

4M1401

Roll No. _____

Total No. of Pages: 2

4M1401

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Finance

M-410 Financial Derivatives

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART – A

[10×2=20]

All questions are compulsory

- Q.1 What are derivatives?
- Q.2 What do you mean by hedging strategy?
- Q.3 Write short notes on Options and their types.
- Q.4 What does mean by futures market trading mechanism?
- Q.5 Give the classification of forward contracts.
- Q.6 Write a note on role of clearing house.
- Q.7 What do you understand by parallel loans?
- Q.8 What were the key recommendations of the L.C. Gupta Committee?
- Q.9 Give the difference between short-term and long-term interest rate futures.
- Q.10 Explain the Black-Scholes Option Pricing Model.

PART – B

[5×6=30]

Attempt any five questions

- Q.1 Discuss the various types of financial derivatives based on underlying assets and their classification into categories such as forwards, futures, options and swaps. Provide examples of each type and highlight the differences between them.
- Q.2 Compare and contrast between forward, futures, options and swaps.
- Q.3 Consider a stock which is currently trading at ₹ 100 and in exactly one year, the stock price will be either ₹ 80 or ₹ 120. We do not have any a priori probabilities. If the interest rate is 5%, what is the price of a call option on this stock with a strike price of ₹ 110 and expiry in one year's time?
- Q.4 Bring out the differences between -
(a) Bull call spread and a bull put spread; and
(b) Iron butterfly and a regular butterfly
- Q.5 What are the problems in arranging a swap and how are they overcome by swap intermediary/bank?
- Q.6 What do you understand by hedging? Discuss with suitable examples.
- Q.7 Write note on the following with the help of suitable data -
(a) Basis risk
(b) Price risk
- Q.8 An investor enters into a short gold futures contract when the futures price is 60 cent per pound. One contract is for delivery of 60,000 pounds. How much the investor gain or lose if cotton price at the end of the contract is:
(a) 58.20 cent per pound (b) 61 30 cent per pound?

PART – C

(Compulsory)

- Q.1 Explain the weakness of the Indian stock market for launching of futures trading. Discuss the measures taken by the SEBI in this regard.
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4M1402

Roll No. _____

Total No. of Pages: 2

4M1402

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Finance

M-411 Financial System, Institutions and Instruments

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART – A

[10×2=20]

All questions are compulsory

- Q.1 Define Financial System.
- Q.2 Explain in brief any two elements of a Financial System.
- Q.3 Point out any two differences between a Commercial Bank and an NBFC.
- Q.4 What is call money rate?
- Q.5 What are CPs? Who can issue them?
- Q.6 Explicate in brief a Private Placement.
- Q.7 List out any two Depositories of India.
- Q.8 What are ADRs?
- Q.9 What are PSU bonds? Who can issue them?
- Q.10 What is Mezzanine financing?

PART – B

[5×6=30]

Attempt any five questions

- Q.1 Explain the functions of a Financial System. Why is it called the heart of the economy?
- Q.2 Elucidate different types of Financial Institutions.
- Q.3 Explain the tools used by RBI to control liquidity in the money market.
- Q.4 Describe the different money market instruments available in the money market.
- Q.5 List out and explain the different methods of raising funds from the capital market. Which one is most suitable for a small company?
- Q.6 Explain the role of Depositories and Custodians.
- Q.7 Explicate various capital market instruments.
- Q.8 Why the Indian Debt market is still in the infant stage?

PART – C

[20]

(Compulsory)

- Q.1 ‘Growing in leaps and bounds and learning by trial and error, the regulatory authorities for controlling the banking system and the Indian capital market in India are still evolving.’ Considering the statement, comment on the effectiveness of RBI and SEBI as the watchdog of these two most crucial components of the Indian Economy.
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Roll No. _____

Total No. of Pages: 3

4M1415

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Finance

M-411 Financial System, Institutions and Instruments

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) ***Part A** contains **10** questions which are compulsory. **Part B** contains **eight** questions out of which **five** are to be attempted. **Part C** contains **one** question which is compulsory.*

1. NIL

2. NIL

PART – A

[10×2=20]

All questions are compulsory

- Q.1 State the types of Financial Market.
- Q.2 Define Certificates of Deposits.
- Q.3 Name the types of NBFC's registered with the RBI.
- Q.4 What is Stock Exchange?
- Q.5 Write the significance of Mutual Funds.
- Q.6 What is Private Placement?
- Q.7 What do you mean by Call Money Market?
- Q.8 Name the three components of Capital Market?
- Q.9 How does derivative works?
- Q.10 What is GDR's and ADR's?

PART – B

[5×6=30]

Attempt any five questions

- Q.1 Examine the various components of the Indian financial system.
- Q.2 What are the instruments of money market that a middle class bread earner would generally prefer and why?
- Q.3 What do you mean by financial institutions? Discuss various types of financial institutions.
- Q.4 “NBFCs are doing functions similar to Banks.” What is the difference between Banks & NBFCs?
- Q.5 “Merchant Banks Act as an intermediary whose main job is to transfer capital from those who own it to those who need it.” Comment.
- Q.6 What is secondary market? Describe the market participants of secondary markets.
- Q.7 Difference between money market and capital market.
- Q.8 “The Debt Market is also known as the Fixed Income Securities Market and its segments are the Government Securities Market (Treasury Bills and Bonds) and the Private Debt Securities Market (Commercial Paper, Private Bonds and Debentures)”. Comment.

PART – C

[20]

(Compulsory)

Q.1

Role of Merchant Banks in Tata Corus Acquisition

On January 31, 2007, Tata Steel Limited (Tata Steel), one of the leading steel producers in India, acquired the Anglo Dutch steel producer Corus Group Plc (Corus) for US\$ 12.11 Billion (€ 8.5 Billion). The process of acquisition concluded only after nine rounds of bidding against the other bidder for Corus - the Brazil based Companhia Siderurgica Nacional (CSN).

While Tata Steel had earlier roped in merchant bankers ABN Amro and Detusche Bank as their financial advisors for the Corus bid in 2007, it had to later hire UK-based merchant bankers NM Rothschild & Sons as financial advisor for the then proposed acquisition. This was clearly a move taken by Tata to topple its Brazilian rival.

As a result of the services provided by Rothschild, the Tata's made the winning bid of 608 pence a share as against CSN's final bid of 603 pence a share in the ninth round of bidding. CSN reportedly pulled out thereafter. The Tata bid was 34% higher than its original bid.

This acquisition was the biggest overseas acquisition by an Indian company. Tata Steel emerged as the fifth largest steel producer in the world after the acquisition. The acquisition gave Tata Steel access to Corus strong distribution network in Europe.

Question:

Q.1 Analyze the role of Rothschild in Tata's acquisition of Corus.

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Total No. of Pages: **3**

4M1416

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Finance

M-412 Mergers, Acquisitions and Corporate Restructuring

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART – A

[10×2=20]

All questions are compulsory

- Q.1 What is corporate restructuring?
- Q.2 What is an acquisition?
- Q.3 What are SEBI's main functions?
- Q.4 Write any two significance of due diligence in M&A.
- Q.5 What is the meaning of corporate valuation?
- Q.6 Give the name of methods to calculate share exchange ratio.
- Q.7 When does integration planning begin?
- Q.8 Define a hostile takeover.
- Q.9 What were the key aspects of the Mindtree L&T takeover?
- Q.10 Give any two limitation of international M&A deals.

PART – B

[5×6=30]

Attempt any five questions

- Q.1 How does CCI evaluate the impact of corporate restructuring on competition?
- Q.2 What is an equity curve out? How does it differ from a spin off?
- Q.3 Write a short note on Horizontal Merger and Vertical Merger.
- Q.4 Explain the concept and significance of Due Diligence in Merger and Acquisition Deals.
- Q.5 Explain the following terms (any two) -
- (i) Intrinsic Value
 - (ii) Book Value
 - (iii) Replacement Value
- Q.6 Explain and illustrate the impact of Mergers on EPS, MPS and Book value per shares of the Acquiring company.
- Q.7 Discuss the factors considered in Post-Merger Integration Planning.
- Q.8 Write the short note on Friendly v/s Hostile Takeover.

PART – C

[20]

(Compulsory)

- Q.1 The following information is provided related to the acquiring Firm Mark Limited and the target Firm Mask Limited:

	Firm Mark Limited	Firm Mask Limited
Earning After Tax (₹)	2,000 Lakhs	400 Lakhs
Number of Shares Outstanding	200 Lakhs	100 Lakhs
P/E Ratio (times)	10	5

Required:

- (i) What is the swap ratio based on current market prices?
 - (ii) What is the EPS of Mark Limited after acquisition?
 - (iii) What is the expected market price per share of Mark Limited after acquisition?
(Note : Assuming P/E Ratio of Mark Limited remains unchanged)
 - (iv) Determine the market value of the merged firm.
 - (v) Calculate gain/loss for shareholders of the two independent companies after acquisition.
-

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Roll No. _____

Total No. of Pages: 2

4M1429

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Finance

M-412 Mergers, Acquisitions and Corporate Restructuring

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART – A

[10×2=20]

All questions are compulsory

- Q.1 What do you mean by Corporate Restructuring?
- Q.2 Write down 2 reasons for failure of Merger & Acquisition Deal.
- Q.3 Write down the steps in Due Diligence in Merger and Acquisition Deal.
- Q.4 What do you mean by Objectives of Corporate Valuation?
- Q.5 Define International M&A.
- Q.6 What is takeover bid?
- Q.7 What do you mean by Post-Merger Integration?
- Q.8 What is bail out takeover?
- Q.9 Explain hostile takeovers.
- Q.10 What do you mean by reverse merger?

PART – B

[5×6=30]

Attempt any five questions

- Q.1 List out the difference between Merger and Acquisitions.
- Q.2 Discuss in detail the process of Mergers & Acquisitions Due Diligence.
- Q.3 Explain the role of SEBI in Corporate Restructuring with suitable examples.
- Q.4 Mention the different types of values used for calculation of Corporate Valuation in detail.
- Q.5 The following information is available for company X and Y:- Company X and Y Profit after tax Rs.120 crore Rs.45 crore Number of outstanding shares 35 crore 10 crore Market price per share Rs.22 Rs.35 Company X is planning to acquire company Y. The acquisition is expected to be done through swap of stocks in which 2 shares of company X will be given for every share of company Y. The management of X makes a projection that the combined entity will have an expected P/E ratio of 8 with a standard deviation of 2. The shareholders of company will accept the merger if the probability of the merger being beneficial is more than 70%. You are required to -
- (a) State whether the merger is acceptable to X.
 - (b) State whether the merger is acceptable to Y at a combined P/E of 8. Show all the necessary calculations.
 - (c) Price of the combined entity if the swap ratio is 2:1 and P/E is 8. Also, calculate the gain or loss to the shareholders of company Y.
- Q.6 What are the benefits and limitations of Takeover?
- Q.7 Explain the impact of various macro factors on International M&A Deals.
- Q.8 Discuss the tax incentives available for mergers and acquisitions.

PART – C

[20]

(Compulsory)

- Q.1 What is Merger? What are the various types of Mergers? Also, discuss the potential economic advantages available from mergers using examples from contemporary corporate scenario.
-

4M1403

Roll No. _____

Total No. of Pages: 4

4M1403

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Marketing

M-420 Consumer Behaviour

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL _____

2. NIL _____

PART – A

[10×2=20]

All questions are compulsory

- Q.1 Outline the utility of the study of 'Consumer Behaviour'.
- Q.2 Explain the term 'Marketing Significance'.
- Q.3 Explain the Concept of Consumerism.
- Q.4 Write short note on Ego Involvement.
- Q.5 Discuss the functions of family.
- Q.6 Explain Maslow's Need Hierarchy Theory. Discuss its importance.
- Q.7 What are the classifications of adopters?
- Q.8 What are the elements of perception?
- Q.9 What is meant by pricing strategy?
- Q.10 Define endorsement.

PART – B

[5×6=30]

Attempt any five questions

- Q.1 Give a brief description of the Engel Blackwell-Miniard Model of the Consumer Decision-Making.
- Q.2 Explain consumer buying behavior. Describe the factors that determine consumer buying behavior.
- Q.3 What is a reference group? What are various factors which are important in reference group influence?
- Q.4 Explain the term “Social Class”. Discuss the measurement techniques that give a fair approximation of social class.
- Q.5 What are some major factors that influence the Buyer’s Behaviour? State and explain the context of ‘Consumer Behaviour’. Also, explain the term - ‘Inter-Personal Behaviour’ and ‘Group Behaviour’ in brief.
- Q.6 “Consumer Behaviour incorporates several major aspects of disciplines such as Sociology, Psychology, Anthropology and Economics.” Elucidate.
- Q.7 What is Consumer behaviour? Why the study of Consumer Behaviour has become important these days?
- Q.8 Who are opinion leaders? How they impact behaviour of consumers?

PART – C

[20]

(Compulsory)

- Q.1 A certain store was keeping a number of brands of washing machines. They had washing machines to cater to the needs of all the segments of the society. They were stocking IFB, Videocon, BPL, National, Godrej, and local made washing machines as well. They had both automatic, semi-automatic and manual machines. The automatic machines were bought by the higher income group. The middle income group were content with semi-automatic machines. Manual hand operated machines were for the lower class of clientele, and also those living in the rural areas, where electrification was not complete or the electricity went off for days together. It was observed that when customers came to buy an automatic machine, they usually came with their spouses and they looked mainly at the colour, style of functioning, electric consumption, care for handling, price factors, etc. Many customers would not buy on their first visit. They would come back after an interval of time and bought the machine after careful considerations of the attributes that they were looking for. Many would lower their choice and come back to buy semi-automatic, instead of automatic machines. The sale was observed to be highest during marriage seasons and at festival times. There was a great influence of the housewives in buying these, as they were the ultimate users. With a lot of information imparted by the media and the children being exposed to it for several hours in a day. They seemed to have a good knowledge of the attributes and had a great say in the purchases and their opinions were also given weightage by the parents. Since a chain store is more interested in the sales to materialize rather than pushing any particular brand, the salesmen are directed to satisfy the customers or the family. This should be their first consideration

QUESTIONS

- (a) Do you feel that group interaction helps the buyer too in his decision-making process? Elaborate.
 - (b) What should be the role of the marketer in the above case regarding, advertisement, promotion, persuasion and closing the sales.
-

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Roll No. _____

Total No. of Pages: **4**

4M1445

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Marketing

M-420 Consumer Behaviour

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART – A

[10×2=20]

All questions are compulsory

- Q.1 What is the importance of consumerism in India?
- Q.2 Briefly explain the theory of human motivation based on the Hierarchy of Needs theory developed by Abraham Maslow.
- Q.3 You have been asked to explain the importance of classical conditioning to a group of students. What information would you include in your explanation?
- Q.4 What influences beliefs and values of the consumer?
- Q.5 With the help of two examples explain, how family affects Consumer Behavior?
- Q.6 Throw a light on any two models of decision making.

- Q.7 What are the difference between organization buying and consumer buying?
- Q.8 Give a brief account of how consumer behavior can be used to develop marketing strategy?
- Q.9 Why is an opinion leader a more credible source of product information than an advertisement for the same product?
- Q.10 'The way consumers perceive products and services will have a direct effect on the purchasing behaviour'. What are the key influences on consumer perception?

PART – B

[5×6=30]

Attempt any five questions

- Q.1 Outline the need and scope of study of consumer behavior for a marketing organization.
- Q.2 Elaborate the value of personality theory to marketing management and highlight any two personality theories of your choice.
- Q.3 As an independent consultant you have been asked by one of your clients to explain how the understanding of learning theories can be of value to marketing management. What advice would you offer to the client?
- Q.4 'When planning to execute a marketing strategy, it is important to consider the cultural background, cultural identity, and purchase patterns of a state/country.' In this context describe, how does culture impact consumer behavior and what should a company do to achieve consumer appeal in a market?
- Q.5 How can the basic concepts of social interaction and groups dynamics contribute to the development of effective marketing campaign? Use examples to support your recommendations.

- Q.6 Who is a consumer innovator? Describe the diffusion and adoption process of innovations.
- Q.7 'Organizational buying behavior is influenced and affected by several factors which a marketer needs to study carefully.' Enlighten of the statement elaborate on the factors influencing organizational buying behavior and steps involved in organizational buying process with help of examples.
- Q.8 What is the link between consumer behaviour and marketing strategy? How does one influence each other?

PART - C

[20]

(Compulsory)

- Q.1 **Read the case carefully and attempt the questions given at the end -**

A certain store was keeping a number of brands of washing machines. They had washing machines to cater to the needs of all the segments of the society. They were stocking IFB, Videocon, BPL, Whirlpool, Godrej, and local made washing machines as well. They had both automatic, semi-automatic and manual machines. The automatic machines were bought by the higher income group. The middle income group were content with semi-automatic machines. Manual hand operated machines were for the lower class of clientele, and also those living in the rural areas, where electrification was not complete or the electricity went off for days together.

It was observed that when customers came to buy an automatic machine, they usually came with their spouses and they looked mainly at the colour, style of functioning, electric consumption, care for handling, price factors, etc. Many customers would not buy on their first visit. They would come back after an interval of time, and bought the machine after careful considerations of the attributes that they were looking for. Many would

4M1420

Roll No. _____

Total No. of Pages: **3**

4M1420

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Marketing

M-424 Digital and Social Media Marketing

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART – A

[10×2=20]

All questions are compulsory

- Q.1 Define P.O.E.M.
- Q.2 Define Search Engine Marketing.
- Q.3 What are the advantages of mobile marketing?
- Q.4 Briefly, explain the role of CRM in digital world.
- Q.5 Define Blogging. What are the different types of Blogs?
- Q.6 Differentiate between Digital and Traditional Marketing.
- Q.7 What are KPI targets and goals?
- Q.8 What is the next generation of CRM?
- Q.9 What is LinkedIn Marketing Strategies?
- Q.10 Why is search engine advertising important?

PART – B

[5×6=30]

Attempt any five questions

- Q.1 How can you use Facebook for marketing your personal commercial venture?
- Q.2 Explain the significance of mobile marketing, along with the types of mobile marketing.
- Q.3 What is SEO? Explain the difference between on-page and off-page SEO. Explain major on-page SEO tools and techniques.
- Q.4 What is Web analytics? How it contributes and benefits Digital Marketing?
- Q.5 How is digital marketing used in Social Media?
- Q.6 You are a marketing solutions provider in a prominent city in Gujarat, with ambitions of becoming a national marketing consultant. How can LinkedIn and Twitter be helpful to you? Explain the tools which you would use on these platforms.
- Q.7 What do you mean by Digital marketing mix? Explain the five state of an offering mix across the E- product.
- Q.8 Discuss the important considerations in making product pricing distribution decisions for e-marketing.

PART – C

[20]

(Compulsory)

- Q.1 Social media has changed all the traditional notions of marketing across all industries. The Indian Luxury Hotels segment is not far behind, still in its nascent stage on social media but nonetheless they have upscale their marketing efforts. This campaign was to be conducted in Mumbai, Hotel Trident at BKC; the life span of this campaign was two days beginning

from 29th March, 2014 - 30th March, 2014. They invited 3 social media influencers to participate in this campaign, where they had to spend the two days in the hotel using Twitter (Mainly) & Instagram to avail all the facilities of the hotel using the hashtag #Trident Social Hotel and by attaching their Twitter handle as well. There were two quick activities around this campaign – the #Tweesurehunt and #Instachallenge. In the #Tweesurehunt task they were given clues, the answers where in the hotel itself they needed to reach each destination in order to unlock the next clue. In the #Instachallenge, they tweeted the clues and needed to click pictures and post them. They even ran a contest simultaneously on their twitter handle on 30th March 2014 which was open to all; they had to answer 10 questions correctly (After deciphering the images) by using their twitter handle and with the #Trident Social Hotel. And the winner stood a chance to win a free night stay at the Trident BKC Hotel. This led to a lot of participation, increased engagement and increase in the number of followers as well.

Questions:

- (a) If you have been selected for this campaign which platform of social media you will utilize and why?
 - (b) Discuss the various campaigns run by Trident hotel on social media. Give your opinion about their effectiveness.
 - (c) Influencers are playing important role in social media marketing. Discuss.
-

4M1475

Roll No. _____

Total No. of Pages: 3

4M1475

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Marketing

M-424 Digital and Social Media Marketing

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) ***Part A** contains 10 questions which are compulsory. **Part B** contains eight questions out of which five are to be attempted. **Part C** contains one question which is compulsory.*

1. NIL _____

2. NIL _____

PART – A

[10×2=20]

All questions are compulsory

- Q.1 What is inbound marketing?
- Q.2 Examine the scope of Digital Marketing.
- Q.3 Discuss social media engagement.
- Q.4 Define content strategy.
- Q.5 What is on-page and off-page optimization?
- Q.6 Enlist the types of web analytics with example.
- Q.7 Explain data drive strategy with example.
- Q.8 Write four benefits of e-CRM.
- Q.9 What is knowledge management matrix?
- Q.10 Enlist some of the Digital Marketing strategies used by Instagram.

PART – B

[5×6=30]

Attempt any five questions

Q.1 What is SEO? Explain the difference between on-page and off-page SEO.

Explain major on-page SEO tools and techniques.

Q.2 In your opinion, does Digital Marketing deserve its appreciation as an effective communication medium? Express your opinion in light of the growth of DM as a vital tool of marketing.

Q.3 Explain POEM framework with suitable example.

Q.4 Why you will include LinkedIn in your social media plan? Explain with its importance.

Q.5 Differentiate between conventional organization design and e-enterprise.

Q.6 What is distribution channel matrix? Discuss its importance in e-marketing management.

Q.7 What is Key Performance Indicators in web analytics? Explain.

Q.8 What are the advantages and disadvantages of social media?

PART – C

[20]

(Compulsory)

Q.1 Case Study -

E-commerce transactions in India are gaining popularity at the very fast pace majorly due to its attributes of ease of shopping, good discounts, social media integration, cash on delivery mode of payment etc., the industry is all set to grow and beat the records considering the recent show of strength of several E-commerce companies of India Inc. in their capability to raise funds as well. Flipkart – one of the leading Indian E-commerce companies headquartered in Bangalore, Karnataka. The overall brand value of FLIPKART is good, but it is facing tough competition from its global as well as local competitors. But in India, it is the most superior E-business portal which is aggressively expanding and planting its roots deep into the Indian market and at the same time shifting the mindset of the people i.e. from going and shopping from physical stores to online stores, which is enormous.

Questions -

- (i) Discuss the initial challenges faced by Flipkart.
 - (ii) How Flipkart succeeded in building the trust of online customers?
 - (iii) How can social media can be used to increase the market share of the brand?
-

4M1407

Roll No. _____

Total No. of Pages: 4

4M1407

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Human Resource Management

M-430 Employee Relations & Labour Laws

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART – A

[10×2=20]

All questions are compulsory

- Q.1 What are the objectives of Employee Relations?
- Q.2 What do you understand by Code of Discipline?
- Q.3 Mention the different functions of a trade union.
- Q.4 What are the main components of wages under code on wages 2019?
- Q.5 Highlight any two methods of employee participation in India.
- Q.6 What is a Subsistence Allowance?
- Q.7 What is a major and a minor misconduct?
- Q.8 What are the different types of grievance?
- Q.9 Define Industrial Dispute.
- Q.10 What are the penalties under Factories Act 1948?

PART – B

[5×6=30]

Attempt any five questions

- Q.1 Highlight the emerging challenges of Industrial relations in India. How has the concept of industrial relations changed in recent times? Explain using suitable examples.
- Q.2 What are the different types of Bargaining? Explain the process of collective bargaining using a suitable example.
- Q.3 Highlight the major provisions of Trade Unions Act, 1926. How are trade unions adapting to emerging changes in the work place?
- Q.4 What is a show cause-Notice? Explain the process of domestic enquiry.
- Q.5 Write short notes on the following -
- (a) Arbitration vs Adjudication
 - (b) Strikes vs Lock-out
 - (c) Conciliation vs Board of Conciliation
 - (d) Grievance settlement procedure
- Q.6 What do you understand by Code on Wages? What according to you is the impact of the Code and way forward?
- Q.7 Write short notes on the following -
- (a) Annual leave with wages
 - (b) Health, safety and welfare
 - (c) Employment of young persons
- Q.8 What is a Model Standing Order? Highlight the salient features of Industrial employment Standing Order Act, 1946?

PART – C

[20]

(Compulsory)

- Q.1 Textiles is a leading industry having a workforce of more than 1200 employees, engaged in the manufacture of cotton yarn of different counts. The company has a well-established distribution network in different parts of the country. It has modernized all its plants, with a view to improve the productivity and maintain quality. To maintain good human relations in the plants and the organization as a whole, it has extended all possible facilities to the employees. Compared to other mills, the employees of V.J. Industries are enjoying higher wages and other benefits.
- The company has a chief executive, followed by executive's in-charge of different functional areas. The Industrial Relations Department is headed by the Industrial Relations Manager. The employees are represented by five trade unions - A, B, C, D and E (unions are alphabetically presented based on membership) - out of which the top three unions are recognized by the management for purposes of negotiations. All the unions have maintained good relations with the management individually and collectively.
- For the past ten years, the company has been distributing bonus to the workers at rates more than the statutory minimum prescribed under the Bonus Act. Last year, for declaration of rate of bonus, the management had a series of discussions with all recognized unions and finally announced a bonus, which was in turn agreed upon by all the recognized unions. The very next day when the management prepared the settlement and presented it before the union representatives, while Unions A and C signed the same, the leader of Union B refused to do so and walked out, stating that the rate

of bonus declared was not sufficient the next day. Union B issued a strike notice to the management asking for higher bonus. The management tried its level best to avoid the unpleasant situation, but in vain. As a result, the members of Union B went on strike. They were joined by the members of Union D.

During the strike, the management could probe the reason for the deviant behaviour of Union B leader; it was found that leader of Union A, soon after the first meeting, had stated in the presence of a group of workers, "It is because of me that the management has agreed to declare this much amount of bonus to the employees. Union B has miserably failed in its talks with the management for want of initiative and involvement".

This observation somehow reached the leader of Union B as a result of which he felt insulted. Soon after identifying the reason for Union B's strike call the Industrial Relations Manager brought about a compromise between the leaders of Unions A and B. Immediately after this meeting the striker's members of Unions B and D) resumed work and the settlement was signed for the same rate of bonus as was originally agreed upon.

Questions:

- (a) Was the leader of Union A justified in making remarks which made the leader of Union B feel offended?
- (b) What should be management's long term strategy for avoiding recurrence of inter-union differences on such issues?
- (c) If you were the Industrial Relations Manager, what would you have done had the Union B resorted to strike for a reason other than that mentioned in the case?

4M1449

Roll No. _____

Total No. of Pages: **3**

4M1449

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Human Resource Management

M-430 Employee Relations & Labour Laws

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART – A

[10×2=20]

All questions are compulsory

- Q.1 Define Employee Relations Management.
- Q.2 Define functions of Trade unionism.
- Q.3 Write any four significances of collective bargaining.
- Q.4 Define types of Punishments.
- Q.5 What do you mean by Industrial Dispute?
- Q.6 What is the rule for minimum wages?
- Q.7 Define Employment of Young Persons under the Factories Act, 1948.
- Q.8 What is the minimum number of workers required to be employed by an industrial establishment to be considered a factory under the Factories Act, of 1948?

- Q.9 What happens if, during negotiations, an employer and a trade union cannot agree on the terms to be included in a collective agreement?
- Q.10 Write the main features of the Industrial Employment Act, 1946.

PART – B

[5×6=30]

Attempt any five questions

- Q.1 In what ways can a country strike a balance between protecting workers' rights and promoting a conducive environment for economic growth through industrial relations?
- Q.2 Explain the measure problems and suggestive remedial measures of Trade Unions.
- Q.3 What are the key objectives of collective bargaining and how do they align with both workers' interests and economic growth goals?
- Q.4 What do you mean by Grievance? Explain the procedure for Grievance Settlement.
- Q.5 Explain the main provisions of the Industrial Disputes Act, of 1947.
- Q.6 What is the fundamental principle underlying the law of wages and how does it interact with market forces and labor dynamics?
- Q.7 How does the Factories Act, 1948 address the issue of hazardous processes and dangerous machinery within factories, with a focus on ensuring worker safety?
- Q.8 What role do the "standing orders" play in setting out the rules and procedures for disciplinary actions and grievances within industrial establishments?

PART – C

[20]

(Compulsory)

Q.1 In a rapidly evolving business landscape, Company X, a mid-sized tech firm, faces challenges in maintaining positive employee relations while ensuring compliance with labor laws. The case study sheds light on these issues through a brief snapshot of key scenarios.

Scenario 1: Remote Work and Overtime: Amid the pandemic, Company X embraces remote work. However, concerns arise about employees working overtime without proper compensation. The case study explores how Company X balances remote work flexibility with labor laws governing work hours and overtime pay.

Scenario 2: Conflict Resolution: Two employees in different departments engage in a public disagreements on a company-wide communication platform. The case study delves into how Company X addresses this conflict while upholding employee rights to expression and maintaining a respectful work environment.

Discuss the following Questions:

- (a) How can Company X implement a remote work policy that promotes work-life balance while adhering to labor laws?
 - (b) What steps should Company X take to address the conflict between employees while maintaining a culture of open communication and respectful behavior?
-

4M1463

Roll No. _____

Total No. of Pages: 4

4M1463

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Human Resource Management

M-431 Performance Management System

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART – A

[10×2=20]

All questions are compulsory

- Q.1 What is Performance Management System?
- Q.2 What do mean by Performance Planning?
- Q.3 Explain two importance of Performance Appraisal.
- Q.4 Define Self-assessment.
- Q.5 What do you mean by HR scorecard?
- Q.6 Define the word 'Remuneration'.
- Q.7 What do you mean by Performance Culture?
- Q.8 What is Potential Appraisal?
- Q.9 What do you mean by Strategic Planning?
- Q.10 Define the term Career Development.

PART – B

[5×6=30]

Attempt any five questions

- Q.1 Explain the process of performance appraisal. What are the benefits of performance appraisal? Also discuss the concept of implementing the appraisal system in organizations.
- Q.2 Elaborate traditional and modern methods of Performance Appraisal.
- Q.3 Write note on:
- (a) Performance Coaching
 - (b) Reward System
- Q.4 Why do different organization have different performance management system, although the principle of performance management is same everywhere? Explain.
- Q.5 What do you mean by employee retention? Explain various factors which are responsible for high employee turnover. Also discuss, why employee retention is important for any organization?
- Q.6 Write note on:
- (a) Objectives of Performance Management Ethics
 - (b) Code of Ethics
 - (c) Code of Conduct
- Q.7 Explain various approaches of HR scorecard. Also discuss process of HR Scorecard.
- Q.8 Is appraising potential more difficult than appraising performance? Critically examine and discuss the issue.

PART – C

[20]

(Compulsory)

Q.1 Arora Logistics Ltd. is a transportation company headquartered in Bengaluru with around 130 trucks, 5 hubs, 40 regional centres and over 250 employees spread across south and central India. The entire operations including the transportation (loading, unloading, vehicle and driver allotment) and fleet maintenance activities are controlled by a team of 15 core managers supervised by senior HR and Operations managers from the headquarters at Bengaluru. The 15 members strong core team has a bi-annual performance appraisal system. In this system, the performance of the core managers are evaluated and rated and the manager with the top rating is given incentives or other perks for a period of 6 months, after which the ratings are revaluated. The rating criteria are kept confidentially and are done by the senior managers. The practice has been highly successful so far with managers having a healthy competition to secure the incentives. Devyani and Sumeet are part of the core management team. Devyani has been the part of company for a year and has been having an impeccable record since beginning of the year with perfect attendance and duty record. She has handled all the routine operations without any flaws and has maintained the top position in the

performance appraisal ratings, which she lost by meagre margins in previous year. Sumeet on the other hand, is a newly recruited, 'not-so-perfect' employee with multiple late entries, and some flaws in handling routine affairs. His position in performance ratings has been behind that of Devyani. However, Sumeet handled some crisis situations meticulously and saved the company from almost sure negative fates. This improved the ratings multifold. When the performance appraisal ratings were announced, Sumeet bagged the top position and got incentives and perks for the next 6 months. This did not go well with Devyani. Devyani immediately penned down her resignation letter accusing her seniors of bias and mailed it to her CEO.

Questions:

- (a) Assuming the position of Senior HR manager, supervising the core management team, how would you handle the situation?
 - (b) What is the major issue in this case? What all changes would you suggest?
-

4M1421

Roll No. _____

Total No. of Pages: 3

4M1421

M.B.A. IV - Sem. (Main / Back) Exam., - 2023
Human Resource Management
M – 431 Performance Management System

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL _____

2. NIL _____

PART – A

[10×2=20]

All questions are compulsory

- Q.1 What are the constituent of Performance Management System?
- Q.2 What are the barriers to Performance Planning?
- Q.3 Describe benefits of measuring performance.
- Q.4 Describe don'ts in conducting performance reviews.
- Q.5 What is Feedback Mechanisms in an organization?
- Q.6 What is Strategic Map?
- Q.7 Give four Employee Retention Strategies.
- Q.8 Describe methods of Performance Appraisal.
- Q.9 What are the criteria for Potential Appraisal?
- Q.10 What do you mean by Code of Conduct?

PART – B

[5×6=30]

Attempt any five questions

- Q.1 Explain the performance management prism with an example.
- Q.2 Discuss some of the creative performance strategies in an organizations.
Analyze how performance management tactics can enhance creative performance?
- Q.3 Explain with examples the linkage of performance management and strategic planning.
- Q.4 Do you think that counselling and coaching are necessary elements to improve the performance of any organization? If yes, then explain how?
- Q.5 Explain models for assessing performance in any organization.
- Q.6 Highlight the six differences between Performance Appraisal and Potential Appraisal.
- Q.7 Write short notes on -
- (i) Performance linked remuneration system
 - (ii) Performance linked career planning
- Q.8 What are the different principles of ethics in Performance Management?
List some major ethical issues and dilemmas faced by HR managers in any organization.

PART – C

[20]

(Compulsory)

- Q.1 Priya works in a large Indian retail store. Priya was transferred from another function into an important HR role. It was not long before complaints were coming in, which set the stage for an unpleasant mid-year performance review. “What is your future plan?” asked her boss, trying to build some perspective on the situation rather than jumping into a series of criticisms.

The employee had no answers. Tell me what you would like to achieve in this job? her boss persisted. After avoiding a direct answer, she eventually blurted out, “Why are you asking me this? I love this job.” Then she burst into tears.

Her boss knew there was a problem but could not put his finger on why she was doing so poorly. Neither did he have the time to devote to a lot of coaching. He knew she was motivated and had a good track record in her previous job. Despite the complaints from her internal clients he wanted to give her a chance. The woman was smart and dedicated, but had no relevant experience and no idea how to do the job. It was a serious but fixable problem.

Questions -

- (a) If you were Priya's Manager, how would you help Priya to solve her performance problem? Do you think that Counselling was required for Priya?
 - (b) Design a performance review form for HR executive role such as Priya's including list of duties, competencies and performance standards. Justify the method you have used for the review form.
-

4M1435

Roll No. _____

Total No. of Pages: 3

4M1435

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Human Resource Management

M-432 Cross Cultural Human Resource Management

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART – A

[10×2=20]

All questions are compulsory

- Q.1 Explain the challenges of International Human Resource Management.
- Q.2 What do you understand by cultural intelligence?
- Q.3 Why companies use HCN training?
- Q.4 What are objectives of international compensation?
- Q.5 How internationalization of HRM is carried out? Discuss.
- Q.6 Name the important dimensions of culture.
- Q.7 Elucidate the concept of virtual and multicultural teams.
- Q.8 Briefly explain recent trends in international recruitment.
- Q.9 Write a note on significance of labour relations in international HRM.
- Q.10 Why communicating across cultures is challenging?

PART – B

[5×6=30]

Attempt any five questions

- Q.1 Describe the key components of international compensation. Also explain the emerging issue of compensation in MNCs.
- Q.2 Define International Human Resource Management. How IHRM differs from domestic HRM?
- Q.3 Discuss the different approaches to multinational staffing decision. What staffing challenges are currently being faced by MNC's in hiring?
- Q.4 What short notes on (Any two) -
- (a) Impact of Culture on Business practices
 - (b) Key issues of International labour relations
 - (c) Role of expatriate and repatriate training
- Q.5 Why there is need for cross-cultural management? Also discuss the role of global manager across cultures.
- Q.6 Explain the concept of cross-cultural negotiations. How culture influences the cross cultural negotiations strategies?
- Q.7 Write a note on HRM practices in countries such as Japan, China and India.
- Q.8 Why training and development is important for global jobs? What are the major components of effective pre-departure training programmes?

PART – C

[20]

(Compulsory)

Q.1 Read the case carefully and answer the following questions -

One of the best-known companies worldwide is McDonald's Corporation. The fast-food chain, with its symbol of the golden, arches, has spread from the United States into 19 countries. Operating in so many different countries means that McDonald's had to adapt its products, services and HR practices to legal, political, economic and cultural factors in each of those countries. To appeal to Japanese customers, McDonald's has developed 'teriyaki burgers'. Separate dining rooms for men and women have been constructed in McDonald's restaurants in some Middle Eastern Countries.

HR practices also have had to be adapted. Before beginning operations in a different country, HR professionals at McDonald's research the country and determine how HR activities must be adjusted.

For store managers, the company uses a selection profile emphasizing leadership skills, high work expectations and management abilities appropriate to a fast-paced restaurant environment. Once applicant screening and interviews have been completed, individuals are asked to work for two weeks in a restaurant. During that time, both the applicant and the company representative evaluate each another to see if the 'fit' is appropriate. After the first group of store managers and assistant managers are selected, future managers and assistant managers are chosen using internal promotions based on job performance.

Once the restaurants are staffed, training becomes crucial. The company has taken its Hamburger University curriculum from the United States and translated it into 22 different languages to use in training centers throughout the world.

Questions -

- Q.1 Critically evaluate the international human resource management practices of McDonald's.
- Q.2 Rather than focusing on the differences, what similarities do you expect to exist among McDonald's employees in United States and abroad?
-

4M1477

Roll No. _____

Total No. of Pages: **3**

4M1477

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Human Resource Management

M-432 Cross Cultural Human Resource Management

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART – A

[10×2=20]

All questions are compulsory

- Q.1 Mention the common challenges of IHRM related to legal regulations.
- Q.2 Specify the need of cross-cultural management in global businesses.
- Q.3 What is the Matching Model in IHRM?
- Q.4 How can organisations enhance cultural competence?
- Q.5 Briefly explain ethnocentric staffing.
- Q.6 Briefly describe pre-departure training.
- Q.7 Mention the factors which influence compensation policy in global organizations.

4M1422

Roll No. _____

Total No. of Pages: 2

4M1422

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Human Resource Management

M – 432 Cross Cultural Human Resource Management

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL _____

2. NIL _____

PART – A

[10×2=20]

All questions are compulsory

- Q.1 Define International HRM.
- Q.2 Mention Hofstede's Cultural Dimensions in brief.
- Q.3 Write any two challenges in relation to IHRM.
- Q.4 Define Cultural Intelligence.
- Q.5 What is meant by Third Country Nationals?
- Q.6 State the meaning of Repatriate Training.
- Q.7 Mention any two aspects of Expatriate Training.
- Q.8 What do you understand by Cultural Competence?
- Q.9 Write about difference in HRM Practices between India and USA.
- Q.10 What is the importance of E-Recruitment in IHRM?

Q.8 What are the common HRM practices in Japan?

Q.9 Briefly explain HCN training.

Q.10 What are the key aspects of HRM in China?

PART – B

[5×6=30]

Attempt any five questions

Q.1 Analyze the challenges which the multi-national companies face while implementing standardized HRM practices across Japan, China & UK with distinct cultural and regulatory contexts.

Q.2 How do labor unions respond to multi-national corporations? Discuss their opportunities and challenges.

Q.3 Outline the various forms of compensation commonly used in international contexts and explain their importance in attracting and retaining the talent.

Q.4 Explain the concept of expatriate training and its importance in preparing employees for international assignments.

Q.5 Discuss the advantages and disadvantages of various approaches of multi-national staffing decisions.

Q.6 How does cross-cultural communication impact negotiations?

Q.7 What is cultural intelligence? Discuss its significance for effective cross-cultural interactions.

Q.8 Differentiate between IHRM and Domestic HRM.

PART – C

[20]

(Compulsory)

Q.1 Elisabeth Harstad was employed as a trainee at the Norwegian Risk Management Consultancy DNV when she realized being a woman was a barrier. Although trainees were supposed to go abroad, the company had problems finding a job for Elisabeth in a foreign subsidiary. "I wanted to go to London, Houston or Singapore. At the end, I managed to get an international assignment from Oslo to Copenhagen." This was in 2000. However, Harstad did not give up and pursued her career intensively. Today she is Manager of the Research and Innovation Unit at DNV and since 2010 Member of the Board of Directors of the large Norwegian Chemical Company Yara. When the new members of the Board of Directors were elected, for the first time it was an advantage for Elisabeth to be a woman. Since 2008, Norwegian companies are required by law to have 40 percent female members on their Board of Directors. Thus, Elisabeth is part of an experiment-if women do not make it to the top on their own, politics support this process in Norway.

Questions -

- (a) Discuss the problems of women expats.
 - (b) Can the rules for quotas of Female Managers be applied in other countries as well? What are the advantages and disadvantages?
-

PART – B

[5×6=30]

Attempt any five questions

- Q.1 Differentiate between International and Domestic HRM.
- Q.2 Describe the need for Cross-Cultural Management.
- Q.3 Explain the challenges of managing Multicultural Teams.
- Q.4 What are the key aspects of cross-cultural communications and negotiation?
- Q.5 With an example, describe the concept of Parent Country Nationals, Third Country Nationals and Host Country Nationals.
- Q.6 Explain the components of effective Pre-departure Training Programmes.
- Q.7 How do compensation practices differ across the countries? Describe with examples.
- Q.8 State the key issues of International Labour relations.

PART – C

[20]

(Compulsory)

- Q.1 An Indian steel manufacturing company is seeking to expand its operations in Europe and America. It has recently acquired a US-based firm that specializes in making high-quality steel using advanced technology. You have been assigned the responsibility to assemble a team of Engineers, Production Managers and Marketing Managers from Headquarters in India, to help in integration of the recently acquired firm. The team will visit the US plants for interaction and training with their US counterparts.

Question:

- (a) What steps would you take to develop an effective multi-national team so that the integration with the parent company happens seamlessly?
- (b) How will you ensure knowledge transfer between the parent company in India and US firm, so that the benefits of innovation and technology can be shared by the entire organization?

4M1467

Roll No. _____

Total No. of Pages: 3

4M1467

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Information Technology Management

M-451 Managing Digital Innovation and Transformation

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART – A

[10×2=20]

All questions are compulsory

- Q.1 Define 'Digital Innovation' in your own words.
- Q.2 What is a permissioned block chain?
- Q.3 How is artificial intelligence reshaping industries and society?
- Q.4 How does cloud computing contribute to cost savings and scalability?
- Q.5 What is a block in a block chain?
- Q.6 How does effective governance contribute to organizational success?
- Q.7 Explain the term digital transformation.
- Q.8 How does understanding the S-curve assist in strategic planning for businesses?
- Q.9 What are the emerging untapped opportunities in the field of digital innovation?
- Q.10 How is digital innovation transforming traditional business models?

PART – B

[5×6=30]

Attempt any five questions

- Q.1 Explain the concept of Machine Learning with respect to Digital Innovation and Technology.
- Q.2 What are some of the key frameworks for Business Models Innovation? Compare and contrast them.
- Q.3 Explain the concept of change management in the context of managing transformation.
- Q.4 Analyze the challenges and opportunities that digital disruption presents to established companies.
- Q.5 Discuss the various ways in which digital transformation has reshaped traditional marketing practices. Provide examples of how companies have leveraged digital technologies to enhance their marketing strategies and improve customer engagement.
- Q.6 What are the stages of a successful transformation? Explain with examples.
- Q.7 Explain the term adaptive leadership in brief.
- Q.8 What strategic approaches can banks adopt to leverage digital transformation for enhancing customer experience and staying competitive in the evolving financial landscape?

PART – C

[20]

(Compulsory)

Q.1 XYZ clothing, a leading fashion Tech startup makes enabled fashion products and travel accessories and makes them relevant to the digital age. They started their journey with a vision to create the first smart wallet. While they were on it, they realized that a lot more than a fingerprint sensor was required for their product to succeed like an app integration. You are hired with your proven expertise in native apps development, taking the responsibility to enhance and enable them the disruptive innovation they aspired to.

A very common problem of all the wallet users in the world is losing their wallet-be it forgetting where they had kept it or theft. Missplacing their cards, cash or ID's. Your client wanted to resolve this problem in a way that could help the owners trace their wallet easily.

The integration of the wallet with the app was challenged not only by the complex hardware integration but also by the extensive engineering required from the point of native app development. Your team knew that the task requires engineering involving the use of data integration, GPS tracker and more to keep core features functional while keeping the UI simple.

Few of the features required by your clients are -

- * changes to the app design to enhance the experience of owning a smart wallet
- * connectivity of wallet to the smartphone
- * register their fingerprint on wallet and app

Based on the case study answer the following questions -

- (1) How does the change management impact the XYZ clothing business?
- (2) The technological developments used for product or service digitization.

4M1426

Roll No. _____

Total No. of Pages: 2

4M1426

M.B.A. IV - Sem. (Main / Back) Exam., - 2023
Information Technology Management
M-452 Artificial Intelligence for Managers

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL _____

2. NIL _____

PART – A

[10×2=20]

All questions are compulsory

- Q.1 What is Artificial Intelligence (AI)?
- Q.2 Define Expert Systems.
- Q.3 Define Big data.
- Q.4 Define Business Intelligence.
- Q.5 What is Machine Learning?
- Q.6 What is supply chain?
- Q.7 Define Neural networks.
- Q.8 What is Data Science?
- Q.9 Define Deep Neural Networks.
- Q.10 What is Data Analysis?

PART – B

[5×6=30]

Attempt any five questions

- Q.1 What is the role of Artificial Intelligence (AI) in Economics and Business Research? Explain.
- Q.2 Explain the 7-step process for framing an AI initiative.
- Q.3 What is the role of AI in logistics and service operations? Explain.
- Q.4 Explain the components of AI is used in Business Intelligence Tools.
- Q.5 Differentiate AI and Machine Learning, also discuss about application of ML in business.
- Q.6 Explain CRISP-DM framework for Analytics Problem Solving.
- Q.7 Explain the concept of Data Visualization in Python.
- Q.8 What is Trolley Problem? Explain the Capabilities and Limitations of AI and ML.

PART – C

(Compulsory)

- Q.1 (a) Discuss about the necessary conditions for Deep Learning Applications also discuss about challenges and limitations of deep learning. **[14]**
- (b) Explain the concept of Cognitive Modelling and Intelligent agents in detail. **[6]**

4M1468

Roll No. _____

Total No. of Pages: 2

4M1468

M.B.A. IV - Sem. (Main / Back) Exam., - 2023
Information Technology Management
M-452 Artificial Intelligence for Managers

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL _____

2. NIL _____

PART – A

[10×2=20]

All questions are compulsory

- Q.1 What is a breadth-first search algorithm?
- Q.2 What is Turing test?
- Q.3 What is ANN?
- Q.4 Define Big data.
- Q.5 What is Artificial Intelligence?
- Q.6 Explain the introduction to Business Intelligence.
- Q.7 Explain the Adoption of AI in Business.
- Q.8 Explain the Data Science.
- Q.9 What is the Fundamentals of Machine Learning?
- Q.10 Explain the future of BI.

PART – B

[5×6=30]

Attempt any five questions

- Q.1 Difference between AI, ML and DL.
- Q.2 How to choose an algorithm for a problem?
- Q.3 What is the difference between inductive, deductive and abductive Machine Learning?
- Q.4 What are the components of relational evaluation techniques?
- Q.5 What is the difference between Strong Artificial Intelligence and Weak Artificial Intelligence?
- Q.6 Explain the consumer and object experience in the Internet of Things and Digital Data Streams.
- Q.7 Explain the 7-step process for framing an AI initiative.
- Q.8 Explain the history of AI.

PART – C

[20]

(Compulsory)

- Q.1 What do you mean by virtual reality? What are the most extensive use of VR in the field of computer aided design?
-

4M1440

Roll No. _____

Total No. of Pages: 2

4M1440

M.B.A. IV - Sem. (Main / Back) Exam., - 2023
Information Technology Management
M-453 Emerging Technologies

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL _____

2. NIL _____

PART – A

[10×2=20]

All questions are compulsory

- Q.1 List the disadvantage of File system.
- Q.2 What are Integrity rules?
- Q.3 What are DDBMS components?
- Q.4 Define graph database.
- Q.5 What is Normalization? Explain its advantages.
- Q.6 What do you understand by degree of data abstraction?
- Q.7 Differentiate between Temporal database and spatial database.
- Q.8 Define NOSQL.
- Q.9 What is master-slave replication?
- Q.10 What do you understand by handling of null values?

PART – B

[5×6=30]

Attempt any five questions

- Q.1 Explain modeling of constraints in ER model.
- Q.2 What is relational Database? Describe the characteristics of a relation and explain different relational database operators.
- Q.3 Explain use of SQL Operators (BETWEEN, AND, IN, LIKE) and also explain HAVING clause with the help of example.
- Q.4 Describe evolution of database systems.
- Q.5 Write down the basics of relational model. How E/R diagram can be converted to relation designs?
- Q.6 Explain in detail the level of data and process distribution.
- Q.7 Discuss simple queries and queries involving in more than one relation.
- Q.8 Write a short note on -
 - (a) Deductive Databases
 - (b) Temporal Databases
 - (c) Spatial databases

PART – C

[20]

(Compulsory)

- Q.1 UPS prides itself on having up-to-date information on the processing and current location of each shipped item. To do this, UPS relies on a company-wide information system. Shipped items are the heart of the UPS product tracking information system. Shipped items can be characterized by item number (unique), weight, dimensions, insurance amount, destination and final delivery date. Shipped items are received into the UPS system at a single retail center. Retail centers are characterized by their type, unique ID and address. Shipped items make their way to their destination via one or more standard UPS transportation events (i.e., flights, truck deliveries). These transportation events are characterized by a Unique Schedule Number, a type (e.g, flight, truck) and a delivery route. Please create an Entity Relationship diagram that captures this information about the UPS system. Be certain to indicate identifiers and cardinality constraints.

4M1482

Roll No. _____

Total No. of Pages: 2

4M1482

M.B.A. IV - Sem. (Main / Back) Exam., - 2023
Information Technology Management
M-453 Emerging Technologies

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART – A

[10×2=20]

All questions are compulsory

- Q.1 What is Database Management System (DBMS)?
- Q.2 Define Relational DBMS (RDBMS).
- Q.3 Why Normalization is required? Explain.
- Q.4 Define SQL.
- Q.5 What is Abstraction?
- Q.6 Define Distributed DBMS (DDBMS).
- Q.7 List any four applications of DBMS.
- Q.8 What is a view? Explain.
- Q.9 Draw PL/SQL block structure.
- Q.10 What is Mobile Database?

PART – B

[5×6=30]

Attempt any five questions

- Q.1 Draw and explain the detailed system architecture of DBMS.
- Q.2 Explain in detail about various key constraints used in database system.
- Q.3 Explain insertion, deletion and modification anomalies with suitable examples.
- Q.4 State BCNF. How does it differ from 3NF?
- Q.5 Explain in detail about timestamp based concurrency control techniques.
- Q.6 By considering an example describe various data update operations in SQL.
- Q.7 Explain the concept of Distributed processing and distributed databases also discuss DDBMS components.
- Q.8 Explain Temporal Databases and Spatial Databases in detail.

PART – C

[20]

(Compulsory)

- Q.1 Suppose that you have to design a case study for a university system, suggest the database model. Also create an ER model with detailed explanation of it.
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4M1455

Roll No. _____

Total No. of Pages: 2

4M1455

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Business Analytics

M-460 Data Mining for Business Decisions

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL

2. NIL

PART – A

[10×2=20]

All questions are compulsory

- Q.1 What do you mean by multiple linear regression?
- Q.2 How is data warehouse difference from database? How are they similar?
- Q.3 List any four applications of Data Mining.
- Q.4 Describe data cube technology in two lines.
- Q.5 What are the stages of KDD?
- Q.6 How are decision trees constructed for data classification and regression?
- Q.7 What is context based mining?
- Q.8 Name different types of data analytics.
- Q.9 What is the purpose behind data clustering?
- Q.10 What is meant by genetic algorithm?

PART – B

[5×6=30]

Attempt any five questions

- Q.1 Explain OLAP and its types.
- Q.2 (a) List the different applications of Data Mining.
(b) Briefly discuss the different predictive Data Mining tasks.
- Q.3 What is clustering? Explain two partitioning clustering methods.
- Q.4 What is regression? Explain linear regression with the help of an example.
- Q.5 Difference between soft computing and hard computing.
- Q.6 Difference between descriptive, predictive and prescriptive analytics.
Provide examples of how each type of analytics can benefit businesses in the decision making process?
- Q.7 How can businesses use data mining to improve Customer Relationship Management (CRM) strategies?
- Q.8 Explain the difference between classification and clustering in Data Mining.

PART – C

[20]

(Compulsory)

- Q.1 Explain the basic Principles of the Naive Bayes Algorithm in the context of classification. How does the "naive" assumption contribute to its simplicity and efficiency? Provide an example scenario where Naive Bayes could be applied for classification, and discuss its advantages and limitations.
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4M1483

Roll No. _____

Total No. of Pages: 2

4M1483

M.B.A. IV - Sem. (Main / Back) Exam., - 2023

Business Analytics

M-462 Business Forecasting

Time: 3 Hours

Maximum Marks: 70

Instructions to Candidates:

- (i) *The question paper is divided in three parts.*
- (ii) *Part A contains 10 questions which are compulsory. Part B contains eight questions out of which five are to be attempted. Part C contains one question which is compulsory.*

1. NIL _____

2. NIL _____

PART – A

[10×2=20]

All questions are compulsory

- Q.1 Give the features of a good forecasting method.
- Q.2 Describe the Delphi Method.
- Q.3 Explain the significance of Cumulative sum of Forecast Errors (CFE).
- Q.4 Give the difference between Qualitative and Quantitative methods.
- Q.5 Give the uses of Regression Analysis.
- Q.6 What is Cumulative sum of Forecast Errors?
- Q.7 Explain the Parametric Test and Non-Parametric Test.
- Q.8 Explain the Data Transformations.
- Q.9 What are the application of forecasting in Business?
- Q.10 Explain the Time Series Analysis.

PART – B

[5×6=30]

Attempt any five questions

- Q.1 Explain the process of data cleaning and transformations in the context of preparing data for forecasting.
- Q.2 Elaborate on the concept of forecasting as both an Art and a Science. How do businesses balance intuition and statistical methods in forecasting?
- Q.3 What is the Delphi Method, how it is useful for a qualitative forecasting technique? How can businesses benefit from using the Delphi Method in their decision-making processes?
- Q.4 Explain the Concept of Mean Absolute Deviation (MAD) as a measure of forecast accuracy. How is MAD calculated, and how can it be interpreted in the context of Business Forecasting?
- Q.5 Explain the Concept of Exponential Smoothing. What are the advantages and disadvantages of using exponential smoothing for forecasting?
- Q.6 Define regression analysis and its importance in Business Forecasting. Explain the assumptions of a Simple Linear Regression Model.
- Q.7 Explain the significance of data cleaning and data transformation in the context of preparing data for forecasting. Provide real-world examples of the challenges involved.
- Q.8 How does forecasting contribute to the process of operations planning in a business? Provide specific examples of industries where operations planning heavily relies on accurate forecasts.

PART – C

[20]

(Compulsory)

- Q.1 Discuss the role of hypothesis testing in Business Forecasting. Provide an example scenario where hypothesis testing is used to validate a forecasting model.
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