FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS) EXAMINATIONS, JULY 2025
CREATIVITY AND INNOVATION
PAPER - I

Time: 3 Hrs] **[Max. Marks: 80**

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

1 A What is divergent thinking?
` B Creative Intelligence
C Traits of Creativity
D Formative Environment
E Creative Manager
F Creative Teams
G Sustained Creativity
H Nature of Innovation

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

2 A Define creativity and discuss enhancing creativity.

OR

B What are the roots of creativity?

3 A Explain Motivation and Creativity

OR

B What are the strategies for changing of motivation?

4 A Discuss the techniques of creative problem solving?

OR

B Creative Marketing Management practices.

5 A What are the approaches for design of creative organisations

OR

B Discuss the mechanism stimulating organisational creativity

6 A Explain technological innovation and management

OR

B Discuss Inter Organisational and Network Innovation

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

Walmart Inc. formerly **Wal-Mart Stores, Inc.**) is an American multinational retail corporation that operates a chain of hypermarkets, discount department stores, and grocery stores, headquartered in Bentonville, Arkansas. The company was founded by Sam Walton in 1962 and incorporated on October 31, 1969. Walmart wants to operate its departmental stores in district head quarters in Telangana. The other retail stores like D Mart, Spencers, Reliance etc are existing in the district head quarters. In the midst of all these retail stores, Walmart is also intending to operate retail marketing. In order to operate the retailing in district headquarters in Telangana, creative marketing practices are needed.

Questions:

1. What are the creative marketing practices are needed for Walmart to operate in Telangana?
2. If you are the Marketing Manager, what you would do to sustain in the competition?

★★★★★

MBA/JUL25/IV-A(O)

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTR (CBCS OLD) EXAMINATIONS JULY 2025
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 International Business
B Strategic Choice
C Technology Transfer
D Mergers and Acquisitions
E Life cycle of the product
F GATT
G ILO
H International Marketing Strategy

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

2 A What are the factors influencing International Business?

OR

B Discuss the organisation of International Business

3 A What are the problems of control in an International Company?

OR

B Discuss the process of Knowledge Management in International Organisations.

4 A Discuss the Multinational Enterprises and competitive advantage of the nations

OR

B Explain the role of Indian MNEs in International Business.

5 A Discuss the role of European Union and NAFTA in International Business

OR

B What are the policy implications of barriers to trade?

6 A What are the strategies of International Human Resource Management?

OR

B Discuss the 10 – P Model of global strategic management.

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

A clothing retailer, "Threads," that sources its materials from various countries and sells its products globally. They have recently experienced a significant increase in production costs due to rising material prices in their primary supplier country. They are also facing criticism for their labor practices in another country, where they have a factory.

How can "Threads" navigate these challenges and maintain its profitability and ethical reputation?

★★★★★

MBA/JUL25/IV-B(O)

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R16_OLD) EXAMINATION, JULY 2025
BUSINESS LAW AND ETHICS

TIME:3 HRS] **[MAX.MARKS:80**

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

1 A Explain the procedure for formation of a company under the Indian Companies Ac
B What are the essential elements of a valid contract under the Indian Contract Act?
C Briefly discuss the rights of an unpaid seller under the Sale of Goods Act.
D What are the key features of the Consumer Protection Act, 1986?
E Define Business Ethics and explain its importance in a business organization.
F Differentiate between morality and professional ethics with examples
G Explain the concept of Corporate Social Responsibility (CSR) and its impact on business ethics
H What is the significance of Codes of Conduct in creating an ethical organization?

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

2 A Describe the various types of company meetings and the procedures involved.

OR

B Discuss the powers and duties of a Company Secretary under the Indian Companies Act.

3 A Explain the remedies available for breach of contract under the Indian Contract Act.

OR

B What are the types of Negotiable Instruments? Explain the role of a holder in due course

4 A Outline the objectives and major provisions of the Competition Act.

OR

B Discuss the significance and scope of the Information Technology Act, 2000.

5 A What are the characteristics of an ethical organization? Explain with examples.

OR

B Describe the ethical decision-making process in business

6 A Analyze the role of Corporate Governance in ensuring workplace ethics.

OR

B Discuss the components and benefits of an effective ethics training programme

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

Sandeep, a senior manager at a reputed pharmaceutical company in Hyderabad, discovers that a new drug his team is about to launch has undisclosed side effects, as revealed in internal test reports. When he brings this to the attention of the project head, he is advised to stay silent to avoid delays, financial losses, and possible layoffs. Ravi now faces an ethical dilemma—whether to report the truth and risk his job and the company’s reputation or remain silent and compromise on public safety and professional integrity. This situation tests his moral values, professional ethics, and the role of corporate governance in promoting transparency and ethical decision-making in business

Questions:

1. What are the ethical issues faced by Sandeep in this situation?
2. What role should corporate governance play in such situations?
3. If you were in sandeep position, what would you do and why?

★★★★★

FACULTY OF BUSINESS MANAGEMENT

M.B.A IV SEMESTER (CBCS R21 NEW) EXAMINATION, JULY 2025

MANAGEMENT INFORMATION SYSTEM AND E-BUSINESS(New)

TIME:3 HRS] [MAX.MARKS:80

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

1 A Relationship between data, information, and knowledge in an Information System
B Challenges faced by businesses in maintaining Information system security.
C Benefits of E-Commerce for businesses
D What is On-Demand Delivery, and how does it work in the context of e-business?
E Factors that influence the success of ERP implementation
F Importance of feasibility studies in developing an Information System.
G Common privacy issues faced by users on the internet
H Role of encryption in securing electronic payments.

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

2 A Discuss the need for Information Systems in business operations.

OR

B Explain the phases of the Decision-Making process in MIS

3 A What is Information access control? Explain the role of access control (Authorization & Authentication) and biometric systems in securing Information Systems

OR

B Discuss the ethical dimensions of Information Systems

4 A Classify the different types of E-Commerce. Discuss B2B, B2C with examples

OR

B Explain the different models of M-Commerce. How do these models differ in terms of customer engagement and business strategies?

5 A Explain the emerging trends in electronic payments. Discuss the role of digital rupee in the future of online transactions.

OR

B Discuss the significance of internet advertising in modern marketing strategies.

6 A Discuss how ERP systems help streamline and automate business operations across different departments.

OR

B Discuss the different business models of ERP package

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

GreenTech's existing website was nothing more than a static page with basic information about their products. As consumer behavior shifted towards online shopping, GreenTech realized that they were missing out on a significant opportunity. Their physical stores could not support their desired growth, and their lack of an online shopping feature limited their market reach. Without an E-commerce platform, they could not fully tap into the growing online market, which was crucial for their business survival.

To address this challenge, GreenTech decided to implement a robust E-commerce platform. Additionally, GreenTech integrated their ERP system with the new E-commerce platform to streamline processes such as inventory management, order processing, and customer relationship management.

Question:

According to you what are the results you are expecting with the implementation of E-commerce platform and integration of ERP system?

★★★★★

MBA/JUL25/IV-C

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS –NEW & OLD) EXAMINATIONS JULY 2025
ENTREPRENEURSHIP DEVELOPMENT
PAPER - III

TIME: 3 HRS] **[MAX. MARKS: 80**

SECTION - A (5 X 3 = 15 Marks)

1 **ANSWER ANY FIVE OF THE FOLLOWING**

A Define Entrepreneurship
B Traits and Skills of Entrepreneur
C Feasibility planning sources
D Feasibility planning
E Venture Capital
F Product Management
G Risk reduction strategies
H Rural Entrepreneurship

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

2 A What are the characteristics of Entrepreneurs?

OR

B Discuss the theories of Entrepreneurship

3 A What are the methods of generating ideas?

OR

B What are the fundamentals of feasibility plan?

4 A What are the characteristics of venture planning?

OR

B Discuss Human Resource Management in SMEs

5 A Explain entry strategy for New Entry Exploitation

OR

B What are the implications of growth of the firm?

6 A What are the strategies for improving family business?

OR

B What are the factors governing Women Entrepreneurship?

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

The business growth drives organisational evolution, and this in itself creates an ever-present challenge for entrepreneurs. What should my organisation look like if I am to deliver my business objectives? What structures, processes, and skills do I have and what do I need to continue to be successful and how do I preserve all that is good about the business I have created? Our process of thorough review and analysis of the 'As–Is' situation in order to develop a workable roadmap for the business in the future helps ensure you get to where you need to be.

Questions:

1. If you are an entrepreneur, what would be your strategies for Organisation Development?
2. What would be your road map to reach your organisation development goal?

★★★★★

FACULTY OF BUSINESS MANAGEMENT

M.B.A IV SEMESTER (CBCS R-21 NEW) EXAMINATIONS JULY 2025

TOTAL QUALITY MANAGEMENT

PAPER - IV

TIME: 3 HRS] **[MAX. MARKS: 80**

SECTION - A (5 X 3 = 15 Marks)

1 **ANSWER ANY FIVE OF THE FOLLOWING**

A Evolution of TQM
` B Quality Control
C Quality Circle
D Kaizen Technique
E Quality Cost
F Supplier Selection
G Objectives of Six Sigma
H Third Party Audit

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

2 A Define TQM and discuss the role in business performance

OR

B Elucidate the significance of Statistical Quality Control and its process

3 A Discuss the seven tools of TQM

OR

B Does Five S's technique enhance Total Quality Management?

4 A Explain the procedure of measuring quality costs by using accounting systems

OR

B What is Total Productive Maintenance? Explain in detail

5 A Discuss the objectives of Six Sigma and its roles and responsibilities

OR

B Explain the pitfalls and criticism of bench marking

6 A What is ISO 9000? Discuss the universal standards of quality

OR

B Explain the benefits and standards of ISO 9000

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

The Toyota Corporation has been focusing on the implementation of total quality management (TQM) meant to improve the overall performance and operations of this automobile company. TQM involves the application of quality management standards to all elements of the business. It is continuously emphasising the commitment from business executives which is one of the key TQM implementation principles that make an organization successful. In fact, the organizational commitment present in the senior organizational staff ranges from top to lower administration. These occur through self-driven motives, motivation, and employee empowerment. Total Quality Management becomes achievable at Toyota by setting up the mission and vision statements, objectives, course of active participation in organizational follow-up actions and organizational goals. The challenges in implementation of TQM are lack of resources such as monetary and human resources and dysfunctional organizational structure.

Questions:

1. If you are the Manager of Toyota Corporation, what are your strategies to focus on TQM?
2. How do you address the challenges to improve TQM?

★★★★★

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS-R16 OLD) EXAMINATION, JULY 2025
MANAGEMENT INFORMATION SYSTEMS

Time: 3Hrs] **[Max. Marks:80**

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

1 A Define Management Information Systems (MIS). Explain its evolution
B Discuss Herbert Simon's model of decision-making
C Explain the role of Financial Information Systems in business decision-making.
D What are the key steps in the System Development Life Cycle (SDLC)
E Differentiate between Centralised, Decentralised, and Distributed processing
F Explain the concept of Value Chain Model and its relevance to MIS
G Describe the Behavioural Model of Decision Making
H What are the major ethical issues in information systems?

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

2 A Discuss how MIS provides a competitive advantage using core competencies and network-based strategies.

OR

B Explain how strategic planning, management control, and operational control relate to the use of MIS.

3 A What are Decision Support Systems (DSS) and how do they assist in managerial decision-making?

OR

B Describe various criteria for decision-making and their application in MIS.

4 A Explain the applications of MIS in the functional areas of management with examples.

OR

B Describe the strategic planning techniques used in implementing MIS.

5 A Explain about Implementation and Evaluation in Systems Analysis and Design.

OR

B What is prototyping? How does it help in system development?

6 A Discuss the roles and responsibilities of Information Systems professionals.

OR

B Identify the major risks, threats, and controls associated with Information Systems.

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

Read the following case and answer the questions given below:
XYZ Textiles Ltd., a mid-sized garment manufacturer, faced tough competition from international brands and shrinking margins due to inefficiencies in its supply chain and delayed decision-making. The management decided to implement an integrated Management Information System to streamline operations and gain better control over production, marketing, and finance. After six months, the company reported faster inventory turnover, better market forecasting, and improved employee coordination. The system provided real-time reports for decision-making and highlighted areas for cost reduction.

Questions:
a) Identify the key benefits that XYZ Ltd. gained by implementing MIS.
b) Which functional areas of the business do you think benefited most from the new system? Justify.
c) What challenges might the company have faced during the implementation of MIS?

★★★★★

MBA/JULY25/IV-E(A)(N)

FACULTY OF BUSINESS MANAGEMENT

M.B.A IV SEMESTER (CBCS R-21 NEW) EXAMINATIONS JULY 2025

PERFORMANCE & COMPENSATION MANAGEMENT

PAPER – V (A)

TIME: 3 HRS] **[MAX. MARKS: 80**

SECTION - A (5 X 3 = 15 Marks)

ANSWER ANY FIVE OF THE FOLLOWING

1 A Process of Performance Management
` B Recognition of excellence in performance
C Reward based performance
D Leadership based performance
E The pay model
F Incentives
G Equity theory
H Grades and ranges in pay structure

SECTION – B (5 X 10 = 50 Marks)

ANSWER ALL QUESTIONS

2 A Define Performance Management and discuss the impact of competency goal in the performance management system

OR

B Discuss the role of essential features of effective performance management systems

3 A Elucidate the salient features of Refinement and Reinforcement of reward system

OR

B Explain the Performance Management practices in Indian organisations

4 A What are the principles and objectives of compensation management?

OR

B Discuss the strategic perspectives of total compensation

5 A Write a note on overall HR Policies

OR

B Discuss the role of job analysis and job evaluation in designing pay structures

6 A What are the factors influencing external competitiveness?

OR

B Explain the role of performance appraisal in compensation decisions

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

This performance management case study is about IFFCO Tokio GENERAL INSURANCE, one of India’s Largest Insurance providers. IFFCO Tokio is an organization with a qualified team of professionals working together, sharing views and ideas with passion to accomplish a common goal “To be an industry leader in India”. The business environment they work in is dynamic with a high degree of competition. Therefore, to achieve their goal in such a situation, they must constantly challenge themselves to higher levels of individual and group performance. Hence, Performance Management and compensation becomes a key organizational priority.

Questions:

1. What are the strategies that you propose to be leader in the industry?
2. What kind of compensation system that you would suggest IFFCO for high performance.

★★★★★

MBA/JULY25/IV-E(A)(O)

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-16 OLD) EXAMINATION, JULY 2025
PERFORMANCE MANAGEMENT
PAPER – V (A)

TIME: 3 HRS] **[MAX. MARKS: 80**

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

1 A Define Performance Management and mention its key objectives
B What are Key Result Areas (KRAs) in Performance Management?
C Mention any three components of a reward system.
D What is the role of leadership in performance management?
E Explain the concept of performance appraisal for shop floor workers.
F What is meant by cross-functional team performance?
G Highlight two cultural implications on performance management
H What is the linkage between Performance Management and Strategic HR Planning?

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

2 A Explain the process of performance management and discuss its limitations.

OR

B Discuss the impact of "Competency Goals" in Performance Management Systems.

3 A Describe the essential features of an effective performance management system.

OR

B Examine the importance of linking rewards to performance and the role of performance counseling.

4 A What are the key challenges in developing organization-specific Performance Management Systems?

OR

B Explain competence-based and leadership-based performance management with examples.

5 A How is performance diagnosed and managed for supervisory and general staff?

OR

B Discuss the true value of hiring and retaining top performers in an organization.

6 A Explain how performance management contributes to gaining a competitive advantage.

OR

B Describe the implications of performance management on knowledge management and the CEO's role in leveraging it

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

GlobalTech Ltd., an IT services company, recently introduced a new Performance Management System (PMS) based on competency mapping and goal setting. The company aimed to enhance employee accountability and align individual contributions to organizational objectives. However, after the first appraisal cycle, many employees expressed dissatisfaction, citing a lack of transparency and inadequate feedback. The HR department observed that team-based efforts were not appropriately rewarded and performance counseling sessions were rarely conducted. The leadership is now revisiting the system to make it more effective.

Questions:

a) Identify and explain the key issues faced by GlobalTech Ltd. in implementing PMS.
b) Suggest improvements to ensure a fair and effective performance management system.
c) How can leadership and culture play a role in resolving the challenges mentioned?

★★★★★

MBA/JULY25/IV-E(B)(N)

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-21 NEW) EXAMINATIONS, JULY 2025
SERVICE MARKETING
PAPER - V(B)

Time: 3 Hrs] **[Max. Marks: 80**

SECTION - A (5 X 3 = 15 Marks)

Answer any FIVE of the following

1 A Define Services Marketing and its characteristics.
B What are the reasons for growth in service marketing
C Write a short note on customer expectations in service marketing
D What is service recovery
E Explain the role of physical evidence in services
F Mention challenges in service development
G What is the GAPS Model of service quality
H Define the Service Triangle with an example

SECTION-B(5 X 10=50Marks)

Answer all questions

2 A Explain the extended marketing mix (7Ps) of services with real-life service brand examples.

OR

B Analyze the problems and challenges faced in service marketing and suggest strategies to overcome them.

3 A How do customer perceptions and expectations influence service delivery? Illustrate with the help of a healthcare or banking example.

OR

B Discuss the importance of service quality and service encounters in building customer satisfaction.

4 A Explain the role of employees and customers in service delivery. Apply this to a hospitality or hotel scenario.

OR

B Discuss the impact of self-service technologies and electronic channels in enhancing service efficiency.

5 A Describe how organizations manage demand and capacity. Use a transportation or airline service as an example.

OR

B Explain the role of integrated marketing communication in services using any telecom or banking service.

6 A Evaluate the unique challenges involved in marketing tourism services.

OR

B Explain how healthcare services are marketed differently from other services.

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

A leading e-commerce platform is facing issues with late deliveries, inconsistent customer service experiences, and increasing complaints on social media. Despite offering attractive pricing, customers are dissatisfied with the overall service.

As a newly appointed Service Quality Manager, identify the gaps in service delivery using the GAPS Model and suggest improvements based on the Extended Marketing Mix (7Ps).

★★★★★

MBA/JULY25/IV-E(C)(N)(O)

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS NEW & OLD) EXAMINATIONS, JULY 2025
PORTFOLIO MANAGEMENT
PAPER – V(C)

Time: 3 Hrs] **[Max. Marks: 80**

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

1 A Modern portfolio theory
B Investment
C Efficient frontier
D Portfolio return
E Optimum portfolio
F Capital market line
G Arbitrage portfolio
H Measures of return

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

2 A Enumerate the primary and secondary objectives of investment.

OR

B Narrate the steps involved in the process of portfolio management.

3 A What are the statistical tools used to measure the risk of the securities return? Explain.

OR

B What is diversification? What problems frequently surface when a portfolio is diversified superfluously?

4 A Explain the Sharpe index model. How does it differ from the Markowitz model?

OR

B Distinguish between traditional and modern approach to portfolio selection.

5 A What are the advantages of arbitrage pricing theory over capital asset pricing model? Explain.

OR

B Explain CAPM theory and its validity in the stock market.

6 A What is differential return? How Jensen ratio measures the differential return of the portfolio? Explain.

OR

B IDBI and UCO are two mutual funds. IDBI has a sample mean of success 0.15 and fund UCO has a sample mean of success 0.20, with the riskier fund UCO having doubled the beta at 2.2 as fund IDBI. The respective standard deviations are 17% of UCO and 21% of IDBI. The mean return for market index is 0.14, while the risk-free return is 10%. Compute the Treynor index and Sharpe index for the funds. Interpret the results

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

Vijay enterprise has a beta of 1.5. The risk free rate is 7% and the expected return on the market portfolio is 14%. The company pays a dividend of Rs. 2.50 per share and the investor expects a growth in dividend of 12 % per annum for many years to come. Compute the required rate of return on the equity according to CAPM. What is the present market price of the equity share assuming the computed return is the required return?

★★★★★

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R21 NEW) EXAMINATIONS, JULY 2025
MANAGEMENT OF INDUSTRIAL RELATIONS & LABOUR LAW REFORMS

Time: 3Hrs] **[Max. Marks: 80**

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

1 A Define Industrial Relations and its objectives.
B Mention components of minimum wages under the Code on Wages, 2019.
C What is the role of an employer in maintaining workplace safety?
D Write a short note on the Employees' Provident Fund scheme.
E Explain the role of ILO in global labour welfare.
F What are the methods of settling industrial disputes?
G Define bonus and explain the eligibility criteria.
H What are permissible chemical exposure limits?

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

2 A Discuss in detail the causes and consequences of industrial disputes and examine the dispute settlement machinery in India.

OR

B Compare and contrast Adjudication vs Collective Bargaining in the context of Indian IR.

3 A Examine the provisions of the Code on Wages, 2019 with respect to minimum wage fixation and revision.

OR

B Explain the procedure for payment of wages and deductions allowed under the code.

4 A Critically analyse the Occupational Safety, Health and Working Conditions Code, 2020 and its relevance in modern industry.

OR

B Explain the responsibilities of occupiers regarding hazardous processes in factories.

5 A Describe various social security organisations and their roles in employee welfare.

OR

B Discuss the key provisions relating to gratuity and maternity benefits under the labour codes.

6 A Examine the International Industrial Relations practices in Japan and the USA.

OR

B What are the major challenges in adopting ILO conventions in India?

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

Akash Textiles Ltd., a medium-sized garment manufacturing company, employs around 300 workers. Recently, the workers began complaining that the minimum wages prescribed by the government were not being followed, and their overtime payments were irregular. The HR Manager argued that the company offered benefits like subsidized food and transport, which compensated for the slightly lower wages. However, workers claimed that these deductions were being made from their wages and that overtime was often not paid at the double rate.
A trade union representing the workers submitted a formal complaint to the Labour Commissioner, citing violation of provisions under the Code on Wages, 2019, specifically related to minimum wage, mode of payment, and overtime. The Labour Department has now initiated an inquiry.

Questions:

1. What are the key legal obligations of the employer under the Code on Wages, 2019 with respect to minimum wage and overtime payment?
2. How should the dispute be resolved if the employer claims the benefits compensate for the wage gap?

★★★★★

MBA/JULY25/IV-F(B)(N)

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-21 NEW) EXAMINATIONS JULY2025
GLOBAL MARKETING
PAPER – VI (B)

TIME: 3 HRS] **[MAX. MARKS: 80**

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

1 A Define Global marketing and how it differs from domestic marketing
B What are country-specific advantages in global trade?
C State the major components of the global economic environment.
D Explain the importance of understanding cultural environment in global marketing
E What is transfer pricing in global marketing?
F Mention any three characteristics of emerging markets.
G Write short notes on global segmentation.
H What are the pros and cons of global advertising?

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

2 A Explain the evolution of global marketing with relevant examples. How have these stages helped in shaping today's global marketing strategies?

OR

B Describe the drivers of globalization and evaluate how these have enabled Indian companies like Infosys or Tata to expand globally

3 A Analyze the major components of the political and legal environment in global marketing.

OR

B Discuss the methods to analyze a global marketing environment. Apply one method to evaluate the entry of a food brand into the Middle East market

4 A Explain the factors influencing country attractiveness **and** entry strategy selection.

OR

B Compare the characteristics of mature, growth, and emerging markets.

5 A Discuss the standardization vs. localization debate in global product strategy. Suggest a localization strategy for a U.S. fashion brand entering India

OR

B Explain global pricing policies and the concept of countertrade.

6 A Identify the major elements of global promotion strategy. Propose a promotional plan for launching a new energy drink in the ASEAN region.

OR

B Explain the structure of global distribution channels. What channel design would you recommend for a luxury electronics brand entering the Indian market?

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

TechNova, a mid-sized Indian tech firm, specialized in cloud computing solutions. With a strong domestic presence, the company eyed international expansion in Europe and Southeast Asia. The team conducted a PESTLE analysis and realized strong digital infrastructure in Europe but significant price sensitivity in Southeast Asian markets. They debated between standardizing their offerings across both markets or tailoring solutions locally.

Questions:

a) Identify the key marketing challenges TechNova faces in its global expansion.
b) Recommend whether TechNova should standardize or localize its services in each market, with justifications.
c) Propose a suitable entry strategy for the Southeast Asian market considering local customer behavior.

★★★★★

MBA/JULY25/IV-F(C)(N)(O)

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS –NEW & OLD) EXAMINATION, JULY 2025
FINANCIAL DERIVATIVES
PAPER – VI (C)

Time:3 Hrs] **[Max. Marks: 80**

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

1 A Clearing house
B Commodity derivatives
C Features of forward contract
D Pricing of futures
E Currency options
F Underlying asset
G Vega
H Bermudan option style

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

2 A Define derivatives. Explain the types of derivatives.

OR

B Bring out the historical development of derivative market in India.

3 A Differentiate forward contract from future contract.

OR

B The spot price of wheat is Rs 330 per ton a person has sold a forward contract on wheat expiring in 5 months and the contract is for 300 tons of wheat the price of the forward contract is Rs 315, assuming the risk free rate to 4%. Compute the value of the forward contract.

4 A Explain the various types of option contracts with suitable examples.

OR

B What are the bullish strategies for option trading? Discuss.

5 A Describe the methodology of Binomial model for European option.

OR

B What are the advantages and drawbacks of Black Scholes option pricing model? Explain.

6 A Critically examine the recommendations of L.C. Gupta committee on derivatives.

OR

B Describe the trading mechanism of derivatives at National Stock Exchange.

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

You are given with the following data on a certain share and a call option on the stock:
Share price: Rs 67
Exercise price: Rs 65
Time to expiration: 3 months
Risk-free rate of return (Continuously compounded): 8% per annum
Variance of stock's return: 0.36

Questions:
a) Calculate the value of the option using the Black and Scholes model.
b) If this option is priced at Rs 7.50, what investment strategy would you suggest?

★★★★★

FACULTY OF BUSINESS MANAGEMENT

M.B.A IV SEMESTER (CBCS R-21 NEW) EXAMINATIONS JULY 2025

STRATEGIC HUMAN RESOURCE MANAGEMENT

PAPER – VII (A)

TIME: 3 HRS] **[MAX. MARKS: 80**

SECTION - A (5 X 3 = 15 Marks)

1 **ANSWER ANY FIVE OF THE FOLLOWING**

A Components of SHRM strategy

B Competency Mapping

C Competitive Intelligence

D Employee leasing

E Strategic Alliance

F HR Investment

G Compensation system

H Balanced Score Card perspective

SECTION – B (5 X 10 = 50 Marks)

ANSWER ALL QUESTIONS

2 A Define Strategic Human Resource Management and discuss the models of HRM Strategy

OR

B Elucidate the methods for structuring HR departments in organisations in detail

3 A Do you agree that environmental scanning and competitive intelligence in organisations leads to better performance?

OR

B Explain the trends in utilisation of HR

4 A What are the multinational strategies in strategic human resource management?

OR

B Discuss the managerial issues in strategic formulation

5 A Write a note on the distinctive features of Results orientation and Process orientation

OR

B What are the ethical dimensions in HR evaluation process?

6 A What is ISO 9000? Discuss the universal standards of quality

OR

B Explain the evaluation of strategic contribution in management of diversity

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

In February 2022 The Orchids Telecom Corporation launched a Talent Network which utilised its 100 employees as recruiters by offering cash rewards. Over the first three months the programme netted 250 employees from various towns in India. The team also tracked the alumni of top management institutions and former employees of various companies for recruiting the employees. The Nortel company has adopted a different strategy to attract the candidates by way of stock options, signing bonuses, profit sharing, free trips by using the club advertising, recruiting booths at conferences and students events gathering. This strategy has given good result to Nortel Company to recruit the candidates in two months with the strength of 600 candidates.

Questions:

1. Prepare a report discussing the benefits and limitations of using the technologies described to fulfil organisation demand for labour.
2. What could be the best strategy to recruit the workers to the company?

★★★★★

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER (CBCS R-21 NEW) EXAMINATION, JULY2025
RETAIL MARKETING MANAGEMENT

TIME: 3 HRS] PAPER – VII (B) [MAX. MARKS: 80

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

1 A Functions of retailing
B Organized and unorganized retailing.
C Principles of store design
D Merchandise assortment planning
E Factors influencing retail pricing.
F Importance of training in retail human resource management
G Customer segmentation in the context of retail
H Customer loyalty

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

2 A Explain the different formats of retailing with suitable examples.

OR

B Discuss the major recent trends in retailing in India and their implications

3 A Describe the steps involved in selecting a retail store location.

OR

B Suggest a suitable store layout design for a consumer electronics retail store and justify your choice.

4 A Discuss the process of merchandise procurement and category management in detail.

OR

B Recommend an appropriate pricing strategy for a new online bookstore and explain your rationale.

5 A Describe the recruitment, training, and performance evaluation process in retail HRM.

OR

B Discuss the elements of retail promotion mix in detail.

6 A Define customer services in retail. How do they contribute to customer loyalty and satisfaction?

OR

B Discuss the various aspects of CRM in retail

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

SmartMart is a mid-sized supermarket located in a busy urban neighborhood. Despite offering competitive prices and a wide range of products, the store noticed that customers often walked in, browsed through items, but left without making significant purchases. The store manager conducted an in-house observation and found interesting patterns:

- Young customers were more likely to buy products promoted on social media.
- Elderly shoppers mostly stuck to known brands and rarely explored new products.
- Shoppers with children often made impulsive purchases from the checkout display.
- Many customers were spending considerable time reading product labels and comparing prices.
- Loyalty card holders visited more frequently but spent less per visit compared to non-members.

The manager decided to revamp the store's layout and customer engagement strategy. He introduced QR codes with product videos, moved impulse products to strategic points, personalized loyalty offers based on past purchases, and added in-store digital screens showing trending items.

Questions:

1. Identify at least three consumer behavior traits displayed in the case.
2. How can understanding consumer behavior improve SmartMart’s sales?
3. Suggest two additional strategies SmartMart could adopt to influence buying behavior.
4. Explain the role of customer segmentation in tailoring marketing strategies in this case.

★★★★★

FACULTY OF BUSINESS MANAGEMENT

M.B.A IV SEMESTER (CBCS NEW & OLD) EXAMINATION, JULY 2025

STRATEGIC FINANCIAL MANAGEMENT

TIME: 3 HRS] PAPER – VII (C) [MAX. MARKS: 80

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

1

A	Strategic Financial Planning	E	Divestitures
B	Private Placement	F	Takeovers
C	Debt Policy	G	DCF
D	Unlevered Beta	H	Spit off

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

2 A What is meant by Corporate Strategy for Growth and its regulatory framework?

OR

B Define Venture Capital and discuss it features and significance..

3 A What is Debt Securitization? Discuss its merits and demerits.

OR

B A firm has a capital structure exclusively comprising of equity share capital of Rs. 2, 00,000. The firm wishes to raise Rs. 3, 00,000 additionally. The firm has three alternative financial plans. a). It can raise the entire amount in the form of equity capital.
b). It can raise 50% as equity capital and 50% as debentures @5%.
c). It can raise entire amount as 6% debentures.
Which plan do you suggest assuming EBIT as Rs. 30,000 and tax rate of 35% with 2000 outstanding shares under all the three financial plans

4 A What are the reasons for Mergers? Discuss costs and benefits of a Merger.

OR

B ABC & Co. Plans to acquire XYZ & Co. The relevant financial details of the two firms prior to the merger announcement are:

Particulars	ABC & Co.	XYZ & Co.
Market Value	Rs. 600 Crore	Rs. 200 Crore
Number of Shares	60 lakh	20 lakh
EPS	Rs. 20	-

Exchange ratio offered is 1 share of ABC & Co. For every 2 shares of XYZ & Co.
a) What will be the EPS after merger? b) Will the merger be EPS – accretive and dilutive?

5 A What is Corporation Valuation? Discuss Economic Value Added Approach.

OR

B A company has the following projected Free Cash Flow to the Firm.

Year	FCFF (Rs. in Crore)
1	Rs. 50
2	Rs. 60
3	Rs. 65

After year 3, the cash flows are expected to grow perpetually at 5%. Weighted Average Cost of Capital is 10%. Calculate the value of the firm using EFCF approach.

6 A What is Ownership Restructuring? Discuss briefly about Going Private and Leveraged Buyout.

OR

B What Business Process Reengineering? Discuss its principles and benefits.

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

Park Ltd is a mid-sized electronics firm with Rs. 500 crore annual revenue and strong R&D. On the other side Marks Ltd., its competitor, has Rs 300 crore revenue but a strong distribution network. Park proposes a merger to expand market reach and cut operational costs. Estimated synergy benefits are Rs. 100 crore over 3 years. However, Park will have to issue 30% new shares to Mark's owners.

Post-merger, combined EPS is expected to fall slightly in the first year. Park's management is concerned about EPS dilution and loss of control. And Mark's management demands key position in the merged entity. You are required to suggest.

a). Should Park Ltd. Proceed with the merger? Why or why not?

b). Do the estimated synergy benefits justify issuing 30% new shares and sharing control?

★★★★★

MBA/JULY25/IV-H(old)

FACULTY OF BUSINESS MANAGEMENT
M.B.A IV SEMESTER(CBCS R16 OLD) EXAMINATION, JULY 2025
FINANCIAL SERVICES MANAGEMENT

TIME:3 HRS] **[MAX.MARKS:80**

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

1 A Define financial services. Explain its scope and features.
B What are the major problems faced by the financial services sector in India?
C Briefly explain any four functions of merchant banking
D What is credit rating? Mention any four objectives
E State the classification of mutual funds
F Differentiate between factoring and forfeiting.
G What are the key features of venture capital?
H Write short notes on: Tax benefits of Hire Purchase

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

2 A Explain the classification of financial services. Discuss the role of financial services in economic development.

OR

B Discuss the distinctive characteristics of financial services. What are the key growth drivers?

3 A Explain the functions and services offered by merchant bankers.

OR

B What is credit rating? Explain the methodology used and discuss SEBI guidelines related to credit rating agencies.

4 A Define mutual funds. Explain the significance and problems of mutual funds in India.

OR

B What is factoring? Explain the types, functions and how it differs from forfeiting.

5 A Define venture capital. Discuss its significance and growth of venture capital institutions in India.

OR

B Explain the features and scope of venture capital. What are SEBI's guidelines on venture capital?

6 A What are the types of lease financing? Discuss the merits and demerits of leasing.

OR

B Explain the concept and features of hire purchase. How does it differ from leasing?

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

.XYZ Equipment Ltd. is a mid-sized engineering company that plans to upgrade its manufacturing equipment. The company is considering whether to lease or buy the machinery, which costs ₹50 lakhs. The company's finance manager suggests leasing as it offers lower upfront cost and tax benefits. However, the board of directors is concerned about the long-term financial commitment and loss of ownership. On the other hand, buying the equipment outright would exhaust significant internal funds and might impact liquidity.

Questions:
a) Identify and explain the financial service involved in this case.
b) Discuss the merits and demerits of leasing in this context.
c) What factors should XYZ Equipment Ltd. consider in making a lease or buy decision?

****