forms of Pay

OR

- B Discuss about the strategic perspective of total compensation

- 5 A Write a note on Equity theory and Tournament theory of Compensation

OR

- B Explain the determinants of International Compensation system

- 6 A Explain about Compensating differentials.

OR

- B Discuss about the role of Performance appraisal in compensation decisions.

SECTION – C :: CASE STUDY (15 MARKS)

7 CMZY Pvt. Ltd., founded by Mr. Raj 15 years ago, initially maintained high production standards and low labor turnover. As the company grew, Mr. Raj's direct interactions with workers decreased due to increased responsibilities. To manage operations, Mr. Harish was hired as plant supervisor when the workforce reached about 1000 employees. However, productivity declined while absenteeism and labor disputes rose. Despite substantial wage increases and new merit-based incentives, these issues persisted. Investigations revealed Mr. Harish's lack of empathy and problem-solving skills, contributing to growing discontent among workers. Workers complained about weekend work, inadequate changing facilities, and substandard restroom conditions. Mr. Raj responded with additional wage hikes and increased vacation flexibility, which were financially feasible but failed to resolve underlying grievances.

1. Were the steps taken by Mr.Raj appropriate?
2. What do you think he should have done in order to improve the situation?

★★★★★

MBA/JULY24/IV-E(B)(N)

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-21 NEW) EXAMINATIONS JULY 2024
SERVICES MARKETING
(MARKETING SPECIALISATION)
PAPER – V(B)

TIME: 3 HRS]

[MAX. MARKS: 80

SECTION-A (5 X 3 =15Marks)

1 **Answer any FIVE of the following**

- A How do you classify services?
- B How customer perceptions are different from expectation?
- C What is the importance of employees in marketing of services?
- D Mention two approaches for pricing of services.
- E Write a short note on Health Care Services?
- F What are the 7P's of Services Marketing Mix?
- G What is the role of marketing communication in service marketing?
- H What are service recovery strategies?

SECTION-B(5 X 10=50Marks)

Answer ALL questions

2 A Discuss the reasons for growth and development of Services Marketing with suitable illustrations.

OR

B Explain the characteristics of services.

3 A Describe the expectations of a Customer through a Service?

OR

B Discuss the steps involved in Service Recovery?

4 A Why is physical evidence and servicescape important in service marketing? Explain with suitable examples.

OR

B Illustrate the role of intermediaries in electronic channels in delivering service?

5 A Discuss the issues and challenges in mapping demand with capacity of a service centre and its implications on cost and profit of the centre?

OR

B Write an essay on Service Triangle.

6 A Describe the strategies suitable for marketing Financial and Banking Services?

OR

B Discuss the issues and challenges involved in marketing of Transportation Services.

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

Keeping pace with economic growth of this country, the housing loan has been becoming a most lucrative and large marketable product of banking and non-banking financial institutions. ICICI, HDFC, SBI, PNB Banks are the leaders of house loans in Telangana region. It is observed that of late there is a mismatch between demand for and supply of house loans in this region with increasing demand for and less of supply of this financial service.

You are required to :

- a) List out common causes of this mismatch between demand and supply in India.
- b) Explain the strategies to match them.

★★★★★

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-21 NEW) EXAMINATION, JULY 2024
PORTFOLIO MANAGEMENT
(FINANCE SPECIALISATION)
PAPER – V (C)

TIME: 3 HRS]

[MAX. MARKS: 80

SECTION-A (5 X 3 =15Marks)1 **Answer any FIVE of the following**

- A Primary objectives of investment
- B Principles of portfolio theory
- C Diversification
- D Return optimization
- E Indifference curves
- F CML
- G Arbitrage portfolio
- H Portfolio evaluation

SECTION-B(5 X 10=50Marks)**Answer ALL questions**

2 A 'The investment process involves a series of activities starting from the policy formulation.' Discuss.

OR

B Distinguish between traditional and modern portfolio theory.

3 A Define efficient frontier. Distinguish between efficient portfolio and feasible portfolio.

OR

B Explain the concept and process of portfolio analysis.

4 A What is meant by optimal portfolio? How is it identified?

OR

B What are the steps involved in the traditional portfolio selection?

5 A 'CAPM can be used to evaluate the pricing of securities.' Discuss

OR

B Describe the basic APT model of two factors.

6 A What is risk adjusted return measures? Give two examples.

OR

B Distinguish between Sharpe ratio and Treynor ratio.

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

An investor is able to borrow and lend at the risk-free rate of 12%. The market portfolio of securities has an expected return of 20% and a standard deviation of 25%.

Determine the expected return and standard deviation of the portfolios.

i) If all wealth is invested in the risk-free asset.

ii) If $2/3^{\text{rd}}$ is invested in the risk-free asset and $1/3^{\text{rd}}$ in the market portfolio.iii) If all wealth is invested in the market portfolio. Additionally, the investor borrows $1/3^{\text{rd}}$ of his wealth to invest in the market portfolio.

FACULTY OF BUSINESS MANAGEMENT
M.BAIV SEMESTER(CBCS R-16 OLD) EXAMINATIONS JULY 2024
PERFORMANCE MANAGEMENT
(HR SPECIALISATION)
PAPER – V(A)

TIME: 3 HRS]

[MAX. MARKS: 80

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

- | | | | | |
|---|---|-----------------|---|------------------------------|
| 1 | A | Competency goal | E | Role clarity |
| | B | Reward system | F | Organizational effectiveness |
| | C | Culture | G | Retaining |
| | D | Staff | H | Performance problems |

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

- 2 A Define Performance Management and explain its objectives and its significance

OR

B Brief the limitations of Performance Management

- 3 A Discuss the Key Result Areas (KRAs) in Performance Management

OR

B Write a short notes on Performance linked Increments and promotions with suitable examples

- 4 A Explain the Blake and Moutons Leadership theory (Management Grid)

OR

B Write about the Reward based Performance Management System and its significance

- 5 A Write short notes on Performance appraisal system for Supervisory Staff, General Staff and Shop floor workers.

OR

B Discuss the Corporate Performance management with suitable examples

- 6 A Explain the Implications of Performance Management on Knowledge Management.

OR

B Brief the Role of CEO's in leveraging knowledge through Performance Management.

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

The case let talks about the reasons for US-based multinational technology company Google LLC bringing about a change in its employee performance review system. The case provides a glimpse into the reasons that led Google to drop out of the list of Best Places to Work somewhere in the mid-2010s after having been on the list for quite a few years. The case documents how employee dissatisfaction at Google had soared further in the post-pandemic world, leading to a rise in employee turnover. The case provides key highlights from Google's employee survey – The Googlegeist Survey 2021 – which revealed the various HR areas that were a bone of contention for the company's employees. The case then mentions the various aspects of Google's new employee review system called the Googler Reviews and Development (GRAD) that was launched in May 2022. Unlike the earlier system, GRAD was expected to focus on employee development, learning, and progression throughout the year. So, can GRAD stem employee dissatisfaction at Google and once again make it one of the most coveted companies to work for?

Questions

1. Scrutinize the HR strategy behind the implementation of a particular appraisal method.
2. Analyze the performance appraisal process, especially the modern methods.
3. Examine the advantages and pitfalls of a performance appraisal process.

★★★★★

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER(CBCS R16 OLD) EXAMINATION, JULY 2024
SERVICES MARKETING
MARKETTING SPECIALISATION)
PAPER-V(B)

Time: 3 Hrs]

[Max. Marks: 80

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

- | | | | | |
|---|---|------------------------------------|---|---|
| 1 | A | Problems in marketing of services | E | Challenges in marketing of insurance services |
| | B | Branding in services marketing | F | Classification of services |
| | C | Product support services | G | Importance of physical evidence in services |
| | D | Multi-mode transportation services | H | Nature of services marketing |

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

- 2 A Discuss in detail about characteristics of services with suitable examples?

OR

B Explain the emerging trends in services marketing in India?

- 3 A Explain the meaning of advertising and explain its role in services marketing?

OR

B What is pricing? Explain various strategies used for pricing the services?

- 4 A What is service marketing triangle? Explain the different components of service marketing triangle ?

OR

B What is service quality? Explain the dimensions of quality of service?

- 5 A Explain the marketing components of a tourism service? Discuss the marketing practices in tourism industry?

OR

B Explain the marketing practices of Hospitality services in India?

- 6 A Explain the various components of “financial service marketing”? Write in detail about the marketing of financial services?

OR

B Write a brief note on Health care service? Explain the reasons behind the growth of healthcare services in India?

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

Nokia was the world’s dominant and pace-setting mobile-phone maker. Today, it has just three per cent of the global Smartphone market, and its market cap is a fifth of what it was in 2007. What happened to Nokia is no secret: Apple and Android crushed it. But the reasons for that failure are a bit more mysterious. Nokia had been a surprisingly adaptive company. Moving in and out of many different businesses-papers. Electricity, rubber galoshes. In 1990s, it successfully reinvented itself again. For years, the company had been a conglomerate, with a number of disparate businesses operating under the Nokia umbrella; in the early nineteen nineties, anticipating the rise of cell phones; executives got rid of everything but the telecom business. Even more strikingly. Nokia was hardly a technological laggard-on the contrary, it came up with its first Smartphone back in 1996, and built a prototype of a touch-screen, Internet enabled phone at the end of the nineties. Nokia was acclaimed for its marketing, and was seen as the company that had best figured out how to turn mobile phones into fashion accessories.

Do a strategic analysis of where Nokia went wrong

★★★★★

FACULTY OF BUSINESS MANAGEMENT
M.BA IV SEMESTER (CBCS R16 OLD) EXAMINATION, JULY 2024
PORTFOLIO MANAGEMENT
(FINANCE SPECIALISATION)
PAPER-V(C)

TIME: 3 HRS]

[MAX. MARKS: 80

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

- 1 A Efficient frontier
- B Optimal Portfolio
- C APT Two factor model
- D Minimum risk portfolio
- E Security market line
- F Mean-variance analysis
- G Leveraged portfolios
- H Performance evaluation

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

- 2 A Define portfolio. Explain the constraints in the formation of portfolio objectives?

OR

- B Explain the different stages involved in portfolio management.

- 3 A Define the Markowitz diversifications. Explain the assumptions of Markowitz theory.

OR

- B Consider two securities, P and Q with expected returns of 15 per cent and 24 per cent respectively and standard deviation of 35 per cent and 52 per cent respectively. Calculate the return and risk of a portfolio weighted equally between the two securities if their correlation is -0.9.

- 4 A Explain Sharpe's Simple portfolio optimization Model.

OR

- B Paramahansa intends to invest Rs. 10 lakh in stock market. The T bill rate is 5 % and the market return variance is 10. The following table gives the details regarding the expected return, Beta and the residual variances of the securities. What is the optimum portfolio?

Security	Returns %	Beta	Residual variance
P	17	1.00	30
Q	14	1.50	20
R	13	2.00	40
S	10	0.80	10
T	11	1.00	20
U	16	1.50	10

- 5 A What is Capital Asset Pricing Model? Discuss the basic assumptions & limitations of CAPM?

OR

- B A security pays a dividend of Rs. 3.85 and sells currently at Rs. 83. The security is expected to sell at Rs. 90 at the end of the year. The security has a beta of 1.15. The risk free rate is 5 per cent and the expected return on market index is 12 per cent. Assess whether the security is correctly priced.

- 6 A Enumerate the various measures used for portfolio evaluation and explain how it is interpreted.

OR

(Contd.....)

B

Consider the following information for three mutual funds, G, H, I and the market.

Portfolio	Mean Return (%) R_p	Standard deviation (%) σ_p	Beta β
G	12	18	1.1
H	10	15	0.9
I	13	20	1.2
Market Index	11	17	1.0

The mean risk-free rate was 6 percent. Calculate the Treynor measure, Sharpe measure and Jensen measure for the three mutual funds and the market index.

7

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

The following data are available to you as portfolio manager:

Security	Estimated return (per cent)	Beta	Standard deviation (per cent)
D	30	2.0	50
F	25	1.5	40
H	20	1.0	30
J	11.5	0.8	25
L	10.0	0.5	20
Market index	15	1.0	18
Govt. security	7	0	0

- (a) In terms of the security market line, which of the securities listed above are underpriced?
- (b) Assuming that a portfolio is constructed using equal proportions of the five securities listed above, calculate the expected return and risk of such a portfolio.

★★★★★

FACULTY OF BUSINESS MANAGEMENT
M.BA IV SEMESTER(CBCS R-16 OLD) EXAMINATIONS
JULY 2024
PROGRAMMING WITH 'R'
PAPER – V(D)

TIME:3 HRS]

[MAX.MARKS:60

SECTION-A (5 X 2 =10Marks) ANSWER ANY FIVE OF THE FOLLOWING

- 1 A Why is it important to understand both the command line interface and RStudio environment?
- B How do you create a data frame in R? Provide an example using fictional data
- C Describe the usage of if-else statements in R
- D Discuss the use cases and assumptions of Poisson regression
- E How do you create a histogram in R? Provide an example using sample data.
- F What is a vector in R? How can you create a vector?
- G Outline the steps to retrieve and analyze Twitter account data using R.
- H Explain Data reshaping

SECTION-B(5 X 8=40Marks) ANSWER ALL QUESTIONS

- 2 A Explain the steps involved in setting up and configuring RStudio for optimal performance and customization

OR

 B Discuss how R handles missing data, including the differences between NA (Not Available) and NULL values
- 3 A Discuss the process of creating and manipulating data frames in R. Include examples

OR

 B Explain the process of accessing and analyzing Facebook account data using R
- 4 A Provide a comprehensive overview of control statements in R

OR

 B Explain the concept of function closures in R. Provide examples
- 5 A How to run a logistic regression model on data in a data frame? Give illustration.

OR

 B Discuss the concept of nonlinear least squares regression in R,
- 6 A Discuss the significance of visualization and R's support for it.

OR

 B Explain the concept of HTML widgets in R and their role in interactive data visualization.

SECTION – C :: CASE STUDY : (10 MARKS)

Data Visualization in R

Radar Analytics is a data science consultancy firm specializing in analyzing consumer behavior trends for retail clients. They recently completed a project for a major retail chain, analyzing sales data across different regions and product categories. As part of the project, they used R for data visualization to uncover insights and present findings to the client.

Radar Analytics received sales data from the client in CSV format, including information on sales volumes, revenue, and customer demographics across multiple stores and product lines. The goal was to visualize this data effectively to identify trends, patterns, and actionable insights.

QUESTIONS:

1. Discuss the principles of effective data visualization. How do these principles apply to the visualizations created by Radar Analytics in this case study
2. How can visualizations aid in discovering patterns and trends within large datasets? Provide examples from the case study where visualizations helped uncover meaningful insights

★★★★★

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-21 NEW) EXAMINATIONS JULY 2024
MANAGEMENT OF INDUSTRIAL RELATIONS & LABOUR LAWS
PAPER – VI (A)

TIME: 3 HRS]

[MAX. MARKS: 80

SECTION - A (5 X 3 = 15 Marks)

1 **ANSWER ANY FIVE OF THE FOLLOWING**

- A Participants in Industrial Relations
- B What is adjudication?
- C Components of minimum wages
- D Deductions for recovery of loans
- E What are the health and safety conditions?
- F Emergency Standards
- G Employee Provident Fund
- H Objectives of ILO

SECTION – B (5 X 10 = 50 Marks)

ANSWER ALL QUESTIONS

2 A Define industrial relations and discuss the objectives and significance

OR

B What are the methods for settling industrial disputes?

3 A Explain the procedure for fixing and revising minimum wages

OR

B Discuss the payment of various undisbursed dues in case of death of employee

4 A What are the responsibilities of employers for maintaining health and safety conditions?

OR

B Explain the procedure for approval and licensing of factories

5 A Discuss the constitution of board of trustees of employee provident fund

OR

B Write a note on payment of gratuity to the employees

6 A What are the social security schemes in abroad? Discuss

OR

B Discuss the impact of technological change on Industrial Relations

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

A multinational company has been engaged in food processing has been operating in India for more than 3 decades. The management of the factory has decided to expand its operations in other location which is about 25 km away from Bibinagar with 50% of employees from the head office and production plant. The employees who are transferred have demanded for Rs.250/- per day as transportation charges. The management has decided to pay only Rs.100/- which is actual transportation charges. The employee unions have gone for strike and new factory operations were closed for 2 months and the existing plant got affected. The management has decided to terminate the employees who are involved in the strike.

Questions:

1. What should have been the strategy of management to deal with employees in shifting?
2. How do you respond to such situations as manager?
3. What are your suggestions to continue the operations in main plant and the new plant?

★★★★★

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R21 NEW) EXAMINATION, JULY 2024
GLOBAL MARKETING
PAPER – VI (B)

TIME:3 HRS]

[MAX.MARKS:80

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

- 1 A Firm Specific Advantages
- B Political Environment
- C Global Positioning
- D Skimming Pricing Strategy
- E Direct Marketing
- F Need for Global Marketing
- G Advertising
- H Transfer Pricing

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

- 2 A Define Global Marketing? Explain its need and importance in the present scenario?
OR
B What are the drivers for Globalisation? Discuss the key concepts of Global Marketing?
- 3 A Write a detail note Global Economic and Legal Environment?
OR
B Discuss the key components of Global Marketing Environment?
- 4 A How to select Global Markets? Write about different Entry Strategies?
OR
B Explain in detail the Global Segmentation Process?
- 5 A What factors influence Global Pricing? Explain different Pricing Policies?
OR
B Discuss the issues in managing Global Product Lines? Comment on Standardisation?
- 6 A State the objectives of Global Advertising? Discuss the pros and cons of it?
OR
B Explain the role of a Distribution Channel? How to design a Global Channel?

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

Global marketing powerhouse Unilever decided to base the positioning of its detergent brands around the world on the customer insight that parents universally saw dirty clothes and stains as a favourable sign of their children's experiences. The pitch in Europe for Omo detergent was a sentimental 60-second spot themed "Dirt is Good" that exhorted viewers to love their dirt. In North America, a different pitch was used. The ad slogan for Wisk detergent was "Go Ahead. Get Dirty" and communications featured a sponsorship with baseball legend Cal Ripken.

Questions

1. What Promotional mix you suggest for Unilever?
2. Suggest appropriate Ad Copy for Unilever?

★★★★★

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-21 NEW) EXAMINATIONS JULY 2024
FINANCIAL DERIVATIVES
PAPER – VI (C)

TIME: 3 HRS]

[MAX. MARKS: 80

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

- 1 A Clearing house
- B Types of derivatives
- C Types of Futures
- D Forwards vs. futures
- E Options
- F Currency options
- G Vega
- H Quote driven markets

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

- 2 A What are the economic functions of derivative markets? Explain
OR
B Explain the major players in derivative market.
- 3 A ‘Forward contracts are a part of everyday life.’ Discuss
OR
B Describe the facilities available in India for trading in future contracts.
- 4 A Distinguish between futures and options.
OR
B ‘Hedging strategies with options are based on risk management tools.’ Discuss.
- 5 A List the assumptions of the Binomial option pricing model.
OR
B What are the factors affecting option prices according to Black Scholes model?
- 6 A Describe the salient features of J.R. Verma committee report on regulation of derivatives in Indian stock market.
OR
B Explain the trading mechanism of derivatives at NSE.

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

From the information given below apply Black-Scholes model and find out the fair European option.

- i. Stock price = Rs.126
- ii. Exercise price = Rs.125
- iii. Risk free interest rate = Rs.0.0446
- iv. Standard deviation = 0.83
- v. Time to maturity = 0.0959

★★★★★

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-16 OLD) EXAMINATIONS JULY 2024
MANAGEMENT OF INDUSTRIAL RELATIONS (OLD)
PAPER - VI

TIME: 3 HRS]

[MAX. MARKS: 80

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

- 1 A Social Action approach
- B Structure of unions
- C Negotiations
- D Social Security
- E KPO
- F Discipline
- G Bargaining
- H VRS

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

- 2 A Brief the functional requirements of successful Industrial Relations programme

OR

 B Discuss the evaluation and growth of Industrial Relations in India
- 3 A What are Trade unions? Explain the problems of Trade Unions

OR

 B Write short notes on Strikes and Lockouts. Explain about negotiations for win- win-dispute resolution
- 4 A Discuss about Workers Participation in Management in Indian organizations with examples

OR

 B Brief about Code of Discipline in Industry and explain the steps involved in the procedure for disciplinary action.
- 5 A Discuss about the social security schemes in abroad

OR

 B Write about the International Trade Union Organizations.
- 6 A Explain the terms and conditions in VRS schemes in public sector with examples

OR

 B Discuss the impact of technological change on IR

SECTION – C :: CASE STUDY (15 MARKS)

The diversity initiatives by Hilton Hotels, one of the world's largest hotel companies. Hilton claimed to have a very sound diversity program and had won many accolades for its diversity initiatives. But, over the years, it faced a number of lawsuits and negative press regarding discrimination both from customers and employees. These raised serious questions about the practices the company followed. With the motto 'We Are Hilton, We Are Hospitality', all the team members played a pivotal role in shaping the workforce at Hilton Hotels. Its workforce comprised people from different cultures and backgrounds who came together to create the element of hospitality for its guests. Understanding the unique needs of the guests, owners, suppliers, and partners helped the hotel to gain a competitive advantage. This describes how some employees felt privileged and valued to come and work with Hilton and how a section of employees felt undervalued. A few customers too had complaints about having been humiliated and their dignity violated.

Question:

1. Explain the challenges in people accepting diversity.

★★★★★

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER(CBCS R16 OLD) EXAMINATION, JULY 2024
GLOBAL MARKETING (OLD)
PAPER – VI (B)

TIME: 3 HRS]

[MAX. MARKS: 80

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

- 1 A Evolution of Global Marketing
- B Global Legal Environment
- C Global Mature Markets
- D Global Brand Management
- E Global Personal Selling
- F Advantages of Global Advertising
- G Transfer Pricing
- H Multinational Market Regions

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

- 2 A What is global marketing and explain the objectives of global marketing?
OR
B Using appropriate examples, describe the theories of absolute and relative advantage in international markets.
- 3 A Explain what kind of political risks an international marketing firm faces in the international political environment? How can international firm safeguard its interest?
OR
B Why is it crucial for an international marketing manager to understand various cultures ? Explain.
- 4 A What is the rationale for segmenting global markets? Discuss the various factors on the basis of which global markets can be segmented?
OR
B What are different modes of entry in international market? What are relative advantages and disadvantages of each mode?
- 5 A Discuss the various important considerations for pricing the products in case of global marketing?
OR
B Discuss in detail about Global product lines with suitable examples?
- 6 A What factors influence selection of international distribution channel selection? Highlight the functions performed by various international distribution intermediaries.
OR
B Outline some of the major problems confronting an international advertiser? What special media problems confront by the international advertiser?

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

Consider any product of your choice and assume that you are currently marketing that product in your home country only. You now want to enter international markets.

Questions:

- (a) What are the different modes of entry available to you? Explain their relative advantages and disadvantages.
- (b) How can you go about segmenting the international markets for your product(s) ?

★★★★★

FACULTY OF BUSINESS MANAGEMENT
M.BA IV SEMESTER (CBCS R-16 OLD) EXAMINATION, JULY 2024
FINANCIAL SERVICES MANAGEMENT
PAPER – VI (C)

TIME: 3 HRS]

[MAX. MARKS: 80

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

- 1 A Bill discounting
- B Loan syndication
- C Role of merchant banker
- D Securitization
- E Functions of a Factor
- F Types of underwriters
- G Main benefits of mutual funds
- H Portfolio management

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

- 2 A Discuss the role of financial services in the economic development of a country.

OR

- B List and differentiate between fund based and non fund based financial services.

- 3 A What is merchant banking? Describe the various corporate advisory services of Merchant bankers.

OR

- B Explain the methodology adopted by credit rating agencies for security rating.

- 4 A What are the advantages and limitations of investment through mutual funds?

OR

- B Explain the mechanism of factoring. How does it differs from forfeiting?/

- 5 A Explain the origin of venture capital in India and various stages of venture capital financing offered by the Indian Venture Capital Companies.

OR

- B Describe the concept & features of venture capital. What are the guidelines of SEBI for venture capitalists?

- 6 A Differentiate between financial lease and operating lease.

OR

- B Explain the method of splitting the hire purchase instalments into interest and principal repayment.

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

Satavahana Builders Ltd. need to acquire the use of a crane for their construction business and are considering buying or leasing a crane. The crane costs Rs. 20, 00,000 and is subject to the straight line method of depreciation to a zero salvage value at the end of 5 years. In contrast, the lease rent is Rs. 4, 40,000 per year to be paid in advance each year for 5 years. Satavahana Builders Ltd. can raise debt at 14 per cent payable in equal annual instalments, each instalment due at the beginning of the year. The company is in the 50 per cent tax bracket.

Question:

Should it lease or buy the crane? Discuss

★★★★★

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER(CBCS R-16 OLD) EXAMINATIONS JULY 2024
DATA MINING
PAPER – VI (D)

TIME: 3 HRS]

[MAX. MARKS: 80

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

- 1 A Importance of Data mining in the field of data analysis.
- B What is multidimensional visualization
- C Write about Discriminant Analysis
- D Purpose of smoothing in time series analysis?
- E Name two key metrics used in Social network analysis
- F Linear regression
- G Principle Component Analysis
- H What role does natural language processing (NLP) play in text mining?

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

- 2 A What are the core ideas in data mining? Provide examples of techniques used in data mining.

OR

 B Explain the difference between supervised and unsupervised learning in data mining. Discuss with an example of each
- 3 A Explain the importance of data visualization in data analysis.

OR

 B Discuss the significance of specialized visualizations in data analysis. Provide an example of a specialized visualization technique and its application in a real-world scenario.
- 4 A What are the key differences between Neural Networks and traditional regression techniques like Multiple Linear Regression for prediction?

OR

 B How does the k-Nearest Neighbors (k-NN) algorithm work for prediction?
- 5 A Discuss the differences between simple linear regression and multiple linear regression. When would you choose one over the other?

OR

 B Explain the significance of stationarity in time series analysis. How can one test for stationarity?
- 6 A Explain how social network analysis can be utilized in business contexts, such as marketing or organizational behavior

OR

 B Discuss the impact of text mining on industries such as healthcare or finance. What are some specific use cases that demonstrate its value?

7 **SECTION – C :: CASE STUDY (15MARKS)****Analyzing Online Health Communities through Social Network Analysis:**

Online health communities (OHCs) have become essential platforms where individuals share health-related experiences and information. Social network analysis (SNA) can be applied to an online health community focused on diabetes management. The main objective is to understand the structure of interactions within the community, identify key influencers, and analyze the flow of information regarding diabetes care and management.

Questions:

1. Explain how the use of social network analysis provide valuable insights into the dynamics of online health communities
2. Elaborate on Social Network Analysis methodology to be adopted in this case.

★★★★★

FACULTY OF BUSINESS MANAGEMENT
M.B.A. IV SEMESTER (CBCS R-21 NEW) EXAMINATIONS JULY 2024
STRATEGIC HUMAN RESOURCE MANAGEMENT
PAPAER – VII (A)

TIME:3 HRS]

[MAX.MARKS:80

SECTION-A (5 X 3 =15Marks)

1 **ANSWER ANY FIVE OF THE FOLLOWING**

- A Competency Mapping
- B Environmental Scanning
- C HR Strategic Planning
- D Work Flexibility
- E Balanced Scorecard
- F Merger and Acquisitions
- G Global Sourcing of Labour
- H Strategic Compensation System

SECTION-B(5 X 10=50Marks)

ANSWER ALL QUESTIONS

2 A What is SHRM? Explain the components of HRM Strategy.

OR

B Discuss about Knowledge based HR Management Strategy

3 A What are the measures to be taken for effective diversity management

OR

B Discuss the impact of technology on Organization Structure

4 A Discuss the methods of forecasting the supply of HR

OR

B Explain the factors influencing investment perspective of Human Resources

5 A Discuss the importance of Cross training

OR

B Elaborate the Practices for evolution of high performing HR systems

6 A Discuss the various approaches to HR evaluation

OR

B Discuss the ethical implications of HR practices

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

The ABZ Company is going to be merged with XZY Company. The employees of both the companies are worried regarding the layoffs, reduction of pay and benefits as a result of merger.

- a. What measures do you suggest for this merger to be a win-win situation for both employees and the company?
- b. What factors determine their jobs to be secure?
- c. What programs/benefits should be designed for those employees who lose their jobs?

★★★★★

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-21 NEW) EXAMINATIONS JULY 2024
RETAIL MARKETING MANAGEMENT
PAPER – VII (B)

TIME:3 HRS]

[MAX.MARKS:80

SECTION-A (5 X 3 =15Marks)

1 ANSWER ANY FIVE OF THE FOLLOWING

- A Organised Retailing
- B Standalone store
- C Category management
- D In store Promotion
- E Retail Customer Services
- F Need for Retailing
- G Skimming Pricing Strategy
- H Store atmospherics

SECTION-B(5 X 10=50Marks)

ANSWER ALL QUESTIONS

- 2 A What is the importance of retailing? Discuss the different formats of retailing?
OR
 B Write about the various problems and challenges of retailing? Explain any one theory of retail evolution?
- 3 A What are the types of store locations? Discuss the steps involved in store location?
OR
 B Explain about the important considerations to be noted in store layout and design.
- 4 A What are the various types of merchandise? Explain in detail about merchandise management?
OR
 B What is category management? Explain the process of category management?
- 5 A Discuss the steps involved in the motivation and evaluation of performance of personnel.
OR
 B Explain in brief the retail promotion mix strategies?
- 6 A Briefly discuss the customer segmentation in retailing?
OR
 B How to improve Customer Loyalty? Write a brief note on the retail customer services.

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

A new entertainment site was created near a metropolis. The site needed 200 permanent employees of different categories and another 200 part time employees for Saturdays, Sundays and holidays during which crowds of more than 1 lakh were expected to visit.

Orienting the permanent and part time employees was a difficult task. Firstly the entertainment business was new to most of all employees. Satisfying customers in entertainment is difficult than in other retailed businesses. Secondly, each employee have to deal with one specific entertainment facility which was far different than others. Some were more attractive than the others. Thirdly, the manner in which customers reacted to each entertainment facility was to be recorded, so that they can be analysed and researched at a later date for making improvements.

The design of the orientation programme was indeed a challenge.

Question(s):

What would be the starting point of orientation?

How to conduct the orientation program effectively?

★★★★★

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

- 1 A Value of Right E Spin-off and Split-off
 B Un-levered Beta F Syndicatisation
 C Demerits of Merger G Buy Back of Shares
 D Value Based management H Exchange Ratio

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

- 2 A What is Venture Capital? Explain the stages in which it is being invested.
OR
 B Explain: i. Initial Public Offer ii. Corporate Strategy for Growth
- 3 A Explain the significance of operating and financial leverage analysis for a financial executive in planning for corporate profit and financial structure.

OR

- B Explain: i. Pecking Theory ii. Debt Securitization
- 4 A What are Mergers? Explain the reasons and merits of Mergers.

OR

- B AB Ltd., is planning to acquire and absorb the running business of XY Ltd discharged in the form of equity shares to be issued by AB Ltd. As on 31.3.2006. The paid up capital of AB Ltd. consists of 80 lakhs shares of ` 10 each. XY Ltd.'s Balance Sheet as at 31.3.2006 is summarized below :

SOURCES OF FUNDS	Rs.In Lakhs
Share Capital :	
-20 lakhs equity shares of ` 10 each fully paid	200
-10 lakhs equity shares of ` 10 each, ` 5 paid up	50
Loans	100
Total	350
Application of Funds	Rs.In Lakhs
Fixed Assets (Net)	150
Net Current Assets	200
Total	350

An independent firm of merchant bankers engaged for the negotiation, have produced the following estimates of cash flows from the business of XY Ltd. :

YEAR	2007	2008	2009	2010	2011
After tax earnings of equity (Rs.Lakhs)	105	120	125	120	100

The business of XY Ltd. may be valued on the basis of discounted cash flows at 8%. Calculate the total value of the business of XY Ltd.

- 5 A Explain: i. Value Based management **OR** ii. Estimating Equity Free Cash Flows

OR

- B From the following information of two investment proposals calculate best alternative using Discounted Cash flow technique Net Present Value at 10 percent discount rate:

Year	0	1	2	3	4	5
A Limited (Rs. In Cr.)	-250	50	100	100	50	50
B Limited(Rs. In Cr.)	-250	60	60	120	90	40

- 6 A What is Corporate Restructuring? Discuss various Corporate Restructuring Policies generally followed by the companies.

OR

- B Explain the meaning and importance of Financial Restructuring.

7 CASE STUDY : SECTION -C (15 MARKS)

A company has following capital structure:

Equity Shares of Rs.100 each Rs.20,00,000 ; 11% preference shares Rs.10,00,000
 10% Debentures Rs.8,00,000 ;

EBIT is at the Rate of 12% on its capital employed. Tax rate is 35 per cent.

Company need additional finance of Rs.20 lakhs for which the following alternatives are available :

- i. Issue of equity shares of Rs.100 each
 ii. 30 percent Issue of equity shares, 20 percent Preference shares and 50 percent Debentures
 iii. 50 percent Issue of equity shares and 50 percent Preference shares

Which of the alternatives of financing would you recommend and why?

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-16 OLD) EXAMINATIONS JULY 2024
COMPENSATION MANAGEMENT
PAPER – VII(A)

TIME: 3 HRS]

[MAX. MARKS: 80

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

- 1 A Pay model
- B Job Analysis
- C Performance Appraisal
- D Home net system
- E Basic pay
- F Rewarding
- G Broad based option plan
- H Stakeholders

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

- 2 A Discuss about the Objectives, Principles and Importance of Compensation management.

OR

- B Explain about the “Best Fit” Vs. “Best Practices” Dilemma

- 3 A Brief about overall HR Policies and Internal Labour markets

OR

- B Write the Use of Job Analysis and Job Evaluation in Designing Pay Structures.

- 4 A Explain the external factors influencing compensation strategy and competitiveness.

OR

- B Write about Differences in the pay mix of Competitors and Issues in pay for performance

- 5 A Discuss how Organizational Factors influence in Managing Variations in International Pay System

OR

- B Brief the Challenge of Rewarding Excellence.

- 6 A Write a short notes on a) Basic Pay b) Dearness Allowance c) Graduate Scale

OR

- B Brief The Compensation Issues in VRS in Indian Context

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

On June 9, 2017, Habauto Automotive, based in Pune, India, announced the successful negotiation of a long-term wage settlement (LTS) with the workers' union at its manufacturing facility in Nashik. This agreement, effective from November 2015 to October 2020, established a total monthly compensation of Rs 18,000 for each permanent employee, with the increase evenly phased throughout the settlement period. In addition to base wages, the agreement incorporated performance-linked incentives tied to employee productivity, adherence to safety protocols, and product quality standards. This approach not only fostered a collaborative work environment but also ensured sustained motivation among employees while maintaining operational efficiency.

Questions:

1. How does the long-term wage settlement impact employee morale and productivity at the plant?
2. What role do performance-linked payments play in aligning employee interests with the company's operational goals?
3. In what ways could similar wage settlement agreements benefit other industries or regions?

★★★★★

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-16 OLD) EXAMINATIONS JULY 2024
RURAL MARKETING
PAPER – VII(B)

TIME: 3 HRS]

[MAX. MARKS: 80

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

- 1 A Define Rural Marketing.
- B List three key features of agricultural products.
- C Mention the key roles of APEDA in agricultural marketing.
- D What is the primary focus of rural product strategies?
- E Who are opinion leaders in rural communities?
- F List the stages in the development of rural markets.
- G What is the role of intermediaries in the distribution of agricultural products?
- H Give two common defects in agricultural marketing.

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

- 2 A How do rural markets differ from urban markets? Explain.

OR

- B Explain the problems and challenges of rural markets.

- 3 A Discuss the challenges and opportunities in marketing agricultural inputs.

OR

- B Explain the methods of sale used in agricultural marketing?

- 4 A Discuss the steps to improve agricultural marketing in India.

OR

- B Discuss the significance of periodic markets in rural agricultural marketing.

- 5 A Explain the importance of brand management in rural markets.

OR

- B Analyze the various rural distribution strategies and their significance.

- 6 A Describe the shopping habits of rural consumers.

OR

- B Evaluate the various rural marketing initiatives undertaken by the corporate sector.

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

Case Study: Limited Electricity

A rural community lacked access to reliable electricity, relying on expensive and inefficient options. An innovative product - Solar Lanterns was introduced, but initial consumer adoption was slow. However, a trusted community member's positive experience significantly influenced purchasing decisions.

Questions:

1. Analyze the factors likely influencing the initial hesitation towards the new product in this case study.
2. Evaluate the role of the opinion leader in driving product adoption.
3. Discuss marketing strategies suitable in above scenario.

★★★★★

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-16 OLD) EXAMINATIONS JULY 2024
STRATEGIC FINANCIAL MANAGEMENT
PAPER – VII(C)

TIME:3 HRS]

[MAX.MARKS:80

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

- | | | | | |
|---|---|--------------------------------|---|---------------------------|
| 1 | A | Objectives of venture capital | E | Pecking theory hypothesis |
| | B | Features of corporate strategy | F | Financial distress |
| | C | Private placement | G | Consolidate balance sheet |
| | D | Reverse merger | H | Equity Free Cash Flows |

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

- 2 A What are the goals and functions of strategic financial management?
OR
 B Explain shareholders value creation. Why it is extensively recognized as corporate objective?
- 3 A What are the important characteristics of financial planning? How are financial requirements estimated?

OR

- B Balarama Company earns a profit of. 3,00,000 per annum after meeting its interest liability of 1,20,000 on its 12% debentures. The tax rate is 50%. The number of Equity Shares of 10 each are 80,000 and the retained earnings amount to 12,00,000.

The Company proposes to take up an expansion scheme for which a sum of 4,00,000 is required. It is anticipated that after expansion, the Company will be able to achieve the same return on investment as at present. The funds required for expansion can be raised either through debt at the rate of 12% or through the issue of Equity shares at par.

Required :

1. Compute the EPS if additional funds were raised by way of —
 (a) Debt; (b) Equity Shares.
2. Advise the Company as to which source of finance is preferable.
- 4 A Define the term 'takeover'. What are the objectives which takeover seeks to achieve?

OR

- B Discuss various methods of evaluation of merger and cost benefit analysis of merger.
- 5 A Discuss the elements of value based management

OR

- B Kakatiya Ltd's earnings before interest and taxes for the financial year 2023 amounted to 5,130 Lakhs. Applicable tax rate is 35%. 60% of the company's assets are financed by debt which has an after tax cost of 3.8%, while 40% is financed by equity with a cost of 9.8%. Their average total capital employed over the period amounted to 50,420 Lakhs. Find Economic Value Added.
- 6 A Discuss the various corporate restructuring strategies.

OR

- B Differentiate between sell-offs and spin-offs in the context of corporate takeovers? Provide examples of each.

SECTION – C :: CASE STUDY (15 MARKS)

- 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 earnings 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 it's EAT is Rs. 1, 00,000. The merger will be effected 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.
- (i) What are the Pre-merger Earnings Per Share (EPS) and P/E ratios of both the companies?
 (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?
 (iii) What must the exchange ratio be for XYZ Ltd.'s pre-merger and post-merger EPS to be the same?

★★★★★

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER(CBCS R-16 OLD) EXAMINATIONS JULY 2024
PREDICTIVE ANALYTICS AND MACHINE LEARNING
PAPER – VII(D)

TIME:3 HRS]

[MAX.MARKS:60

SECTION-A (5 X 2 =10Marks) ANSWER ANY FIVE OF THE FOLLOWING

- 1 A Write the use of predictive analytics
- B How does stakeholder engagement influence predictive analytics?
- C How does Naïve Bayes handle the independence assumption?
- D What are some common methods for evaluating machine learning models?
- E What are the ethical considerations when scraping data from web pages?
- F What is meant by the batch approach to model assessment?
- G How does machine learning raise ethical concerns?
- H What is the primary purpose of descriptive modeling?

SECTION-B(5 X 8=40Marks) ANSWER ALL QUESTIONS

- 2 A Discuss the key differences between predictive analytics and business intelligence

OR

 B What are some of the main challenges associated with implementing predictive analytics in organizations? Elaborate
- 3 A Discuss the importance of defining clear business objectives when developing predictive analytics

OR

 B Describe the steps involved in adopting a Predictive Business Analytics framework
- 4 A Discuss the advantages and disadvantages of using a batch approach to model assessment versus real-time evaluation

OR

 B What are the challenges associated with interpreting the results of PCA?
- 5 A Evaluate the potential abuses of machine learning in various sectors, providing specific examples

OR

 B Explore the significance of preprocessing input data in machine learning and how it influences model outcomes
- 6 A Discuss the technical challenges associated with downloading the complete text of web pages and how they can be overcome

OR

 B Discuss the techniques used for visualizing complex network data and their significance in interpretation

7 **SECTION – C :: CASE STUDY : (10 MARKS)**

In the retail sector, a leading clothing brand implemented predictive analytics to enhance its inventory management and sales forecasting. By leveraging historical sales data, customer purchasing patterns, and seasonal trends, the company developed a machine learning model that accurately predicted demand for various products. This allowed them to optimize stock levels, reduce overstock and stockouts, and improve overall supply chain efficiency. As a result, the brand experienced a 20% increase in sales during peak seasons and significantly reduced markdowns on unsold inventory, demonstrating the profound impact of predictive analytics on operational effectiveness and profitability.

Questions:

1. How did the implementation of predictive analytics impact the company's supply chain efficiency beyond inventory management?
2. What challenges did the company face during the adoption of predictive analytics, and how were they addressed?

★★★★★

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-16 OLD) EXAMINATIONS JULY 2024
STRATEGIC HUMAN RESOURCE MANAGEMENT
PAPER – VIII (A)

TIME:3 HRS]

[MAX.MARKS:80

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

- 1 A Trade offs
- B Organizational structure
- C Acquisitions
- D Work teams
- E Human Resource evaluation
- F Human Resource Information System
- G Competency mapping
- H Audit approach

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

- 2 A Brief the contribution of HR in formulating and implementation of business strategy
OR
 B Discuss the Linkage between strategic business planning (SBP) and strategic HR development (SHRD)
- 3 A What do you understand by Diversity? Explain the diversity management practices followed in the organizations
OR
 B Brief the Trends in utilization of HR and relocation of work.
- 4 A Discuss about Strategic planning, Multinational Strategies and Strategic Alliance
OR
 B Explain the Key HR activities in Mergers and Acquisition (M & A).
- 5 A How Crosstraining and flexibility in assigning work influence HR Strategies
OR
 B Write a short notes on
 a) Individual best practices and systems best practices
 b) Universal practices vs Contingency perspective –
- 6 A Write about the Analytical approach and Quantitative and Qualitative measures on HR Strategies
OR
 B Evaluating strategic contribution of traditional areas such as selection, training, Compensation? Explain

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

TechNova, a rapidly growing technology firm, recognized the need to align its human resource strategies with its overall business goals to sustain its competitive advantage. As part of its strategic human resource management (SHRM) initiative, TechNova implemented a comprehensive talent management program aimed at attracting, developing, and retaining top talent. This program included competitive compensation packages, continuous learning opportunities, and a strong emphasis on work-life balance. Furthermore, TechNova introduced a performance management system that linked employee objectives with the company's strategic goals, fostering a culture of accountability and high performance. Despite these efforts, the company faced challenges such as high turnover in critical roles and difficulties in maintaining employee engagement across different departments.

Questions

1. What are the key components of TechNova's strategic human resource management initiative?
2. How does the performance management system at TechNova align with its strategic goals?
3. What challenges did TechNova face in implementing its SHRM initiative?

★★★★★

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-16 OLD) EXAMINATIONS, JULY 2024
RETAIL MARKETING MANAGEMENT
PAPER – VIII (B)

TIME: 3 HRS]

[MAX. MARKS: 80

SECTION-A (5 X 3 =15Marks)

ANSWER ANY FIVE OF THE FOLLOWING

- 1 A Write a short note on Retailing Environment.
- B List the elements of store design that enhance customer experience.
- C Define category management and explain its significance.
- D Why is visual merchandising important for retail stores?
- E What is the purpose of CRM in retail?
- F Give the list of challenges faced by retailers?
- G Briefly explain the concept of 'foot traffic' and its importance in store location selection.
- H Write a short note on role of human resource management in retail?

SECTION-B(5 X 10=50Marks)

ANSWER ALL QUESTIONS

- 2 A Define retailing and explain its importance in the modern economy.
OR
B Evaluate the current state of retailing in India.
- 3 A What are the different types of store locations, and how do they impact a retailer's business strategy?
OR
B How does store layout influence customer experience and sales performance?
- 4 A What are the different types of merchandise found in retail stores? Provide examples.
OR
B Compare and contrast different approaches to retail pricing.
- 5 A Describe the training methods commonly used for retail staff.
OR
B Why does the promotion mix important in retailing? Explain.
- 6 A Describe the process and importance of customer segmentation in retailing.
OR
B Discuss the strategies that retailers can use to enhance customer loyalty?

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

The Struggling Clothing Boutique

Mehak's clothing boutique in a rural town initially thrived due to its trendy designs and personalized customer service. However, customer walk-ins have significantly declined recently. Upon analysis, Mehak realizes the boutique is located on a side street with limited visibility and lacks an inviting storefront design.

Questions:

1. Evaluate the factors Mehak should consider while selecting the new location.
2. Considering the challenges of attracting customers in a rural market, discuss additional strategies Mehak could employ beyond store location and design to improve brand awareness and walk-ins.

★★★★★

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-16 OLD) EXAMINATIONS, JULY 2024
FINANCIAL DERIVATIVES
PAPER-VIII(C)

TIME:3 HRS]

[MAX.MARKS:80

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

- | | | | | |
|---|---|---|---|-----------------------------------|
| 1 | A | Functions of derivatives | E | Types of margins |
| | B | Exchange-traded and OTC derivatives markets | F | In-the-money and Out-of-the-money |
| | C | Participants of derivatives | G | Intrinsic value and time value |
| | D | Objective of NSCCL-SPAN | H | Butterfly spread |

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

- 2 A 'Derivatives are effective risk management tools'. Comment on the statement.

OR

- B Explain the different types of orders which may be placed in buying a derivative contract?

- 3 A Compare and contrast between forward contracts and futures contracts with suitable examples.

OR

- B Determine the futures price from the following data:

Spot price of the commodity = Rs. 2,20,000 ; Storage cost = 7 % p.a. of spot price

Insurance cost = 5 % p.a. of spot price ;Transportation cost = 4 % (fixed)

Financing cost = 11 % p.a.; Carry period = 6 months;

Use cost-of-carry model.

- 4 A Describe the strategies for hedging with options? Explain the concept of straddle and strangle?

OR

- B Differentiate between call and put options. What are the rights and obligations of the holders of long and short positions in them?

- 5 A Explain the various factors affecting the option prices.

OR

- B The current market price of TATAMOTORS is Rs.1005/- Sri Jagannatha, an investor is interest in purchasing a Rs. 1050/- strike price call option with time to expiry of 3 months. The standard deviation is 0.6 and risk free rate of interest is 10.00 %.

Sri Jagannatha seeks your help in computing the call premium according to the Black and Scholes Model.

- 6 A What are the important recommendations made by the Dr. L. C. Gupta Committee on the introduction of derivatives markets in India?

OR

- B What do you mean by derivatives? Explain the regulations for derivatives trading in India.

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

From the following data, determine for each option, the intrinsic value and time value. State which of these in In-The –Money(ITM), Out-of-The –Money(OTM) and At-The –Money(ATM),

Option	Stock Price (Rs.)	Strike Price (Rs.)	Option Price (Rs.)
Call	138	144	12.9
Put	144	132	15.6
Call	84	78	4.5
Put	906	915	37.5
Put	168	162	14.4
Call	120	120	12

★★★★★

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-16 OLD) EXAMINATIONS JULY 2024
SOCIAL MEDIA ANALYTICS
PAPER – VIII(D)

TIME:3 HRS]

[MAX.MARKS:80

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

- 1 A Purpose of data gathering in social media analytics
- B What is a public prediction market in the context of social media?
- C strategic planning in social media analytics
- D How does fake news relate to fake reviews on social media?
- E Which factors drive the need for more data in the context of digital transformation?
- F What is the focus of CRM analytics in social media?
- G How a hidden strategy is detected in social media analytics?
- H What are the benefits of integrating social media into healthcare communication?

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

- 2 A Discuss the role of social media data in shaping digital marketing strategies
OR
 B Explain how CRM analytics in social media can enhance customer relationship management and drive business growth
- 3 A Discuss the impact of social media on consumer decision-making processes
OR
 B Discuss the benefits and challenges of using corporate prediction markets in decision-making processes and the impact of social media
- 4 A Analyze the relationship between social media and pricing strategies, providing examples of how businesses can leverage this connection
OR
 B Describe the impact of location-based social media on transactions in marketplaces and how businesses can use this data effectively.
- 5 A Evaluate the ethical considerations and challenges associated with combating fake reviews on social media platforms.
OR
 B Analyze the advantages and disadvantages of online consultations facilitated through social media platforms
- 6 A Explain the concept of "integration and social everywhere, social everything" and its implications for businesses and consumers.
OR
 B Analyze the role of social media network data in fintech, including its benefits and challenges

SECTION – C :: CASE STUDY (15 MARKS)

FashionHub, a leading global fashion retailer, has increasingly relied on social media to inform its strategic decisions. By leveraging public prediction markets and analyzing social media trends, FashionHub can gauge consumer preferences and predict market trends with remarkable accuracy. This approach helps the company in product development, marketing strategies, and inventory management. For instance, when launching a new clothing line, FashionHub utilizes social media listening tools to collect data on consumer sentiments and preferences, allowing them to make informed decisions about product features and marketing messages. However, the company faces challenges such as the potential for sentiment manipulation and the need to filter out fake reviews and biased opinions that could skew their analysis.

Questions

1. How does FashionHub use social media to inform its strategic decisions?
2. Describe one way FashionHub uses social media data in its decision-making process.
3. What challenges does FashionHub face in using social media for decision-making?
4. Suggest a strategy FashionHub could implement to mitigate the impact of fake reviews and biased opinions.

★★★★★