

**FACULTY OF BUSINESS MANAGEMENT**  
**M.BA III SEMESTER (CBCS R-16 & R-21) EXAMINATIONS JAN 2025**  
**ORGANISATIONAL BEHAVIOUR**  
**PAPER - I**

**TIME: 3 HRS]**

**[MAX. MARKS: 80]**

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

**1 ANSWER ANY FIVE OF THE FOLLOWING**

- A Explain the concept of Organisational Behaviour
- B What is Reinforcement Approach?
- C What is the role of Drives in Perception
- D Decision Making
- E Small Group Behaviour
- F Types of Teams
- G What is the basis of Power
- H What is the role of Virtual Organisation?

**SECTION – B (5 X 10 = 50 Marks)**

**ANSWER ALL QUESTIONS**

2 A Define Organisational Behaviour and discuss approaches

**OR**

- B What are the challenges and opportunities for Organisational Behaviour?

3 A What are the factors influencing Perception?

**OR**

- B What is Motivation? Discuss the theories of Motivation

4 A What is meant by group? Explain the stages in development of group.

**OR**

- B Define Conflict? Discuss the strategies to resolve conflicts

5 A What are the hindrances in achieving effective communication?

**OR**

- B Explain the Leadership Styles and managerial effectiveness

6 A Write a note on International Organisational Behaviour

**OR**

- B What is Stress? Discuss the factors contributing to stress

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

Mr.Pradeep Rajan CEO of Reynolds Edu Tech start-up based in Hyderabad. The new start-up entered into the market with educational supporting tools reading materials in the soft form. Mr.Rajan has appointed 50 marketing and technical staff from various states in India to tap the Telangana state market initially. The new marketing and technical staff are facing severe competition from BYJUs and other Edu tech companies. The staffs have formed their groups based on their native state which has led to conflicts and stress. Mr.Pradeep Rajan was insisting to reach the target to visit the educational institutions and sell Reynold's Edu Tech products but it was a challenging task to the employees. Though the HR Head tried to train the employees and resolve the conflicts and reduce the stress, still the start-up wasn't able to withstand with the competition.

**Questions**

1. What is your perception on the case?
2. If you are the CEO of Reynold's Edu Tech, what could be your strategies to deal with the situation?
3. What kind of strategy is appropriate to withstand with competition?

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**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A III SEMESTER (CBCS R-16 & R-21) EXAMINATIONS JAN 2025**  
**STRATEGIC MANAGEMENT**  
**PAPER - III**

**TIME: 3 HRS]****[MAX. MARKS: 80****SECTION - A (5 X 3 =15 Marks)****1 ANSWER ANY FIVE OF THE FOLLOWING**

- A Define Strategy
- B Vision
- C Environmental Appraisal
- D Competencies
- E What is retrenchment?
- F Merger and Acquisition strategies
- G What are the functional strategies?
- H Strategic control

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

2 A Discuss the strategic management elements and process

**OR**

B What are the key performance indicators in Strategic Management?

3 A What are the organisational capability factors?

**OR**

B What are the methods and techniques used for organisational appraisal?

4 A Discuss the integration and diversification corporate level strategies

**OR**

B Explain the significance of combination strategies

5 A Discuss the factors in strategic choice

**OR**

B Discuss resource allocation and structural implementation in strategic management

6 A What is operational control? Discuss in detail

**OR**

B Explain the role of organisational systems in evaluation

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

The Netherlands-based Swedish company IKEA, was the largest furniture retailer in the world with its presence in 44 countries around the globe – in countries like the US, the UK, Russia, the Euro region, Japan, China, Australia, etc. After years of lobbying, and negotiating with and convincing the Indian politicos and bureaucrats, on May 2, 2013, IKEA's €1.5 billion investment proposal to set up its stores in India was finally accepted by the local government. The IKEA Company has been focusing on expansion of show rooms in Indian markets.

**Questions:**

1. What are the issues and challenges related to IKEA's business model in expansion?
2. What are the possible strategies for the expansion of IKEA in Indian markets?

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**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A III SEMESTER (CBCS R-16 OLD) EXAMINATION, JAN 2025**  
**E – BUSINESS**  
**PAPER – IV**

**TIME: 3 HRS]**

**[MAX. MARKS: 80]**

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

**1 ANSWER ANY FIVE OF THE FOLLOWING**

- A Write about C2G business model
- B Intranet vs Extranet
- C E- Cash
- D Need for authentication in E-Security
- E Web page
- F Risks associated with E business
- G Email marketing
- H Digital Signature

**SECTION – B (5 X 10 = 50 Marks)**

**ANSWER ALL QUESTIONS**

**2 A Define E-Business and Explain E-Business models in detail**

**OR**

- B I) What is M-Commerce? Explain advantages and disadvantages of M-Commerce

**3 A Discuss EDI and its features with suitable examples**

**OR**

- B Write about ISP and its classification in detail

**4 A Describe e-CRM. Explain the technology involved in it.**

**OR**

- B Define E-Payment systems. Enumerate the pre and post payment details in detail

**5 A Write about security threats in E-Business**

**OR**

- B Write the salient features of Information Technology Act, 2000

**6 A Explain the essentials in designing a comprehensive and attractive web site, quoting some example**

**OR**

- B Describe the Essentials in designing Good Web site

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

Crystal marketing company Ltd, New Delhi, has been the market leader in FMCG products for the last decade in Indian market. The company as a part of its diversification and modernization, would like to start the business electronically. The company is backed by sound investors with a positive vision.

You have been appointed as the chief consultant for the company for e- business activities.

**Q : How would you develop the objectives of the e business for the company**

**Q: How do you plan and implement the e business policies?**

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**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A III SEMESTER (CBCS R-21 NEW) EXAMINATIONS JAN 2025**  
**LOGISTICS & SUPPLY CHAIN MANAGEMENT**  
**PAPER – IV**

**TIME: 3 HRS]**

**[MAX .MARKS: 80**

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

**1 ANSWER ANY FIVE OF THE FOLLOWING**

- A Supply chain Management
- B Reverse logistics
- C Distribution Network
- D Supply uncertainty
- E Sustainability of a supply chain
- F Need for logistics
- G Obstacles of supply chain
- H Fourth party logistics

**SECTION – B (5 X 10 = 50 Marks)**

**ANSWER ALL QUESTIONS**

**2 A Discuss various objectives of a supply chain management**

**OR**

- B Describe the Process views of a supply chain

**3 A Differentiate Logistics and Supply chain**

**OR**

- B How do you think that the business organisations can gain competitive advantage through logistics management? Explain

**4 A Enumerate the factors influencing the Network design decisions in supply chain**

**OR**

- B Explain the role of distribution in supply chain

**5 A Elaborate on the role of Cycle Inventory in a supply chain**

**OR**

- B Write about the factors to consider while determining the appropriate level of safety inventory in supply chain

**6 A What is Bullwhip effect? Discuss the Causes of Bullwhip effect in supply chain**

**OR**

- B “SCOR model helps companies improve their supply chain management”. Comment

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

Supply chain management of Relgate Industries Ltd, Jamshedpur spans multiple business units, external vendors and internal supply chain team stakeholders. Effective supply chain management of the company requires the right people, making the right decisions based on the right data and framework. And the company tries to improve its supply chain management to increase operational efficiency, reduce costs and provide a better customer experience.

**Question:**

What best practices do you suggest to be adopted by Relgate industries to realize the benefits?

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**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A III SEMESTER (CBCS R-16 & R-21) EXAMINATIONS JAN 2025**  
**CONSUMER BEHAVIOUR AND CRM**  
**(MARKETING ELECTIVE)**  
**PAPER – V (B)**

**TIME: 3 HRS]**

**[MAX. MARKS: 80**

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

**1 ANSWER ANY FIVE OF THE FOLLOWING**

A Types of Consumers	E Need for CRM in Insurance
B Needs Vs Wants	F Marketing Myopia
C Characteristics of Culture	G Applications of Just Noticeable Difference
D Consumer Dissonance	H Meaning of Opinion Leader

**SECTION – B (5 X 10 = 50 Marks)**

**ANSWER ALL QUESTIONS**

2 A Explain the need and Importance of Consumer Behaviour? Discuss the current trends in it?

**OR**

B Define 'Consumer Behaviour'? Discuss the approaches and applications in the present scenario?

3 A State the importance of Perception? Explain the process and applications of Perception?

**OR**

B How Consumer's Learn? What factors influence their learning? State the need for Consumer Education?

4 A What do you mean by Family? Explain the key functions and role in consumer buying behaviour?

**OR**

B Briefly discuss the types of Reference Groups? Explain its applications with relevant examples?

5 A Elaborate the Howard Sheth model of buying behaviour?

**OR**

B Explain the concept of Organisational Buyer Behaviour? Discuss the factors influencing Organisational Buyer Behaviour?

6 A Explain the need for CRM? Discuss the challenges in implementing CRM?

**OR**

B What do you mean by CRM Strategy Cycle? Discuss CRM practices in Banking?

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

Slimming and beauty market is one of the most fast growing markets in India. Most of the middle aged are now focusing on fitness and slimming. Many companies in this segment are offering different kinds of weight loss programs, beauty parlour services, special occasion make ups etc.. Due to the market attractiveness many companies entered in this segment and the profit margins were shared among them. ANOOS is one of the pioneer in this segment would like to differentiate itself in contrast to the competitors in the market. Most the companies are in price wars and only focusing on weight loss programs, where as ANOOS would like to differentiate itself in terms of quality of services, value and fitness counselling.

**Questions:**

1. If you are the marketing manager for ANOOS, how do you promote, design a communication program?
2. How do you create a positive perception on ANOOS?

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**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A III SEMESTER (CBCS R-16 & R-21) EXAMINATIONS JAN 2025**  
**SECURITY ANALYSIS**  
**FINANCE ELECTIVE**  
**PAPER - V(C)**

**TIME: 3 HRS]****[MAX. MARKS: 80]****SECTION - A (5 X 3 = 15 Marks)****1 ANSWER ANY FIVE OF THE FOLLOWING**

A Investment Policy	E Debt Security
B Stock Market Quotation	F Industry Classification
C Ex-post Return	G Earnings Multiplier Approach
D Expected Risk	H Forms of Efficiency

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

2 A Discuss Investment objectives and Investment Process in detail

**OR**

B What do you know about latest development in Stock Market Operations? Explain

3 A What is meant by Security Return? How do you measure Total Return and Holding Period Return?

**OR**

B Calculate i) the expected rate of return of a share and |ii) the standard deviation from the following data.

Rate of return (r) (%)	Probability
-50	0.1
-10	0.25
20	0.3
50	0.25
90	0.1

4 A What is Common Stock? What are Common Stock Valuation methods? Discuss.

**OR**

B A bond of Rs. 5000 bearing coupon rate of 10% and redeemable in 10 years is being treated at 5,300. Find the YTM of the Bond.

5 A What is Fundamental Analysis? Explain Industry Life –Cycle Analysis

**OR**

B A company has equity shares of the face value of Rs. 10. It just paid an annual dividend of Rs. 4. The dividend is expected to grow at 9% per annum perpetually. The company is quite consistent. It has an equity capitalisation rate of 15%.

i). What is the intrinsic Value of the shares?

ii). If the equity capitalisation rate is 14%, what would be the value?

6 A What do you mean by 'Technical Indicators and Charting Techniques'? Explain

**OR**

B Write about Empirical Tests and implications of Investment Analysis

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

Construct a Simple Price- weighted Stock Index from the following data for three companies A,B and C:

Stock	Price on Day 1	Price on Day 2
A	Rs. 50	Rs. 55
B	Rs. 100	Rs. 90
C	Rs. 200	Rs. 220

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**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A III SEMESTER (CBCS R-16 & R-21) EXAMINATION, JAN 2025**  
**HUMAN RESOURCE DEVELOPMENT**  
**(HR ELECTIVE)**  
**PAPER - V(A)**

**TIME:3 HRS]****[MAX.MARKS:80****SECTION-A (5 X 3 =15Marks) ANSWER ANY FIVE OF THE FOLLOWING**

1 A	Career development	E	Job rotation
B	Learning styles	F	Competency development
C	Task analysis	G	Stress management intervention
D	Survey feedback	H	HRD audit

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

2 A Describe the evolution of HRD.

**OR**

B What are the different roles and the competency mix required for HRD managers?

3 A Explain the theoretical framework of HRD.

**OR**

B What is the purpose of evaluating HRD programme? How do you assess the impact of HRD programmes in financial terms?

4 A How organization introduces change and how such changes can produce desired effects? Explain.

**OR**

B Enumerate the stages of life and career development.

5 A How coaching can be used to maintain effective performance and encourage superior performance?

**OR**

B Describe the focus and effectiveness of three types of employee counselling programs.

6 A What are the challenges of HRD for building world class organizations in India? Suggest the measures to make HRD effective in Indian organizations.

**OR**

B Examine the salient features of HRD climate. Can proactive orientation of employees be promoted in organizations? Discuss with suitable examples.

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

An example of a company that appears to have successfully implemented a change is Ethicon Ltd, a medical device company that manufactures sutures for medical applications. They had been undergoing restructuring for some years; at the time, the most recent announcement was that the research and development function was to move to Germany and the new focus of the UK site was to be manufacturing. In managing change, Ethicon set up new in-house systems to refocus people's ideas on three main goals: (i)To improve process cycle times (ii)To decrease costs (iii)To improve quality.

Throughout the change process the company communicated well with employees and made them aware of the intentions and the benefits. A number of project managers were put in place to drive through change. Ethicon also introduced cross-functional teams that have broken down interdepartmental barriers and encouraged open forum discussions. They managed to involve the workers in the project and made them believe that there were gains to be made by changing the way they worked. This initiated change across the whole company. They also set in play a system of measurements against objectives in order to translate them into tangible business benefits. It is believed that one of the greatest achievements gained from this redesign project was the true sense of team working. The end result was a measured increase in productivity levels. The new ways of working were that they would produce positive results and cost savings to the company to ensure that Ethicon remained competitive.

**Questions**

1. How did management at Ethicon 'get it right'?
2. What particular aspects have encouraged the successful change?

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**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A III SEMESTER (CBCS R-21 NEW) EXAMINATIONS JAN 2025**  
**ORGANISATION DEVELOPMENT**  
**HR ELECTIVE**  
**PAPER - VI (A)**

**TIME:3 HRS]****[MAX.MARKS:80]****SECTION - A (5 X 3 = 15 Marks)****1 ANSWER ANY FIVE OF THE FOLLOWING**

A Feedback stem	E Entry and contracting
B Survey research	F Planned change
C Structural intervention	G OD cycle
D Team building	H Creative destruction

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

2 A Trace out the evolution of organisation development as a discipline and profession.

**OR**

B Discuss the implications of organization development values and assumptions.

3 A Explain the various types of team interventions with examples.

**OR**

B What are parallel learning structures? How are they created? Why are they needed?

4 A Discuss the various issues in consultant-client relations in organization development.

**OR**

B What ethical standards should be followed by the organizations for change?

5 A 'Power and politics are two important factors that cannot be ignored by managers dealing with organization development.' Discuss.

**OR**

B What are roles of OD practitioner in organizational development? How they develop their competencies?

6 A Discuss the future of OD

**OR**

B What are the values of OD? Explain.

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

Mr. Kabir was working in an Administration Department as officer Administration. He was responsible for keeping account of all the Vehicles of the company apart from other arrangements including the guesthouse of the company. Mr. Kabir has been working in the company for 6 years in the same grade without promotions. He was supposed to be very honest in his job. Once the GM of the factory Mr. Rakesh Gupta, requested for the company car during office time for his personal work. Mr Kabir refused it saying that it cannot be given during the office work as the work would suffer due to its duty to go to bank. Mr Gupta became quite upset and asked his boss Mr. Srivastava to give the car Mr. Sk Srivastava (Sr Manager Admn ) was too happy to oblige Mr Gupta as he wanted one of his relatives to be employed as Officer. Hence he fired Mr. Kabir for his disobedience and threatened to transfer him to stores if he continued to show disrespect to Senior officers Kabir was also active member of staff union. He immediately went to the Union President and informed him about the misuse of the company car for private purpose by GM at the cost of the office work. It was decided that Kabir would send a note in writing to Mr. Srivastava asking him to approve sending the car to the house of Mr. Gupta Mr. Srivastava understood the repercussions and refused to sign the approval. He lent his own car to Mr. Gupta.

**Questions :**

- What power was being used by Kabir?
- What power Mr. Srivastava was using?
- What game did Kabir played when Srivastava ordered the car?

**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A III SEMESTER (CBCS R-21) NEW EXAMINATIONS JAN 2025**  
**ADVERTISING & SALES MANAGEMENT**  
**MARKETING ELECTIVE**  
**PAPER – VI (B)**

**TIME: 3 HRS]****[MAX. MARKS: 80]****SECTION – A (5 X 3 = 15 Marks)****1 ANSWER ANY FIVE OF THE FOLLOWING**

A Recent trends in advertising	E Ethics in sales management
B Deceptive advertising	F Personal selling process
C Media planning	G Types of Media
D What are the types of sales organization	H Role of sales manager

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

2 A Discuss in detail about AIDA model?

**OR**

B Explain the advantages, disadvantages and limitations of internet advertising?

3 A Write the different advertising appeals with suitable examples?

**OR**

B Select one print and one television advertisement you find informative and another of each that you find lacking in information. Explain why you think they are informative or not. Do you think television advertisements, in general, provide useful information?

4 A What are the various media available for advertising today? Which of them is most successful in your opinion and why?

**OR**

B Explain the various methods of determining Advertising Budgets.

5 A Explain the functions and skills of sales executives?

**OR**

B Discuss in detail about various sales forecasting methods?

6 A Examine the sources of recruitment for the sales force of an organization

**OR**

B Discuss the various measures and methods, which are used to evaluate sales person's performance.

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

Ram & Co., a small but reputable manufacturer of quality packaging machinery, distributed its products nationwide to consumer goods packagers. The company relied entirely on personal selling for promotions, with its sales force being a key strength.

In the past, Ram & Co. briefly advertised in trade publications but discontinued it due to doubts about its effectiveness and the inability to measure its impact. Currently, the company is evaluating its promotional strategy, particularly its decision to avoid advertising.

Mr. Ram, the chief executive, noticed that competitors effectively used a mix of personal selling and advertising. He is now reconsidering whether incorporating advertising alongside personal selling would make the promotional program more effective.

**Questions**

1. Should Ram & Co. incorporate advertising into its promotional program? Why or why not?
2. What factors should Ram & Co. consider when designing a balanced promotional strategy?
3. How can Ram & Co. measure the effectiveness of advertising if they choose to implement it?

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MBA/JAN25/III-F(C)(N)

**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A III SEMESTER (CBCS R-21 NEW) EXAMINATIONS JAN 2025**  
**FINANCIAL MARKETS AND SERVICES**  
**FINANCE ELECTIVE**  
**PAPER – VI (C)**

**TIME: 3 HRS]**

**[MAX. MARKS: 80**

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

**1 ANSWER ANY FIVE OF THE FOLLOWING**

A Financial market	E Venture Capital
B Mortgage	F Merits of Mutual Funds
C Financial engineering	G Cost of Factoring
D Concept of Hire Purchasing	H Insurable Risk

**SECTION – B (5 X 10 = 50 Marks)**

**ANSWER ALL QUESTIONS**

**2 A Discuss role of Financial System in Economic Development.**

**OR**

**B What is meant by 'Listing'? Write functions of Stock Exchange.**

**3 A What is Fund based and Non-fund based activities? Explain**

**OR**

**B Discuss SEBI guidelines related to Issue Management.**

**4 A Write about scope and significance of Venture Capital in India.**

**OR**

**B Compare and contrast leasing and hire purchasing. Highlight the key differences in terms of ownership, cost, and financial implications**

**5 A Discuss classification of Mutual Funds and its significance.**

**OR**

**B What do you know about legal aspects of Factoring and Bill discounting? Explain.**

**6 A Critically evaluate the role of insurance in promoting financial stability and economic security.**

**OR**

**B Write about IRDA and recent trends in insurance sector in India briefly.**

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

ABC Manufacturing Ltd., a mid-sized enterprise is facing a critical decision to meet increased production demands. The company needs a new machine to enhance efficiency and to cater to larger orders. However, the management is unsure whether to lease the machine or purchase it outright.

Both options come with their own merits and challenges. Management team is looking to evaluate the best financial and operational strategy.

**Questions:**

- 1) What financial factors should ABC Manufacturing Ltd. consider while deciding whether to lease or purchase the machine?
- 2) How will leasing versus purchasing the machine affect the company's operational flexibility

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**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A III SEMESTER (CBCS R-16 OLD) EXAMINATION, JAN 2025**  
**FINANCIAL MARKETS AND INSTITUTIONS**  
**FINANCE ELECIVE**  
**PAPER- VI (C)**

**TIME: 3 HRS]**

**[MAX. MARKS: 80]**

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

**1 ANSWER ANY FIVE OF THE FOLLOWING**

- A Shares and Types of Shares
- B Certificate of Deposits
- C Private Placements
- D National Securities Depository Ltd
- E Powers of SEBI
- F Financial Instruments
- G Book Building
- H Investors Protection

**SECTION – B (5 X 10 = 50 Marks)**

**ANSWER ALL QUESTIONS**

2 A Explain the structure of Indian Financial System.

**OR**

B Write a note on role of Financial system in Economic Development of a country.

3 A What is Money Market? Explain its functions.

**OR**

B Write a note on Money Market Instruments.

4 A Explain: i. Foreign Currency Convertible Bonds      ii. Rights Issue

**OR**

B Explain: i. Preference Issues      ii. Initial Public Offer

5 A Explain about role and functions of The Stock Holding Corporation of India Ltd.

**OR**

B Explain: i. Listing at Stock Exchange      ii. Capital Market

6 A Explain role and functions of RBI.

**OR**

B Write a note on SEBI Regulations relating to Capital Markets.

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

Mr.Sindhura has purchased Equity Shares of SBI Life Insurance Company through IPO. Later, she has purchased shares of other companies using DEMAT account with the advice of stock brokers. Mrs.Sindhura wants to know whether her investment amount is secured or not. Suggest her regarding:

- i. Who are the regulatory authorities of Indian Stock Markets?
- ii. Explain role of regulatory authorities of Indian Stock Markets with respect to Investors Protection.

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**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A III SEMESTER (CBCS R-21 NEW & R-16 OLD) EXAMINATIONS JAN 2025**  
**INTERNATIONAL HUMAN RESOURCE MANAGEMENT**  
**HR ELECTIVE**  
**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 International Human Resource Management (IHRM)
- B How does IHRM differ from domestic HRM in terms of its scope and strategy?
- C Main features of work values in Germany
- D What is the skill-based approach to staff training and development for Indian managers?
- E How does outsourcing HR affect globalization and quality of work life?
- F List the causes of expatriate failures in multinational organizations.
- G Briefly describe the two-way classification of workers and cadres in the Chinese HR model.
- H How do Indian managers respond to global HR practices?

**SECTION – B (5 X 10 = 50 Marks)**

**ANSWER ALL QUESTIONS**

2 A Explain the nature, scope, and importance of IHRM in the global context

**OR**

- B Describe the functional positioning and organizational context of IHRM in multinational corporations.

3 A Examine the selection criteria and competencies required for global managers.

**OR**

- B Describe the staffing patterns for international managers and the approaches to multinational staffing decisions.

4 A Discuss the American model of HR management and recent trends in HR development in the USA.

**OR**

- B Explain the reward systems and motivational practices across cultures with examples.

5 A Discuss the implications of universalization of HR principles, policies, and practices in India.

**OR**

- B Examine India's response to cross-convergence in HRM practices.

6 A Discuss the implications of globalization on managing human resources and leveraging competitive advantage

**OR**

- B Examine the impact of Information Technology on HR practices in the new knowledge economy.

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

**Managing Expatriates in a Global Firm**

XYZ Corporation, a multinational company, has recently expanded its operations to Japan. To manage its Japanese branch, the company decided to send two of its most competent managers from its headquarters in the USA. Within six months, both managers reported difficulties in adjusting to the local culture, leading to performance issues and dissatisfaction among their Japanese employees. One of the managers opted to return to the USA prematurely.

The company realized that while the managers possessed technical skills, they lacked cultural awareness and training to work effectively in Japan. Furthermore, the compensation and benefits structure provided to these managers did not consider Japan's cost of living and cultural norms.

1. What steps should XYZ Corporation have taken to prepare its expatriate managers for their assignment in Japan? Consider cultural awareness and training.
2. How can the company design an international compensation package to address such issues and retain expatriate managers in future assignments?

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**FACULTY OF BUSINESS MANAGEMENT**

**M.B.A III SEMESTER (CBCS R-21 NEW & R-16 OLD) EXAMINATIONS JAN 2025**  
**PRODUCT AND BRAND MANAGEMENT**  
**MARKETING ELECTIVE**  
**PAPER – VII (B)**

**TIME: 3 HRS]**

**[MAX. MARKS: 80**

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

**1 ANSWER ANY FIVE OF THE FOLLOWING**

- A Augmented product
- B Product portfolio
- C Product elimination decisions
- D Brand levels
- E 3 C's of brand positioning
- F Functions of brand in market
- G Importance of brand image building
- H Brand failure

**SECTION – B (5 X 10 = 50 Marks)**

**ANSWER ALL QUESTIONS**

2 A Briefly discuss types of consumer products with suitable examples.

**OR**

B Explain the role of product manager in modern marketing?

3 A Explain the BCG matrix with examples?

**OR**

B Discuss about various product positioning strategies?

4 A Explain the new product development as a process? Using an example of an alternative to IPL if you were to build such a cricket initiative, how would you envisage the NPD process?

**OR**

B Examine the Factors affecting success or failures of new products?

5 A Discuss the challenges of brand management?

**OR**

B What is Brand hierarchy? Explain in detail about brand levels?

6 A What are the advantages and disadvantages of brand extension? Discuss briefly.

**OR**

B What is brand personality? Explain the role played by brand personality in Promoting products.

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

In the 1990s, Volvo introduced a new design approach called "Revolution," which significantly enhanced brand perception. This update led to more recognizable and consistent design features in Volvo models. The shift focused on creating a distinctive Volvo identity, moving away from the "boxy" design emphasizing functionality to a more dynamic and emotional approach. Despite this change, the core values of Volvo, such as safety and Scandinavian heritage, remained central to the brand's identity. The new design balanced historical references with modern emotional appeal, ensuring brand recognition while maintaining safety as a key focus. The concept of "emotion with safety" became central, strengthening Volvo's position as a unique brand in the automotive industry.

**Questions:**

- (a) What factors did Volvo consider when adopting the new design approach in the 1990s?
- (b) How does an emotional connection with a product influence its design and redesign?

**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A III SEMESTER (CBCS R-21 NEW) EXAMINATIONS JAN 2025**  
**INTERNATIONAL FINANCIAL MANAGEMENT**  
**FINANCE ELECTIVE**  
**PAPER – VII (C)**  
**SECTION - A (5 X 3 = 15 Marks)**

**1 ANSWER ANY FIVE OF THE FOLLOWING**

- A Floating Exchange Rate
- B Balance of Payments
- C Foreign Exchange Management Act (FEMA)
- D International fisher effect
- E Foreign exchange swap
- F Economic exposure
- G Bid ask spread
- H Currency option

**SECTION – B (5 X 10 = 50 Marks)**

**ANSWER ALL QUESTIONS**

**2 A “Multinational financial management should be different from domestic financial management” – Do you agree? Explain.**

**OR**

**B Discuss the role of IMF and that of the central bank of a country across the world in determining the value of foreign currency.**

**3 A Describe the functions of Foreign exchange market. Who are the participants in the foreign exchange market?**

**OR**

**B Explain the theory of purchasing power parity (PPP) with suitable numerical examples.**

**4 A Differentiate between transaction exposure and translation exposure.**

**OR**

**B What is foreign exchange management risk? Discuss the Hedging strategies for foreign exchange risk management.**

**5 A What do you mean by International Monetary System? Discuss the role of ADRs and GDRs.**

**OR**

**B What is Currency Derivatives? Explain the forwards, futures, options agreements. How do importers and exporters use currency derivatives?**

**6 A What is International Capital Budgeting? Discuss the issues involved in foreign investment analysis.**

**OR**

**B What is international tax? Explain International taxation methods?**

**7**

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

Exchange rates: Can \$ 0.665 per DM (Spot)  
Can \$0.670 per DM (3 months)

Interest rates: DM 7 percent p.a.  
Can \$ 9 percent p.a.

Calculate the arbitrage possible from the above data.

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**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A III SEMESTER (CBCS R-16 OLD) EXAMINATIONS JAN 2025**  
**CORPORATE TAXATION AND PLANNING**  
**FINANCE ELECTIVE**  
**PAPER – VII (C)**

**TIME: 3 HRS]**

**[MAX. MARKS: 80**

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

- 1 A Classification of companies for tax purpose
- B Deemed assessee
- C Unabsorbed depreciation
- D Income from house property
- E Double Taxation
- F Zero tax company
- G Valuation date under wealth tax
- H Employees Stock Option Plan (ESOP)

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

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

**OR**

- B Define direct and indirect taxes. Discuss the various exempted incomes to the company.
- 3 A Briefly explain the provision relating to setting and carry forward of losses.

**OR**

- B Write the procedure of calculation of income from business and income from capital gains.
- 4 A What is wealth? Discuss the salient features of wealth tax act 1957.

**OR**

- B Define asset under wealth tax act. Discuss about the assets covered and exempted assets under wealth tax act.
- 5 A Distinguish between, 'Tax Planning', 'Tax Avoidance' and 'Tax Evasion'. Explain the characteristics of Tax Planning and Management.

**OR**

- B Explain with a suitable example showing the tax effects on the financial leverage in making capital structure decisions?
- 6 A State the tax incentives available to 'Amalgamated Company' in case of amalgamation under Income Tax Act, 1961.

**OR**

- B Explain the Special Provisions in respect of newly established 100% Export Oriented Undertaking under the Income Tax Act, 1961.

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

A Domestic company in which public are substantially interested submits the following particulars of its income of the previous year ended March 31:

- i. Profits of business after deduction of donations to approved charitable institution Rs. 1,90,000
- ii. Donation to charitable institution by cheque Rs. 30,000
- iii. Interest on Govt. Securities Rs. 10,000
- iv. Dividend from a domestic company (Gross) Rs. 60,000
- v. Long-term capital gain Rs.50,000
- vi. Book Profits u/s 115JB Rs. 8,00,000

During the financial year the company deposited Rs. 15,000 in Industrial Development Bank of India. The company distributed gross dividend of Rs. 1, 00,000 on Previous year December 6.

Compute the taxable income of the company and tax payable by it for the assessment year.

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**FACULTY OF BUSINESS MANAGEMENT**  
**M. B. A III SEMESTER (CBCS R-16) EXAMINATIONS JAN 2025**  
**INTERNATIONAL FINANCIAL MANAGEMENT**  
**FINANCE ELECTIVE**  
**PAPER – VIII (C)**

**TIME: 3 HRS]**

**[MAX. MARKS: 80]**

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

**1 ANSWER ANY FIVE OF THE FOLLOWING**

A Fixed Exchange Rate	E Balance of Trade
B World Bank	F Bretton Woods system
C Purchasing power parity theory	G Netting
D Spread and Cross Rates	H Direct Quote

**SECTION – B (5 X 10 = 50 Marks)**

**ANSWER ALL QUESTIONS**

2 A Define International Financial Management? Describe the reasons for increasing importance of International Finance?

**OR**

B What do you mean by Balance of Payments? Discuss its components.

3 A Describe the structure of the Foreign Exchange Markets in India and explain how settlement of transactions is carried out in International Market.

**OR**

B Explain the theory of interest rate parity and enumerate the factors that limit its applicability.

4 A How do currency fluctuation impact investors returns and company performance?

**OR**

B What is economic exposure? How do you measure it?

5 A What is the significance of Euro Bond market? Illustrate any 3 types of international bonds.

**OR**

B Describe the features of ADR and GDRs and suggest measures to develop the market for IDRS.

6 A What are the taxes issues regarding an MNC? Explain.

**OR**

B Discuss the factors to be considered in Multinational capital Budgeting.

7

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

You have called your foreign exchange trader and asked for quotation on the spot, 1 month, 3 month and 6 month forward rate. The trader has responded with the following:

\$ 0.6870/80            5/6            8/7            13/10

- Calculate the Outright quotes for 1, 3 and 6 month forward.
- If you wished to buy spot SFr, how much would you pay in Dollars?
- If you wanted to purchase spot USD, how much would you have to pay in SFr?
- What is the premium or discount in the 1, 3 and 6 month forward rates in annual percentage?

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**FACULTY OF BUSINESS MANAGEMENT**  
**M.B.A III SEMESTER (CBCS R-16 OLD) EXAMINATIONS JAN 2025**  
**SALES AND DISTRIBUTION MANAGEMENT**  
**MARKETING ELECTIVE**  
**PAPER – VIII (B)**

**TIME: 3 HRS]**

**[MAX. MARKS: 80**

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

1 A Define the concept of Sales Management and explain its scope.  
B Discuss the differences between Channels of Distribution and Physical Distribution.  
C What are the essential qualities of a good salesperson?  
D Outline the steps involved in the personal selling process.  
E Explain the key decisions in recruiting and selecting a sales force.  
F How do organizations motivate their sales force?  
G What are the main causes of channel conflict?  
H Describe the role of transportation and storage in logistics management.

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

2 A Explain the evolution of Sales Management and its contemporary issues.

**OR**

B Discuss how Sales and Distribution Management are linked and provide examples.  
  
3 A Discuss the various theories of selling and their relevance to modern sales practices.

**OR**

B Explain the steps involved in the buying decision process and how they influence sales strategies.  
  
4 A Analyze the importance of training and compensating the sales force in achieving organizational goals

**OR**

B Describe the methods of controlling the performance of a sales team and their effectiveness.  
  
5 A Discuss the factors to consider when selecting a distribution channel for a product

**OR**

B Explain the dynamics of channel cooperation and competition with suitable examples.  
  
6 A Describe the key activities of logistics management and their contribution to supply chain efficiency.

**OR**

B Discuss the development of international sales and distribution strategies.

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

A global electronics company is struggling to manage its distribution channels effectively. It has multiple channel partners, including wholesalers, retailers, and online platforms. Recently, conflicts between channel members have increased, leading to delays in product availability and declining customer satisfaction. The company also faces challenges in managing logistics, such as high inventory costs and transportation delays.

**Questions:**

1. What steps can the company take to resolve conflicts among its channel members?
2. Suggest strategies to improve the logistics and inventory management processes.
3. How can the company balance traditional and online distribution channels to enhance customer satisfaction?

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