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4M1401

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4M1401

M.B.A. IV-Sem. (Main/Back) Examination, June/July - 2024

FINANCE

M-410 Financial Derivatives

Time : 3 Hours

Maximum Marks : 70

**Instructions to Candidates:**

- 1) *The question paper is divided in Three parts.*
- 2) *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.*

**PART - A**

(Word limit of 25 words)

**All questions are compulsory.**

(10×2=20)

1. Define financial derivatives and their type.
2. Explain the key differences between forward contracts and futures contracts.
3. What is a clearing house in the context of futures markets?
4. Describe the concept of open interest in futures trading.
5. What is the cost of carry model, and how is it used in pricing futures contracts?
6. Discuss the evolution of derivatives markets in India.
7. Explain the mechanics of short - term interest rate futures.
8. What are the major types of financial swaps.
9. Define intrinsic value and time value of an option.
10. What do you understand by Black - Scholes Option Pricing Model?

**PART - B**

**Attempt any Five questions.**

(5×6=30)

11. Discuss the classification of financial derivatives based on their underlying assets. Provide examples for each category.
12. Describe the trading mechanism in the forward market. How are forward contracts customized to meet specific needs?

13. Explain the concept of margin in futures trading. How does it help manage risk in the market?
14. Explain the relationship between the spot price and futures price in a market. How does contango differ from normal backwardation?
15. Discuss the recommendations made by the L.C. Gupta committee regarding derivatives regulation in the Indian stock market.
16. Calculate the price of a T-Bill futures contract using the cost of carry model. Assume relevant data.
17. Compare and contrast interest rate swaps and currency swaps. Provide examples to illustrate their usage.
18. What are the factors that determine the price of options in the Black - Scholes Option Pricing Model? Discuss their impact.

### **PART - C**

**(Compulsory)**

**(20)**

19. You are a financial analyst tasked with explaining the basics of futures trading to a group of new investors. Describe the key features of futures contracts and how they differ from forward contracts.



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4M1415

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M.B.A. IV- Sem. (Main/Back) Examination, June/July - 2024

FINANCE

M-411 Financial System, Institutions and Instruments

Time : 3 Hours

Maximum Marks : 70

**Instructions to Candidates:**

- 1) The question paper is divided in Three parts.
- 2) 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.

**PART - A**

(Word limit 25 only)

All questions are **compulsory**.

(10×2=20)

1. Define financial system.
2. Explain in brief any two elements of a financial system.
3. Point out any two differences between a commercial bank and an NBFC.
4. What is call money rate?
5. What are CPs? Who can issue them.
6. Explicate in brief a Private placement.
7. List out any two depositories of India.
8. What are ADRs?
9. What are PSU bonds? Who can issue them?
10. What is Mezzanine financing?

**PART - B**

Attempt any **Five** questions.

(5×6=30)

1. Explain the functions of a financial system. Why is it called the heart of the economy?
2. Elucidate different types of financial institutions.
3. Explain the tools used by RBI to control liquidity in the money market.
4. Describe the different money market instruments available in the money market.
5. List out and explain the different methods of raising funds from the capital market. Which one is most suitable for a small company?

6. Explain the role of Depositories and Custodians.
7. Explicate various capital market instruments.
8. Why the Indian debt market is still in the infant stage?

**PART - C**  
**(Compulsory)**

**(20)**

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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4M1429

M.B.A. IV Sem. (Main/Back) Examination, June/July - 2024

FINANCE

M-412 Mergers, Acquisitions and Corporate Restructuring

Time : 3 Hours

Maximum Marks : 70

*Instructions to Candidates:*

- 1) *The question paper is divided in Three parts.*
- 2) *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.*

**PART - A**

(Word Limit 25 only)

**All questions are compulsory.**

(10×2=20)

1. What is Corporate Restructuring process?
2. Define the Mergers and Acquisition.
3. List the components of Due diligence.
4. Explain the concept of valuation.
5. What is swap Ratio?
6. What is post merger integration planning.
7. What is the difference between a merger and a takeover.
8. List any four biggest merger in India.
9. What is the main purpose of International merger and Acquisition?
10. What is Equity valuation?



## PART - B

**Attempt any Five questions**

**(5×6=30)**

1. What are the key objectives behind corporate restructuring practices adopted in India and how do they contribute to enhancing the overall efficiency of business?
2. How do horizontal mergers differ from vertical mergers in terms of their underlying motives and what specific advantages or synergies do companies seek to achieve through each type of merger?
3. What is the purpose of conducting due diligence in a business. How does legal due diligence differ from the financial due diligence.
4. What are the main approaches used for corporate valuation?
5. Write short notes on :
  - i) Fair Market value
  - ii) Intrinsic value.
  - iii) Liquidation value.
  - iv) Going concern value
6. What are the major factors to be considered when planning the merger agreement for integration purposes?
7. Discuss the concept of takeover. What are the different types of Takeovers based on the level of control acquired by the acquiring company?
8. Discuss the benefits and limitation of International merger and Acquisition.

## PART - C

**(Compulsory) (Case Study)**

**(20)**

1. In December, 2018, Glaxosmithkline consumer Healthcare Limited (GSK India) decided to merge with Hindustan Unilever Limited (HUL) and the equity merger deal was concluded in April 2020. Such a decision came about after GSK, the parent company of GSK India, decided to divert GSK India and sell its business to the existing Indian Companies such as Nestle, HUL and Coca-Cola made bids for acquiring GSK India and eventually the Proposal of HUL was welcomed by GSK. The decision of amalgamation by HUL was followed by a significant rise in the base points (BPS) of shares of HUL and also net profits of HUL considering the adverse effect on production and consumption level of products during COVID pandemic.



### **Business Strategy of HUL**

The decision of HUL to buy the business of GSK India would easily give rise to the assumptions that the company is focusing on strengthening its market in the food and refreshment segment. After occupying products like horlicks and boost; the profit margin would immediately rise. An indication could be the share prices in December 2018 when HUL announced the absorption of GSK India and also in April , 2020 when the deal was closed.

The large supply chain already in the hands of HUL would immensely help in infusing the acquired products in areas where these products were less or not consumed at all. In exchange for the business of GSK India, HUL not only acquired successful trademark of GSK India but also its production units and distribution channels.

### **Business Strategy of GSK**

Following their business strategy GSK decided to divert GSK India's energy drink product to obtain capital in return. Even after the conclusion of the merger GSK clearly stated their intention to sell the acquired equity stake of HUL as and when they feel appropriate and when the market condition are favourable. Such proceeds would be further utilized for reducing debt and for other strategic requirements of the company.

### **Questions:-**

- i) What were the main reasons behind the merger of HUL and GSKCH. Explain in detail.
- ii) What were the regulatory approvals required for the HUL-GSKCH merger and how were they obtained.
- iii) How did the merger affect the distribution and supply chain strategies of HUL and GSKCH.

(7+7+6)



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M.B.A. IV-Sem. (Main/Back) Examination, June/July - 2024

FINANCE

M-413-Behavioural Finance

Time : 3 Hours

Maximum Marks : 70

*Instructions to Candidates:*

- 1) *The question paper is divided in Three parts.*
- 2) *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.*

**PART - A**

**(Word Limit 25 only)**

**All questions are compulsory.**

**(10×2=20)**

1. What do you mean by 'Behavioural Finance'?
2. What is myopic loss aversion?
3. Briefly explain the Prospect theory of decision making.
4. 'Overconfidence is one of the main building blocks of in the field of behavioural finance'. Comment.
5. What do you understand by the 'January effect'?
6. Discuss the concept of equity premium myopia.
7. Why average investors earn low from market? Give reasons.
8. Outline the causes of market bubbles.
9. What is meant by 'Neurofinance'?
10. Summarize the factors influencing investor's behaviour.



**PART - B**

**Attempt any Five questions.**

**(5×6=30)**

1. What do you understand by 'anomaly' ? Discuss the different types of anomalies as per behavioural finance.
2. 'Herding causes bubble creation in stock markets.' Justify. Also explain the investor's behaviour during bubbles.
3. Discuss the various theories related to behavioural aspects of investing.
4. What are central tenets of value investing? Throw light on the important neural processes occurring during financial decision-making.
5. Why there is need to study Behavioural finance for a management graduate ? How standard finance is different from behavioral finance?
6. 'Heuristics is the way taking decisions by adopting a trial and error method.' Comment.
7. Explain the types of emotional biases and strategies to deal with these biases.
8. Write short notes on:
  - a) Asymmetric information and Ego Centricity
  - b) Probability matching and Conjunction fallacy.

**PART - C**

**(Compulsory)**

**(1×20=20)**

1. "Cognitive dissonance is a feeling of discomfort which is felt by the investors because of conflicts between their pre-existing understanding and the new piece of information" Explain this statement in context of cognitive biases of behavioural finance. How these biases can be eliminated or reduced?
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4M1445

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4M1445

M.B.A. IV-Sem. (Main/Back) Examination, June/July - 2024

MARKETING

M-420 Consumer Behaviour

Time : 3 Hours

Maximum Marks : 70

*Instructions to Candidates:*

- 1) *The question paper is divided in Three parts.*
- 2) *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.*

**PART - A**

**(Word Limit 25 only)**

**All questions are compulsory.**

**(10×2=20)**

1. Define Consumer Behaviour.
2. Differentiate Industrial and Consumer Market.
3. Define Personality.
4. What is Reference Group?
5. Define Motivation.
6. What is diffusion of innovation?
7. What do you mean by perception?
8. What are "cross-cultures" and "sub- cultures"?
9. Define 'Consumerism'
10. What is a Distribution Channel?



## PART - B

Attempt any Five questions.

(5×6=30)

1. Discuss the various factors influencing consumer behaviour.
2. What do you mean by consumer learning? Explain the application of instrumental learning theory in marketing.
3. What is the role of social class in marketing? How is it measured?
4. Discuss the characteristics that distinguish organizational buying from individual Buying.
5. Explain the four basic elements of diffusion process.
6. Explain the types of reference groups. Discuss the influence of reference group on consumer behaviour.
7. 'Consumer perception is the base for their decision making'. Discuss.
8. Explain the various levels of Consumer Decision Making.

## PART - C

(Compulsory)

(20)

1. a) Explain the concept of culture and subculture. Discuss the relevance of subcultural segmentation in case of the following products:
  - i) Ready to eat food products
  - ii) Apparels
- b) As a marketer of consumer durables like refrigerators, washing machines etc., what strategies would you adopt for responding to post purchase feelings of your consumers? Discuss.

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4M1403

Roll No. \_\_\_\_\_

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4M1403

M.B.A. IV-Sem. (Main/Back) Examination, June/July - 2024

MARKETING

M-420 Consumer Behavior

Time : 3 Hours

Maximum Marks : 70

**Instructions to Candidates:**

- 1) The question paper is divided in **Three** parts.
- 2) Part A contains **Ten** 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.

**PART - A**

(Word limit 25 only)

All questions are **compulsory**.

(10×2=20)

1. What do you mean by Consumer Behaviour.
2. Explain concept of Impulsive Buying.
3. Define the term consumer life style.
4. What is Selective Perception?
5. Define culture.
6. What are level of consumer Decision Making?
7. Describe Organizational Buyer.
8. Define Brand Loyalty.
9. Explain significance of brand endorser in consumer behaviour.
10. Discuss phenomenon of distribution channel strategy.

**PART - B**

Attempt any **Five** questions.

(5×6=30)

1. Explain psychodemographics of Indian consumer.
2. Discuss - "The evaluation of purchase decision is based on various criteria".
3. Explain perception and also discuss Maslow's hierarchy of needs theory in view of consumer behaviour.
4. Explain reference groups and their influence in purchase decision making process.



5. Compare and contrast social, cultural and family influence on consumer behaviour.
6. Discuss pros and cons of consumerism.
7. Explain any two models of consumer behaviour.
8. Differentiate between Industrial market and consumer market.

**PART - C**  
**(Compulsory)**

**(20)**

1. You have conducted market survey of electronic products as you are planning this Diwali to purchase washing machine and LED Television.

What economic, socio and cultural factors you will take into consideration before purchase decision?

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<b>4M1417</b>	Roll No. _____	[Total No. of Pages : <b>3</b> ]
	<b>4M1417</b>	
	<b>M.B.A. IV-Sem. (Main/Back) Examination, June/July - 2024</b>	
	<b>MARKETING</b> <b>M-421 Services Marketing</b>	

**Time : 3 Hours**

**Maximum Marks : 70**

**Instructions to Candidates:**

- 1) The question paper is divided in **Three** parts.
- 2) 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.

**PART - A**

(Word limit 25 only)

**All questions are compulsory.**

(10×2=20)

1. Define Service as a system in marketing.
2. Explain the bases of segmentation in services marketing.
3. Explain intangibility as characteristics of service with examples.
4. What factors should be kept in mind while deciding about the price of a service?
5. Briefly elaborate the extended 3Ps of services marketing with examples.
6. Elucidate the impact of Servicescape model on individual and social behavior of customers
7. Elaborate any one gap that can exist in the Service quality.
8. What is the significance of physical evidence in Service Marketing?
9. Write a note on the SERVQUAL Model.
10. Suggest ways for developing customer loyalty towards services.

**PART - B**

**Attempt any Five questions.**

(5×6=30)

1. How is information search behavior different in case of services as compared to goods? Explain giving suitable examples.
2. Explain concept of flower of service with relevant example.
3. What are the different choices for service delivery? For each choice, what factors do service firms need to take into account when using it?



4. How important is it for a hotel located at a hill station to use promotions during off- season? Also identify the possible sales promotion schemes it can offer.
5. In what ways is distribution of services different from goods? Identify a few services which can be distributed electronically and discuss the challenges involved in it.
6. Identify and explain the product support services which automobile manufacturers can offer to remain competitive/for gaining competitive advantage.
7. Discuss the characteristics of a good service guarantee. Evaluate the following service guarantee offered by a restaurant for its home delivery services, on the basis of the characteristics discussed by you.
8. Discuss the blueprinting designing process for an effective services based total business strategy. What are strategic considerations for differentiation and obtaining sustainable competitive advantage for services marketing?

**PART - C**  
**(Compulsory)**

(20)

**CASE STUDY:**

**1. Marketing of Health Services**

Pulin Kayastha was simply amazed. He had seen all forms of hostility and marketing warfare in the consumer goods industry, but to see similar warfare in the health industry fascinated him. Clearly, he told himself, doctors had found consumers in their patients. At least, that's what the concept note sent by Dr. AJit Varman, country manager of Recovery Clinics & Hospitals, seemed to indicate. Varman and seven other senior doctors had left Karuna Nursing Home and Hospital to set up Recovery, which, as the note said, ".... would be entirely devoted and dedicated to customer responsiveness."

Pulin was a management consultant and was recommended to Recovery by the marketing director of Regrow Pharma, a large pharmaceuticals company in Mumbai. In fact, the suggestion to set up Recovery came from a non-resident patient, Dinesh Shah, who was undergoing treatment at Karuna's large specialty hospital in Central India. It was in the course of his interaction with the doctors that Shah sensed their unhappiness with the system. This prompted him to suggest the idea of Recovery. Varman had joined Karuna 10 years ago, assured of a challenging career in a hospital that was promising to be different. But over time, disillusionment set in as Karuna's image and response to the environment diluted its equity.

"Now that we have decided to do this, we do not want to repeat old mistakes," Varman had told Pulin during their first meeting. "Having worked at Karuna, we can see its weaknesses and why it's losing saliency. Ten years ago, when it was established, we believed that it was going to add value to our careers; We became a part of it because we were told that we are specialists who would bring exclusivity to the hospital. But soon, the focus shifted to fetching business and revenues. The



management started hiring specialists and private practitioners, offering those cabins and consultancy arrangements at Karuna. The strategy was that these doctors would bring in their patients and use the infrastructure so that the hospital would start earning money."

The Karuna management wanted to derive short-term benefits, then gradually build up clientele. But the strategy, it appeared, did not pay off. As Varman said: "Because there were many doctors and the business was not large enough in the first few months. Consequently, competition for business became cutthroat between doctors. Despite modern amenities, state-of-art systems and numerous doctors, the image of the hospital was that of being too commercial - a fallout of the stigma of being a private hospital. It was common among doctors to slot every hospital under either category - a place where you get neglected to death or a place where you get researched to death. Karuna earned a new label - a place where you got cross-referred to death, {or doctors at Karuna slowly took to enhancing each other's earnings as they sent patients back and forth to doctors and specialists. At the end of his diagnoses, the patient ended up paying a huge amount of money for this treatment.

According to Varman, the high-cost, high-expectation syndrome hit the hospital. The initial promise of exclusivity and quality was lost. Karuna had the best doctors, but after-care was abysmal. With a view to keeping costs low, nurses, housekeeping staff and even the front office staff were hired cheap, training was virtually absent, and no attention was paid to end user needs.

Kayastha could see Recovery trying to be all that Karuna was not and desiring not to be all that Karuna was. If Kayastha thought Varman was hiring him for routine systems design and a patient management manual, he was mistaken. For Varman said: "We want to get Recovery's positioning platform right and work on a sound marketing plan. What we want you to do is to help us build this brand, help ordinary doctors like us understand what brand-building entails and how it is managed in a service industry."

### Questions

- 1) Suggest a positioning strategy for Recovery Clinics and Hospitals.
- 2) Explain why it would be necessary for doctors as well as nursing staff to be marketing oriented.
- 3) identify and discuss the service quality dimensions which Recovery Clinics and Hospitals can use for measuring its service quality.



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<b>4M1459</b>	Roll No. _____	[Total No. of Pages : <b>2</b> ]
	<b>4M1459</b>	
	<b>M.B.A. IV-Sem. (Main/Back) Examination, June/July - 2024</b>	
	<b>MARKETING</b> <b>M-421 Services Marketing</b>	

**Time : 3 Hours**

**Maximum Marks : 70**

**Instructions to Candidates:**

- 1) *The question paper is divided in Three parts.*
- 2) *Part A contains Ten 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.*

**PART - A**

**(Word limit 25 only)**

**All questions are compulsory.**

**(10×2=20)**

1. 'Every service encounter is an opportunity to build satisfaction.' Elaborate on the statement with examples.
2. Throw light on branding of service products with appropriate examples.
3. How is pricing for health services different from pricing for goods? Explain briefly challenges in pricing of services.
4. Highlight role of social media marketing in promotion of services.
5. What is a service blueprint and why is it important?
6. Throw light on role of frontline service employees in hospitality sector.
7. Briefly describe the gaps model and highlight the significance of the gaps that the model identifies.
8. Give a brief account of how study of consumer needs and expectations is important for a service firm?
9. What are the 7P's of Services marketing mix? Highlight with an example.
10. Distinguish between Internal marketing, External marketing and Interactive marketing.

**PART - B**

**Attempt any Five questions.**

**(5×6=30)**

1. Describe the international scenario of role played by services sector in national economies. Do you feel India is following the trend displayed by developed economies in this regard?



2. 'The Flower of service is the central component of overall service'. Explain with reference to Banking sector.
3. What are the basic differences between pricing of goods and pricing of services? Does characteristics of services influence their pricing? Discuss.
4. You have been appointed as a marketing consultant by a multi-speciality corporate hospital. Prepare a note for the hospital management explaining - role of communication strategies in generating awareness about hospital services.
5. What are the key decisions involved in designing of service delivery system with specific reference to a hotel?
6. Elaborate on the components of the servicescape model for customer success.
7. How can a restaurant use SERVQUAL model to measure its service quality?
8. What is the role of CRM in the service sector of India? Explain with relevant examples.

**PART - C**  
**(Compulsory)**

(20)

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

Food and Health Survey findings for the year 2020 by the International Food Information Council revealed that 54% of consumers of all age groups and about 63% of fifty above individuals cared more about the healthfulness of their food and beverage choices in 2020 than what they did in 2010.

For consumers world over readjusting to their "new normal" health had emerged as a key focus. Quick service restaurants were enhancing healthy items in the menu to cater to health-conscious segment of customers. Sugary drinks were replaced by fresh fruit juices and soups and salads witnessed more demand than before. The young generation visited restaurants 3-4 times in a week on an average and with increase in their disposable income, consumers were more willing to spend extra money for healthy and hygienic food.

Sensing the consumer interest in healthier eating that had accompanied the COVID-19 pandemic, two enterprising founders in the year 2021 founded 'Health and Wellness Cafe' to serve fresh fruits and vegetables recipe for the health conscious patrons across the capital city of Rajasthan. In past two years the cafe has build a loyal customer base and now the founders were contemplating on their future plans.

**Case Questions:**

The questions that founders faced included.

- a) What must they do to expand and create new prospects for the development of cafe?
- b) How can they ensure consistent freshness and healthy preparations to ensure repeat customers and what will be role of training and development for its employees.
- c) What measures should they adopt to keep prices in check?
- d) How to grow pan-India?



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Roll No. \_\_\_\_\_

[Total No. of Pages : 2]

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M.B.A. IV- Sem. (Main/Back) Examination, June/July - 2024

MARKETING

M-421 Services Marketing

Time : 3 Hours

Maximum Marks : 70

**Instructions to Candidates:**

- 1) The question paper is divided in **Three** parts.
- 2) Part A contains **Ten** 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.

**PART - A**

(Word limit 25 only)

**ALL questions are compulsory.**

(10×2=20)

1. Define service marketing.
2. What is service encounter in service marketing?
3. Define market segmentation.
4. What are the objectives of service pricing?
5. Define digital marketing.
6. Define franchising.
7. What is a frontline service employee?
8. What are the service marketing mix?
9. Define customer loyalty.
10. Define customer relationship marketing.

**PART - B**

**Attempt any FIVE questions.**

(5×6=30)

1. Discuss the various types of services.
2. Explain the process of service market segmentation.
3. Discuss the challenges in pricing.
4. Discuss the marketing communication mix.
5. Discuss the application of service blueprint.



6. Discuss the components of servicescape model.
7. Discuss the service failure and recovery in service marketing.
8. Discuss the strategic responses to the intangibility of service performances.

**PART - C**  
**(Compulsory)**

**(20)**

1. Discuss the role of digital marketing and social media marketing in the service promotion in India.
-



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Roll No. \_\_\_\_\_

[Total No. of Pages : **3**]

**4M1418**

**M.B.A. IV- Sem. (Main/Back) Examination, June/July - 2024**

**MARKETING**

**M-422 International Marketing Management**

**Time : 3 Hours**

**Maximum Marks : 70**

**Instructions to Candidates:**

- 1) The question paper is divided in Three parts.**
- 2) 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.**

**PART - A**

**(Word Limit 25 only)**

**All questions are compulsory.**

**(10×2=20)**

- 1. Differentiate Domestic Marketing Vs International Marketing.**
- 2. How can cultural environment affect the International Marketing environment?**
- 3. Discuss about the criteria for market entry decisions and factors affecting the selection of entry mode**
- 4. Discuss various characteristics of successful brands at international level.**
- 5. Discuss about the grey market with examples**
- 6. Discuss advertising and branding in the context of international markets**
- 7. List out the problems that arise in the physical distribution of goods in international markets. How do you manage?**
- 8. Describe the components of International advertising strategy.**
- 9. What are the factors that should be taken into consideration while pricing for overseas markets?**
- 10. "International marketing research is full of complexities". Comment.**



## PART - B

**Attempt any Five questions.**

**(5×6=30)**

1. Discuss various objectives of International Marketing along with challenges involved 'International Marketing'.
2. 'Analysis of Global Economic Environment is quite essential to International Marketing in today's scenario' Critically comment on the statement.
3. Suggest a suitable 'Foreign Market Entry Strategy for following. Justify your answer
  - a) An Indian steel company planning to get into Overseas- markets.
  - b) A ready-made garment small-scale Indian Manufacturer willing to enter US market
  - c) An Internationally reputed Fast Food Chain Quick Service Restaurant (QSR)' willing to enter Indian Markets.
4. Differentiate between adaptation and standardization strategies in international marketing. Explain the relative advantages and disadvantages of these two strategies in international marketing.
5. You have been engaged by an entrepreneur who is willing to export readymade ladies casual-wear from India. Prepare a checklist you would require to assess its export potential. Suggest the sources from where this information can be sought.
6. One of your friends is willing to export handicrafts from India. Explain to your friends, export promotion activities undertaken by the organizations/institutions, he should get in touch with.
7. Explain the concept of transfer pricing. How do firms use it as a tool to circumvent statutory provisions of the countries of their operation?
8.
  - a) Explain the sequence of control process used to control international marketing strategy.
  - b) Write note on Legal and Ethical issues in International marketing

## PART - C

**(Compulsory)**

### Case Study

**(20)**

IOC has formed a wholly owned subsidiary in Mauritius - Indian Oil Mauritius Ltd. (IOML) with a huge projected investment. The company is setting up a state-of-the-art bulk storage terminal at Mer Rouge to stock 24 thousand Metric tonnes of vital petroleum products, auxiliary and bunkering facility and 25 modern petrol (and



Gas) stations. IOML is also in the process of building infrastructure for storage, bottling and distribution of Indane, LPG and market servo lubricants In Mauritius. Besides, IOC has also formed a wholly-owned subsidiary in Sri Lanka - known as Lanka IOC Pvt. Ltd. (LIOC). LIOC took over 100 retail outlets owned by Ceylon Petroleum Corporation in February 2003. It is the only private owned company besides the State-owned Ceylon Petroleum Corporation (CPC) that operates retail petrol stations in Sri Lanka. Building and operating storage facilities at Trincomalee tank farm, LIOC is involved in bulk supply to industrial consumers. In order to facilitate operations of Lanka Indian Oil Corporation Pvt. Ltd. (LIOC), the Government of Sri Lanka has extended the following concessions: a. A tripartite agreement signed between the Sri Lankan Government, CPC and LIOC guarantees that only three retail players (including CPC and LIOC) will operate in the Sri Lankan market for the next five years. b. LIOC has also been allowed income tax exemption for 10 years from the date of commencement of operations and a concessional tax of 15% thereafter against the prevailing rate of 35%. c. The Indian Oil subsidiary has also been granted customs duty exemption for import of project related plant, machinery and equipment during project implementation period of 5 years, besides free transfer of dividend/income to India.

**Questions:**

1. Critically evaluate the factors affecting IOC'S selection of these entry modes.
  2. If, a single entry strategy need to be adopted which one would be a better strategy? Why?
  3. In view of the emerging economic and political scenario, evaluate IOC'S entry into Sri Lanka as a Wholly Owned Subsidiary.
-



<b>4M1431</b>	Roll No. _____	[Total No. of Pages : <b>4</b> ]
	<b>4M1431</b>	
	<b>M.B.A. IV - Sem. (Main/Back) Examination, June/July - 2024</b>	
	<b>MARKETING</b>	
	<b>M-422 International Marketing Management</b>	

Time : 3 Hours

Maximum Marks : 70

**Instructions to Candidates:**

- 1) *The question paper is divided in Three parts.*
- 2) *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.*

**PART - A****(Word Limit 25 only)****All questions are compulsory.****(10×2=20)**

1. Explain the importance of international marketing.
2. What do you understand by international marketing environment?
3. Explain product positioning strategy in the export market.
4. What are the merits of international trade fairs and exhibitions?
5. What do you understand by international advertising?
6. What is distribution mix?
7. Briefly discuss the role of culture in business.
8. Discuss the challenges faced by international sellers.
9. List various types of environment faced by MNC.
10. Mention types of Foreign Intermediaries



## **PART - B**

**Attempt any Five questions.**

**(5×6=30)**

1. Define International Marketing. How is it different from Global Marketing?
2. Discuss the WTO implications on International Marketing.
3. Explain the concept of EPRG model in the evolution of global marketing with the help of suitable examples.
4. Describe the various factors influencing the International marketing research with the help of suitable examples.
5. The product life cycle is a well accepted concept in marketing although it needs to be applied wisely in the international context too-Discuss.
6. Why is it difficult to assess the prices in international markets? Explain with valid reasons.
7. Write a detailed note on the selection and management of distribution channels for international markets.
8. Compare and contrast product standardization and adaptation options.

## **PART - C**

**(Compulsory)**

1. **The case study:**

### **Huawei's entry to India**

**(20)**

Huawei of China is the world's second- largest supplier of telecommunications equipment. The company has been expanding into international markets since 1997 but its brand has until recently remained little known outside its native country. One reason is that Huawei is a business-to-business supplier rather than consumer-focused.

As part of its globalization strategy, Huawei decided to begin operations in India in 2000.

### **The challenge**

In India, Huawei face various difficulties. First, the company needed to build a strong and distinctive brand for non-Chinese markets. In India in particular, the telecoms equipment market was crowded. So Huawei needed to establish a reputation as a reliable partner and create a distinctive identity.



Its Chinese roots worked against it on several levels. An enmity still exists between India and China, with an unresolved border dispute in the north and a history of armed conflict as recently as the 1970s. Also, many Indians perceive Chinese companies to be closed rather than transparent.

Thus, Indian businesses often find it difficult to establish relations of trust with Chinese partners. Chinese companies also have a reputation -not always

deserved - in India for producing low- quality goods. Similarly, Huawei was seen primarily as a low-price manufacturer, which meant its products were regarded as of low quality. The fact that the company spends 10 per cent of its profits a year, about \$3bn, on research and development, was not widely known.

### **The response**

Huawei realised that in order to compete in India it would have to invest heavily and get to know the market and its particular features.

With this in mind, it established R&D and service centers in India, and 90 per cent of the jobs created went to Indians. This helped to persuade skeptics that Huawei was interested in value creation in India, not just value extraction. Today, India is Huawei's second-largest research base outside China.

At the company's two production plants in Chennai, Huawei staff work with local companies to help bring the latter's production quality up to international standards. The long-term plan is to source as many components locally as possible. Not only are such components cheaper, they also help local companies achieve higher- quality standards, making them more competitive, spreading skills and boosting the economy.

Huawei has also begun promoting consumer products such as smart phones. Recently the company established a link with a leading Indian English-language news channel to sponsor a contest that projected Huawei smart phones as aspiration products, contrary to the prevailing low-quality perception of Chinese brands.

To build an employer brand, Huawei has developed a strong culture of rewarding R&D talent and promoting Indian employees of managerial positions. The hope is that this will be an added boost to the company's reputation in the country, which has a strong young talent base in engineering. Strengths in research and innovation in India could help Huawei to enhance its reputation worldwide.

### **The lessons**

There is a tendency to think of cultural barriers as being strongest between west and east, and writers on strategy and marketing sometimes assume that there is a cultural affinity between China and India that greatly reduces such obstacles.



In fact, Chinese companies find market entry in India just as difficult as western companies. Huawei's strategy is one that can be adopted by other foreign companies no matter what their origin: demonstrate trustworthiness, build relationships, commit to India and provide superior quality.

**Questions :**

- a) What were the reasons of entering into Indian market?
  - b) How China's relations with India affected Huawei's decision?
  - c) How did Huawei respond to the challenges?
-



<b>4M1473</b>	Roll No. _____	[Total No. of Pages : <span style="border: 1px solid black; padding: 0 5px;">2</span> ]
	<div style="border: 1px solid black; display: inline-block; padding: 2px 10px;"><b>4M1473</b></div>	
	<b>M.B.A. IV-Sem. (Main/Back) Examination, June/July - 2024</b> <b>MARKETING</b> <b>M-422 International Marketing Management</b>	

**Time : 3 Hours**

**Maximum Marks : 70**

**Instructions to Candidates:**

- 1) The question paper is divided in **Three** parts.
- 2) Part A contains **Ten** 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.

**PART - A**

(Word limit **25** only)

**ALL questions are compulsory.**

(10×2=20)

1. How domestic marketing is different from international marketing?
2. Briefly explain legal aspect of international marketing management?
3. Write a note on after sale services?
4. What is strategic alliance?
5. What do you mean by turnkey projects?
6. Explain single brand strategy?
7. Discuss international product life cycle?
8. Write the benefit of influence on marketing plan and budget?
9. Write different between public relations and publicity?
10. Describe legal and ethical issues in international marketing management?

**PART - B**

**Attempt any FIVE questions.**

(5×6=30)

1. Write a note on EGRP framework in international marketing management?
2. Throw light on the EXIM policy of India?



3. Explain how legal environment can have an impact on an MNC's marketing Mix.
4. Discuss the different modes of entry into the international market?
5. Explain the benefits and elements of supply chain. How does it help in International marketing?
6. What are the major difference between using letter of credit bills of exchange (drafts) as a procedure for financial international marketing transaction?
7. List the types of channel that can be used in international distribution?
8. Discuss in detail the institutional infrastructure for promotion in India?

### **PART - C**

**(Compulsory)**

**(20)**

1. Distinguish between direct and indirect selling channels. What are the advantages and disadvantages of these channels?
-



4M1476	Roll No. _____	[Total No. of Pages : 2]
	4M1476	
	<b>M.B.A. IV-Sem. (Main/Back) Examination, June /July - 2024</b> <b>MARKETING</b> <b>M-425 Customer Relationship Management</b>	

**Time : 3 Hours**

**Maximum Marks : 70**

***Instructions to Candidates:***

- 1) *The question paper is divided in **Three** parts.*
- 2) *Part A contains **Ten** 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.*

**PART - A**

**(Word limit 25 Only)**

**ALL questions are compulsory.**

**(10×2=20)**

1. Define Customer relationship Management.
2. What is Sales Force Automation?
3. What is ERP?
4. Define Database management.
5. Who is a lapsed customers?
6. Write any four advantages of E-CRM.
7. Mention two social issues in CRM.
8. Define Data mining.
9. Write any Four barriers to effective CRM.
10. What do you mean by CRM software?

**PART - B**

**Attempt any FIVE questions.**

**(5×6=30)**

1. Define CRM. Explain the significance of CRM in present scenario.
2. Explain customer retention process.
3. Explain the importance of integration of CRM with ERP system.



4. Explain the benefits of data mining tools and techniques.
5. Differentiate between e-CRM and CRM. Explain various technologies of e-CRM.
6. Discuss various barriers to successful sales force automation functionality.
7. What is analytical CRM? Explain how does CRM adds to a business design.
8. How many types of CRM are practices by the companies? Discuss.

**PART - C**  
**(Compulsory)**

**(20)**

1. Discuss the evolution of CRM till present day. How is it strategically important for success of a firm? Can there be any substitute of CRM in the company in modern days?
-



4M1434

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[Total No. of Pages : 2]

4M1434

M.B.A. IV-Sem. (Main/Back) Examination, June/July - 2024

MARKETING

M - 425 Customer Relationship Management

Time : 3 Hours

Maximum Marks : 70

*Instructions to Candidates:*

- 1) The question paper is divided in Three parts.
- 2) 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.

**PART - A**  
(Word Limit 25 only)

**All questions are compulsory.**

**(10×2=20)**

1. List any four external sources used for collecting data relevant for the CRM.
2. What do you understand by cross-selling and up-selling?
3. Differentiate between operational and analytical CRM.
4. What is purpose of relationship marketing?
5. Explain the role of CRM in re-purchase stage.
6. Who are the stakeholders of CRM?
7. What are problems of call center management?
8. Identify the bottlenecks in implementing CRM.
9. Define customer acquisition?
10. What are the different social issues in CRM?

**PART - B**

**Attempt any Five questions.**

**(5×6=30)**

1. What are requisites for effective customer acquisition? Suggest strategies to prevent defection and recover lapsed customers.
2. What is customer life time value? Why relationship life cycle is significant?
3. Discuss the CRM implementation process in retail sector.
4. What are features of e-CRM? Explain the various technologies of e-CRM.
5. "The overall goal of the data mining process is to extract information from a data set and transform it into an understandable structure for further use". Explain important data mining tools and techniques as functional components of CRM.

4M1434/2024

(1)

[Contd....]



6. What are the factors that influence the future of CRM? Discuss the recent CRM practices in aviation sector.
7. Why businesses need sales force automation? Explain the reporting tools used for sales force automation.
8. Describe the emerging channel trends that impact CRM.

**PART - C**  
**(Compulsory)**

**Read the case carefully and answer the following questions. (20)**

Titan Industries was formed as a joint venture between the Tata Group and the Government of Tamil Nadu. In India, Titan commands a market share of over 50% in the organized watch market. It has over 150 stores for selling its watches.

Among the service centres, 73 service centres had the customer Service Information centre. Which captured the transactional data that was generated through customer interactions and stored them on floppy disks that were sent to the Titan services for analysis. However, the manual analysis results in errors creeping in and insights were difficult to come by. Also the lack of integration of the data across centres resulted in inability to analyze trends and come up with useful indicators for action. There were other problems as well. The Titan outlets did not use IT for customer service resulting in customers not being aware of the status of their complaint and updated information was not readily available for the customers.

To ensure that customers were provided proper services, Titan undertook a strategy that took into account the needs of the customers. The automation of various data collection and analysis was made possible with a solution from wipro Infotech. Using a modular approach, Titan was able to create a web based application which enabled it to offer superior customer service quick and accurate feed back on products, easy and fast dissemination of information to all the customer service centres. Now the customers logging onto the website could get access to various features for better satisfaction and higher value of service.

- a) How would you evaluate the present state of Titan's CRM in dealing with customers. **(10)**
- b) Suggest various e-CRM technologies to upgrade customer satisfaction in above case. **(10)**



131049

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4M1449

M.B.A. IV-Sem. (Main/Back) Examination, June/July - 2024

HUMAN RESOURCE MANAGEMENT

M-430 Employee Relations and Labour Laws

Time : 3 Hours

Maximum Marks : 70

**Instructions to Candidates:**

- 1) The question paper is divided in **Three** parts.
- 2) 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.

**PART - A**

(Word limit 25 only)

**All questions are compulsory.**

(10×2=20)

1. How economic growth is linked with industrial relations?
2. Briefly explain any four privileges of a registered Trade Union.
3. Write any four advantage of 'collective bargaining'.
4. Does employee participation lead to employee empowerment?
5. What is meant by Domestic Enquiry?
6. What was the main purpose of enacting the Industrial Dispute Act, 1947?
7. Which establishment are covered under the Code on Wages, 2019?
8. Who is an Occupier under the Factories Act, 1948?
9. What are the working hours of Adults as per the Factories Act, 1948?
10. What are the objectives of Industrial Employment (standing order) Act 1946?

**PART - B**

**Attempt any Five questions from the following.**

(5×6=30)

1. What are the emerging issues of Industrial Relation in India?
2. What are the provisions related to formation of trade union under the Trade Union Act 1926?
3. Explain the importance of employee's participation in management?
4. Explain the grievance settlement procedure adopted by an Industrial Establishment.
5. Mention the strategies for the settlement under the Industrial Dispute Act, 1947.
6. Explain the key features of the Code on Wages, 2019.
7. Explain the salient provisions of the Factories Act, 1948, regarding health and safety of the workers.
8. Discuss various obstacles faced by Indian Trade Unions?



**PART - C**  
**(Case Study)**

**(Compulsory Question)**

On 29 October 2023, a worker named Mr. B employed in the factory, zecloe Ltd., met with an accident causing serious injury to him, which resulted in an instant amputation of his right hand up to his wrist. On that day, Mr. B was in the second shift duty and was supervising the work of workers who were then engaged in the elevator which had got jammed. In this process, he moved to the first and second floors. While going to the second floor, he removed one of the guards and got entangled with a piece of rope lying on the platform and had a fall leading to the injury. The Inspector of Factories received report about the accident on 30 October 2023 and he visited the factory on 10<sup>th</sup> November. He moved a prosecution case before the Metropolitan Magistrate against the manager of the factory for violating the provisions of the Factories Act, 1948, relating to fencing of machinery and hoists and lifts (Sections 21 and 28). The Metropolitan Magistrate took cognizance of the offence and sentenced the manager with a fine of 250 and, in default, to simple imprisonment for 2 weeks. On an appeal against the order of the Metropolitan Magistrate, the court set aside the order of the Magistrate and exonerated the manager of the charges. The court held that the Inspector of Factories should have visited the factory on the date of the accident or immediately, after that and held relevant enquiries, but he visited the factory on 10<sup>th</sup> November and launched prosecution against the manager. The court observed that it was for the Inspector of Factories to prove that the accused manager had violated the mandatory provisions of the Act regarding fencing of machinery and hoists and lifts. Mr. B had himself admitted that all the guards were in position, but he removed one to facilitate movement. The court, having regard to the facts and circumstances of the case, and having regard to the evidence on record, set aside the order of conviction and sentence passed by the Metropolitan Magistrate against the factory manager.

**On the basis of above facts answer the following questions: (5×4=20)**

- a) Was Mr. B performing his normal duties in an orderly way?
- b) Was the manager of the factory at fault in not complying with the provisions of the Factories Act, 1948, relating to fencing of machinery?
- c) In what ways did the Inspector of Factories fail to perform his duties?
- d) On what grounds was the manager of the factory exonerated of the charges by the court?



4M1407

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[Total No. of Pages : 2]

4M1407

M.B.A. IV-Sem. (Main/Back) Examination, June/July - 2024

HUMAN RESOURCE MANAGEMENT

M-430 Employee Relations and Labour Laws

Time : 3 Hours

Maximum Marks : 70

**Instructions to Candidates:**

- 1) The question paper is divided in **Three** parts.
- 2) Part A contains **Ten** 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.

**PART - A**

(Word Limit 25 only)

**ALL questions are compulsory.**

(10×2=20)

1. Define Industrial Relations.
2. What is meant by Trade Unions?
3. Mention two advantages of Employee Participation.
4. Explain the term 'Collective Bargaining'.
5. Define Grievance in the context of HRM.
6. Write two important objectives of Industrial Disputes Act, 1947.
7. Explain the meaning of Misconduct with a relevant example.
8. Mention any two Acts that the code on wages Act, 2019 repeals and replaces.
9. Write about any two challenges to industrial Relations in India.
10. Explain briefly any two problems of Trade Unions.



## **PART - B**

**Attempt any FIVE questions.**

**(5×6=30)**

1. Discuss the importance of Industrial Relations for economic growth of the country.
2. Mention the major provisions of the Trade Union Act, 1926.
3. Describe the procedure of collective Bargaining.
4. What are the various methods of achieving employees participation in organizations?
5. Explain the various types of Punishments.
6. Discuss the code on wages, 2019 and its significance.
7. Enumerate the main provisions of Factories Act, 1948.
8. Discuss in brief the Industrial Employment (Standing Orders) Act, 1946.

## **PART - C**

**(Compulsory)**

1. Mr. Deepak is working in the Assembly section of DMF Steel Ltd on 15<sup>th</sup> June 2022. He reported for duty in the Morning Shift from 9am to 4pm. Mr. Suresh, the Assembly section supervisor, instructed him to work on workstation no. 8. However, Mr. Deepak ignored the instructions. He was roaming about in the plant without performing his duties. After about an hour, Mr. Suresh again reminded him to start working.

Mr. Deepak became very angry at this point and started verbally abusing his supervisor. Then, he walked out of the plant without any explanation or-permission.

- a) As the Human Resource Manager in-Charge of the plant, what steps should be taken to investigate the incident and take necessary disciplinary action?  
**(10)**
- b) What preventative steps can be taken to ensure that such incidents are not repeated in the future?  
**(10)**



133564

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[Total No. of Pages : 2]

4M1463

4M1463

M.B.A. IV-Sem. (Main/Back) Examination, June/July - 2024

HUMAN RESOURCE MANAGEMENT

M-431 Performance Management System

Time : 3 Hours

Maximum Marks : 70

**Instructions to Candidates:**

- 1) *The question paper is divided in Three parts.*
- 2) *Part A contains Ten 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.*

**PART - A**

(Word limit 25 only)

All questions are **compulsory**.

(10×2=20)

1. What are the characteristics of an ideal Performance Management System?
2. What is Self Assessment? Write any two benefits of self assessment.
3. Define Strategic Planning and its purpose.
4. What is the role of counseling in improving performance?
5. Explain the relationship between Potential Appraisal and Performance Appraisal.
6. What is the Balanced Scorecard?
7. Explain the concept of Performance Linked Remuneration System.
8. What do you understand by Code of Conduct?
9. How does Performance Management relate to Career Planning?
10. How can Performance Appraisal be used as a training needs assessment?

**PART - B**

Attempt any **Five** questions.

(5×6=30)

1. Elaborate on the pivotal role of appraisals in the Performance Management process. How do these appraisals contribute to performance enhancement, employee development, and overall organizational success?
2. Describe the Behaviorally Anchored Rating Scales (BARS) method of Performance Appraisal. How does it differ from Graphic Rating Scale method? Support your answer with real-world examples.
3. Discuss the process of linking Performance Management to the Strategic Plan. Highlight the key steps involved and the benefits that arise from this alignment.
4. Analyze the HR Scorecard Approach as a means of aligning HR practices with business objectives. Describe the process of developing an HR Scorecard and the advantages it offers to organizations.



5. Provide a comprehensive explanation of Potential Appraisal and its primary objectives. How does Potential Appraisal contribute to succession planning and identifying future leaders within an organization?
6. In-depthly discuss the role of Feedback Mechanisms within organizations. How can organizations train supervisors to provide constructive feedback that fosters employee growth and development?
7. Write Short Notes on the following:
  - a) Factors Responsible for High Employee Turnover
  - b) Employee Retention Strategies
8. Examine the ethical perspective within a Performance Appraisal System. How can ethical considerations ensure fairness, transparency, and unbiased evaluation of employee performance?

**PART - C**  
**(Compulsory)**

**Case Study**

**(4×5=20)**

1. Ajay is an employee whose performance was more than satisfactory for over two years. His work assignments were completed on time and accurately done. However for the last three months, jay's work has been consistently late and incomplete. His work also has contained an increasing number of mistakes. He does not seem to be concentrating on his work very well, and often gives vague and incomplete answers when his manager needs information from him. Ajay's performance problems started about the time a new computer system was introduced in the company, His manager has provided regular feedback and counseling to Ajay on the problems with his assignments. During one of the counseling sessions, Ajay mentioned problem using the new software. Ajay and his manager jointly agreed that he should take advantage of the two -day training session offered. After the training session, the trainer informed the manager that Ajay barely participated in the training session and that he acted very nonchalant during the entire two days. Ajay's performance is still not improving. He has a backlog of work, which means his assignments are often late and is impacting the work of others. The manager has asked other employees to step in and help complete the backlog. In addition, the manager is spending a lot of time reviewing his submissions and has found three serious errors in the past two weeks. The manager is now seriously thinking of counseling Ajay in the next three to four weeks' time.

**Questions:**

- a) Is Ajay's performance an example of poor or marginal performance?
- b) Does this situation meet the criteria for counseling?
- c) Are three or four weeks an appropriate amount of time to wait if the manager decides to counsel Ajay?
- d) If you decide to counsel Ajay, how would you counsel?



<b>4M1421</b>	Roll No. _____	[Total No. of Pages : <span style="border: 1px solid black; padding: 2px 5px;">2</span> ]
	<div style="border: 1px solid black; display: inline-block; padding: 5px 10px;"><b>4M1421</b></div> <p><b>M.B.A. IV-Sem. (Main/Back) Examination, June/July - 2024</b></p> <p><b>HUMAN RESOURCE MANAGEMENT</b></p> <p><b>M-431 Performance Management System</b></p>	

**Time : 3 Hours**

**Maximum Marks : 70**

**Instructions to Candidates:**

- 1) The question paper is divided in **Three** parts.
- 2) Part A contains **Ten** 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.

**PART - A**

**(Word Limit 25 only)**

**ALL questions are compulsory.**

**(10×2=20)**

1. Any two characteristics of ideal PM system.
2. Any two methods of Performance Appraisal followed in modern times.
3. Define Strategic planning.
4. Define counseling.
5. Any two benefits of HR Scorecard.
6. Define employee turnover.
7. Any two differences between code of Ethics and Code of Conduct.
8. Define potential Appraisal.
9. Define different types of Reward Systems.
10. Any two methods of training need assessment.



## **PART - B**

**Attempt any FIVE questions.**

**(5×6=30)**

1. 'Performance Coaching is vital for an organization'. Explain how it is useful for any organization of automobile industry. **(6)**
2. Conceptualize the term 'Potential Appraisal'. Discuss the steps involved in designing a potential appraisal system. **(2+4)**
3. What do you mean by MBO? Highlight how strategic planning helps in linking organizational performance with organizational goals. **(2+4)**
4. Explain the term performance feedback. Describe various methods of counseling for better performance. **(2+4)**
5. Discuss the different elements of HR Scorecard. Differentiate between Balance scorecard and HR scorecard. **(3+3)**
6. "A good reward system helps the organization in attracting and retaining competent employees". Do you agree? Give arguments in support of your answer. **(6)**
7. Discuss the ethical aspects of Performance Management in any organization. How are code of Ethics and code of Conduct vital for performance appraisal system of any organization? **(3+3)**
8. Explain the process of performance management in detail. **(6)**

## **PART - C**

**(Compulsory)**

1. Create BARS using graphical rating scale on the following lines for salesmen working in retail outlets.
  - i) List the competencies for the position described.
  - ii) List critical behavioural indicators for each competency. **(10+10)**



136043

<b>4M1477</b>	Roll No. _____	Total No. of Pages : <b>2</b>
	<b>4M1477</b>	
<b>M.B.A. IV-Sem. (Main/Back)) Examination, June /July - 2024</b> <b>HUMAN RESOURCE MANAGEMENT</b> <b>M-432 Cross Cultural Human Resource Management</b>		

**Time : 3 Hours**

**Maximum Marks : 70**

**Instructions to Candidates:**

- 1) The question paper is divided in **Three** parts.
- 2) Part A contains **Ten** 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.

**PART - A**

**(Word Limit 25 Only)**

**All questions are compulsory.**

**(10×2=20)**

1. Discuss the different skills require to manage domestic and International HRM.
2. Differentiate between international HRM from domestic HRM.
3. In the thinking and decision-making process, how do cross-cultural differences exert influence?
4. What are the dimensions of culture?
5. What are the factors to be considered in a cross-national advertising?
6. Mention any five role of an expatriate training?
7. What are the emerging issues in International compensation?
8. Mention any three HRM practices each in Japan and China.
9. What is a virtual and multicultural team?
10. Mention any three key issues of International Labour Relations.



## PART - B

Attempt any FIVE questions.

(5×6=30)

1. What are the reasons for HR going Global? "Activities such as hiring, promoting, rewarding and dismissal will be determined by the practices of the host country." Elaborate using suitable example.
2. How does the type of industry impact the focus of international HR? What is the importance of cultural awareness? Substantiate with recent events.
3. Describe the factors and challenges that affect the standardization and adaptation of work practices using suitable examples in a cross - cultural workgroup.
4. Highlight the key concerns in staff selection to multinational firms? Also mention the advantages and disadvantages of selecting staff available from
  - a) Parent operations
  - b) Recruiting locally
  - c) From one of its other foreign subsidiaries? Do you think there is a universally accepted Philosophy as to which national should be selected to a multinational?
5. What according to you are the key components that needs to be focused on training someone for an overseas assignment? Describe cultural training highlighting its goals and mentioning some topics of a cultural training.
6. "When developing international compensation policies, a firm seek to satisfy several objectives". Elaborate the various objectives while using suitable illustrations.
7. Write short notes on the following:
  - a) Knowledge transfer in MNC's
  - b) Challenges of IHRM
  - c) Role of trade unions at International Industrial Relations.
8. What is an expatriate Failure? Highlight the advantages and disadvantages of using expatriate managers instead of host country nationals? What are the HRM practices that are followed in USA in staff selection?

## PART - C

(Compulsory)

(20)

1. ABN Ltd is a well-established company in India with its multi-Locational operations in India and Sri Lanka. It has 5000 + Employees on its role. The ABN is involved in software products and services and has international significance. Now, ABN plans to expand its business operations (including manufacturing) to China and UK. For which it needs to recruit or deploy staff for the proposed locations. It has already taken required approvals etc. from the Authorities of China and UK and expects to start business operations within this quarter of the financial year.

### Questions

- a) What are your proposals in the present context as Head - HR?
- b) What process and strategy would you like to adopt for the Recruitment of Staff (or Deployment of staff) in China and UK? Explain.



**4M1435**

Roll No. \_\_\_\_\_

[Total No. of Pages : **2**]

**4M1435**

**M.B.A. IV-Sem. (Main/Back) Examination, June, July - 2024**

**HUMAN RESOURCE MANAGEMENT**

**M - 432 Cross Cultural Human Resource Management**

**Time : 3 Hours**

**Maximum Marks : 70**

**Instructions to Candidates:**

- 1) The question paper is divided in Three parts.**
- 2) 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.**

**PART - A**

**(Word Limit 25 only)**

**All questions are compulsory.**

**(10×2=20)**

- 1. What is the meaning of Cross Cultural HRM?**
- 2. What is Repatriation? Explain in Brief.**
- 3. Explain the concept of Cross Culture.**
- 4. Elaborate Recruitment in international context.**
- 5. What is Cross Cultural Communication?**
- 6. List four important factors affecting international compensation systems.**
- 7. What do you understand by Ethical Dilemmas?**
- 8. Explain differences between PCN's and TCN's.**
- 9. Outline the nature of International Staffing.**
- 10. Mention the dimension of culture.**



## **PART - B**

**Attempt any Five questions.**

**(5×6=30)**

1. Explain the Model of International HRM.
2. Compare cultural environment of India with USA.
3. Mention the forms of Compensation.
4. Discuss the implications of global HRM challenges to organizational growth and development.
5. Explain scope of International Human Resource Management.
6. Define International Compensation. What are the approaches to International Compensation?
7. Explain the key issues of International Labour relations.
8. Discuss the types and methods of Recruitment of global staff.

## **PART - C**

**(Compulsory)**

**The case study:**

1. Discuss the role of Expatriate training, HCN training and Repatriate training in International context. **(10)**
  2. Define the term Pre- departure training. Elucidate the key components of Pre- departure training programmes. **(10)**
-



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4M1478

Roll No. \_\_\_\_\_

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4M1478

M.B.A. IV-Sem. (Main/Back) Examination, June/July - 2024

HUMAN RESOURCE MANAGEMENT

M-433 Human Resource Analytics

Time : 3 Hours

Maximum Marks : 70

**Instructions to Candidates:**

- 1) The question paper is divided in **Three** parts.
- 2) Part A contains **Ten** 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.

**PART - A**

(Word limit 25 only)

All questions are **compulsory**.

(10×2=20)

1. Define Analytics?
2. Define HR Analytics?
3. Meaning of HR data collection?
4. What is the meaning of modelling?
5. What is lean in HR?
6. Meaning of Metrics?
7. What is HR scorecard?
8. What is workforce scorecard?
9. Define sustainability?
10. Define HR forecasting?

**PART - B**

Attempt any **Five** questions

(5×6=30)

1. What is the role of analytics in HR/workforce in general?
2. Explain HR analytics as the third wave for HR value creation.



3. Explain the role of metrics and measurements in HR maturity journey?
4. What are the variance factors that drive HR analytics in the organizational system?
5. Justify your answer stating HR analytics is not HR Scorecard.
6. Explain the six step process of implementing HR analytics.
7. Role of HR forecasting in HR planning explain in detail.
8. Explain the term data and information database for HR Predictive analytics?

### **PART - C**

**(Compulsory)**

**(20)**

1. Assume yourself as a HR manager in a Reputed MNC of India. You have to prepare HR report on any three performance metrics of HR function of any organization. Do justice with your report and used all the tools which is require to prepare a report.
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**4M1451**

Roll No. \_\_\_\_\_

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**4M1451**

**M.B.A. IV - Sem. (Main/Back) Examination, June/July - 2024**  
**OPERATIONS AND SUPPLY CHAIN MANAGEMENT**  
**M-440 Supply Chain and Logistics Management**

**Time : 3 Hours****Maximum Marks : 70****Instructions to Candidates:**

- 1) *The question paper is divided in Three parts.*
- 2) *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.*

**PART - A****(Word limit 25 only)****ALL questions are Compulsory.****(10×2=20)**

1. What is Logistic?
2. Define the meaning of Supply Chain Performance Management.
3. Explain make and buy decision.
4. What is Bullwhip effect?
5. What is Decision Tree Analysis?
6. When is reversed supply chain used?
7. Benefits of Transportation.
8. Define the meaning of modeling.
9. What are Argosy Supply Chains?
10. What is the meaning of Risk Pooling?



## **PART - B**

**Attempt any Five questions.**

**(5×6=30)**

1. Discuss the goal of supply chain and explain the impact of supply chain decision on success of the firm.
2. Describe the impact of risk sharing on supplier performance and information and distortion.
3. Discuss the difference between lot-sized-based and volume based quantity discounts and when are quantity discounts justified in a supply chain?
4. What are the design options available for making an effective transportation network?
5. Discuss how IT plays a crucial role in an effective and value added SCM practicing firm.
6. What are some ways that a firm such as Wal-Mart form out sourcing decisions?
7. Why is it important to consider uncertainty when evaluating supply chain design decision? Explain.
8. What is logistic information system? Explain the warehouse management system.

## **PART - C**

**(Compulsory)**

1. In what way do supply chain flows affect the success or failure of a firm such as Amazon? List two supply chain decisions that have a significance impact on supply chain Profitability. **(10)**
  2. A specialty chemical company is considering expanding its operations into Brazil, when five companies dominate the consumption of speciality chemicals. What sort of distribution network should this company utilize? **(10)**
-



**4M1409**

Roll No. \_\_\_\_\_

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**4M1409**

**MBA IV Sem. (Main/Back) Examination, June - 2024**  
**OPERATIONS & SUPPLY CHAIN MANAGEMENT**  
**M-440 Supply Chain and Logistics Management**

**Time : 3 Hours****Maximum Marks : 70****Instructions to Candidates:**

- 1) The question paper is divided in **Three** parts.
- 2) 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.

**PART - A**(Word limit **25** only)**ALL** questions are **Compulsory**.**(10×2=20)**

1. Write decision phases of the supply chain.
2. Define Supply Chain management.
3. Define Logistics Management.
4. What is Inbound Logistic?
5. Explain the Bullwhip Effect in the supply chain.
6. Describe the role of transportation in the supply chain.
7. What do you understand by Tailored Transportation?
8. Define Third Party Suppliers.
9. What is a Spot Contract?
10. What is a Closed-loop supply chain?

**PART - B**Attempt any **Five** questions**(5×6=30)**

1. Write a note on the key drivers of supply chain performance.
2. Describe the key issues and challenges related to logistics faced by an FMCG company.
3. "The CPFR links sales and marketing best practices to supply chain planning and execution." In light of this statement, explain the concept of collaborative planning, forecasting and replenishment in the supply chain.

4. Explain the need to analyse uncertainty, while evaluating supply chain design decisions.
5. 'Transaction network decisions are key decisions in the supply chain.' Discuss different design options for the transportation network.
6. Describe the impact of pricing and revenue decisions in a supply chain.
7. Write a detailed note on the role of Information Technology in the supply chain.
8. Highlight the challenges related to effective Decision Support Systems for supply chain management.

**PART - C**  
**Compulsory**

1. In what ways, does supply flow affect the success and failure of a retail company like Reliance Fresh? Discuss major supply chain decisions that may have a significant impact on the profitability of such a firm. Draw the stages in Supply Chain Management adopted by a company like Reliance Fresh. (20)



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	<b>4M1423</b>	
<b>M.B.A. IV-Sem. (Main/Back) Examination, June/July - 2024</b> <b>OPERATIONS AND SUPPLY CHAIN MANAGEMENT</b> <b>M - 441 Project Management</b>		
<b>Time : 3 Hours</b>		<b>Maximum Marks : 70</b>

**Instructions to Candidates:**

- 1) *The question paper is divided in Three parts.*
- 2) *Part A contains Ten 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.*

**PART - A**

(Word limit 25 only)

All questions are **compulsory**.

(10×2=20)

1. What do mean by Project Environment?
2. Explain the role of performance measurement.
3. What is a Work Breakdown Structure (WBS)?
4. What are Activity on Node (AON)?
5. Explain the Beta distribution in the context of PERT.
6. Define the critical path in the context of CPM.
7. Define cost estimating in the context of project management.
8. Define risk tolerance.
9. What are cost accounting systems in the context of project control?
10. Define Web based project management

**PART - B**

Attempt any **Five** questions.

(5×6=30)

1. What are the primary responsibilities of a project manager? How do these responsibilities evolve throughout the project lifecycle?
2. Define the phases of a project life cycle. How do these phases contribute to the overall success of a project?



3. What are the main objectives of the project definition phase, and how does it set the stage for project success?
4. What is a dummy activity in AOA network diagrams, and why are they used? Provide an example to illustrate their use.
5. Define the earliest expected time (EET) and the latest allowable occurrence time (LAT) in PERT. Why are these metrics crucial for project scheduling?
6. Discuss the impact of the critical path on project management. How does it influence scheduling, resource allocation, and risk management?
7. Describe the key steps involved in the cost estimating process. Provide a example of applying these steps to a project.
8. Explain the difference between risk and uncertainty in project management. How should each be approached in a project context?

**PART - C**  
**(Compulsory)**

**(20)**

1. You are a project manager at a leading software development company tasked with overseeing the development of a new mobile application. The project aims to launch a cutting-edge app that will revolutionize how users interact with their smartphones. The development team consists of experienced developers, designers, and testers, and the project has a tight timeline of 6 months from initiation to launch.

As the project progresses, several risks have emerged that could potentially impact the successful completion of the project. Below are the key details of the project and the identified risks:

**Project Details:**

- **Objective:** Develop and launch a new mobile application within 6 months.
- **Scope:** The app will include advanced features such as real-time notifications, AI-driven recommendations, and secure payment integration.
- **Team:** Cross-functional team comprising 10 developers, 4 designers, 3 testers, and 2 project managers.
- **Timeline:** 6 months from project initiation to final launch and deployment.

**Identified Risks:**

- **Technical Complexity:** Integrating AI algorithms for personalized recommendations is proving to be more complex than anticipated.



- **Resource Constraints:** Limited availability of specialized developers with AI expertise is impacting the development timeline.
  - **Market Competition:** Emerging competitors have launched similar apps, potentially affecting user adoption and market penetration.
  - **Technology Dependencies:** Dependency on third-party APIs for payment integration could lead to delays or functional issues.
  - **Scope Creep:** Continuous requests for new features from stakeholders are threatening to expand the scope beyond initial plans.
  - **Budget Constraints:** Unforeseen costs in acquiring additional software licenses and resources are straining the project budget.
- a) What techniques could the project manager use to further identify potential risks beyond those already identified?
- b) How frequently should risk monitoring and control activities be conducted? Justify your proposed frequency.
- c) Based on the case study, identify and categorize the risks as internal or external to the project. Justify your classification.
-

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4M1465

**M.B.A. IV-Sem. (Main/Back) Examination, June/July - 2024**  
**OPERATIONS AND SUPPLY CHAIN MANAGEMENT**  
**M-441 Project Management**

**Time : 3 Hours**

**Maximum Marks : 70**

**Instructions to Candidates:**

- 1) The question paper is divided in **Three** parts.
- 2) Part A contains **Ten** 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.

**PART - A**

**(Word limit 25 only)**

**ALL questions are compulsory.**

**(10×2=20)**

1. State the need of Project Management.
2. Define Project Management system.
3. What do you understand by project feasibility?
4. Explain work package.
5. Describe AOM
6. What is critical path?
7. Describe resource smoothing.
8. What do you understand by project risk assessment?
9. State the benefits of using MS project in project management.
10. Discuss the need of project reporting for project Manager

**PART - B**

**Attempt any FIVE questions.**

**(5×6=30)**

1. Describe the roles and responsibilities of project manager. Explain the drawbacks of an ineffective project team.
2. Explain different phases of project life cycle with suitable example.
3. Discuss project scheduling stating its purpose and significance in project management.
4. Explain creation of work Breakdown structure using Gantt Chart, with an example of your choice.



5. Describe the concept of cost estimation and cost improvement in project budgeting. Elaborate any two methods of Project Budgeting.
6. Explain various steps of project control process.
7. Discuss the reasons of project termination in details with causes of project failure.
8. Evaluate the nature and use of network techniques for project management.

### PART - C

(Compulsory)

(20)

1. The following table gives the activities in a construction project and other related information:

Activity	Optimistic time (days) to	Natural time ( $t_m$ ) most likely time	Pessimistic time $t_p$
1-2	20	30	46
1-3	9	12	21
2-3	3	5	7
2-4	2	3	4
3-4	1	2	3
4-5	12	18	24

- i) Draw PERT diagram
- ii) Calculate total project duration
- iii) Identify critical path
- iv) Find the probability that the project will be completed in 55 days.

**4M1479**

Roll No. \_\_\_\_\_

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**4M1479**

**M.B.A. IV-Sem. (Main/Back) Examination, June/July - 2024**  
**OPERATIONS AND SUPPLY CHAIN MANAGEMENT**  
**M-442 Service Operations Management**

**Time : 3 Hours****Maximum Marks : 70****Instructions to Candidates:**

- 1) The question paper is divided in **Three** parts.
- 2) Part A contains **Ten** 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.

**PART - A**(Word limit **25** only)**ALL questions are compulsory.****(10×2=20)**

1. Define service package.
2. Define service blueprinting.
3. What do you mean by technological innovation in services?
4. Dimensions of service quality.
5. What are servicescapes?
6. Role of time series models in managing service operations.
7. Write the different types of queuing models.
8. What are outsourcing services?
9. What is clustered service.
10. Define franchising.

**PART - B****Attempt any FIVE questions.****(5×6=30)**

1. Discuss characteristics of service operations. What is service classification?
2. Explain generic approaches to service system design. Discuss customer value equation.



3. How can service quality be measured? State the role of audit in achieving service quality.
4. Discuss various forecasting techniques for managing capacity and demand.
5. How do queuing models help in capacity planning? State the role of IoT in managing service products and process.
6. State with the help of an example the role of technology in service supply relationship.
7. Discuss the generic international strategies for transnational service operations.
8. What are the major considerations in selecting service facility location.

### **PART - C**

**(Compulsory)**

**(20)**

1. ABC firm is a fast food restaurant in New Delhi.

Lately it is planning to expand its business pan - India by setting up more service points across the country.

Considering all aspects of operation management suggest an operation plan to implement its strategy.

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4M1437

**M.B.A. IV-Sem. (Main/Back) Examination, June/July - 2024**  
**OPERATIONS AND SUPPLY CHAIN MANAGEMENT**  
**M-442 Service Operations Management**

**Time : 3 Hours**

**Maximum Marks : 70**

**Instructions to Candidates:**

- 1) The question paper is divided in **Three** parts.
- 2) Part A contains **Ten** 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.

**PART - A**

(Word Limit 25 only)

All questions are **compulsory**.

(10×2=20)

1. Define service.
2. Elaborate upon the service package.
3. Explain service blue printing.
4. What do you understand by the role of technology in the service encounter.
5. How can you measure service quality?
6. Mention any two ways of achieving service quality.
7. Explain contact personnel.
8. What do you understand by facility design?
9. Explain capacity planning.
10. What do you understand by clustered service?

**PART - B**

Attempt any **Five** questions.

(5×6=30)

1. Write a short note on the nature of franchising.
2. Elaborate upon service supply relationships.



3. Explain delphi method for forecasting demand for services.
4. Explain the facility location technique.
5. Write a short note on systems view of services.
6. Throw some light on the taxonomy for service process design with examples.
7. What are the stages in quality development?
8. Write a short note on the service encounter triad.

### **PART - C**

#### **(Compulsory)**

**(20)**

1. a) Service failure may occur. But service recovery is critical analyse. **(5)**  
b) After a customer voices a complaint to an employee or a manager, what does it mean to “close the loop”? Why is this particular step important in handling complaints? **(5)**  
c) Explain services blueprint for a luxury hotel. **(10)**

**4M1453**

Roll No. \_\_\_\_\_

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**4M1453**

**M.B.A. IV - Sem. (Main/Back) Examination, June/July - 2024**  
**INFORMATION TECHNOLOGY MANAGEMENT**  
**M-450 Software Project Management**

**Time : 3 Hours****Maximum Marks : 70****Instructions to Candidates:**

- 1) *The question paper is divided in three parts.*
- 2) *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.*

**PART - A****(Word limit 25 only)****All questions are compulsory.****(10×2=20)**

1. Define software project management.
2. What is the purpose of Statement of Work (SoW)?
3. Define Breakdown Structure.
4. What do you mean by Earned Value Analysis (EVA)?
5. Explain conflict management.
6. Explain the utility of Software Configuration Management (SCM).
7. What is Capability Maturity Model (CMM)?
8. What is the concept behind Computer Aided Software Engineering (CASE)?
9. Define Risk in Software Management.
10. What is T form organization?

**PART - B****Attempt any Five questions.****(5×6=30)**

1. What is organizational structure? Explain different types of organizational structure.
2. Describe the different factors influencing the project management.
3. How the cost estimation and budgeting is done in software project management? Explain.
4. Explain the various steps for software process improvement.
5. What are the major differences between Centralized-control team organization and Decentralized control team organization? Explain.
6. What are the potential risks associated with software project management and how these risks are treated? Explain.



7. Define Software Quality Assurance (SQA). What are the various activities involved in SQA?
8. Describe the architecture of CASE environment.

**PART - C**  
**(Compulsory)**

**(20)**

1. A large Book Publishing company experiences good revenue in first two years but soon started experiencing losses and many problems like:
    - unable to leverage all the new employees effectively.
    - unable to deliver eBooks to their customers on schedule.
    - unable to provide quality texts-time and money was being spent fixing defects in their products.
    - unable to control costs-their business was not profitable in the third yearCan you point out the possible causes of all above issues and suggest some relevant innovative software based solution and disciplined approach to project management. Explain.
-

<b>4M1411</b>	Roll No. _____	[Total No. of Pages : <b>2</b> ]
	<div style="border: 1px solid black; display: inline-block; padding: 2px 10px;"><b>4M1411</b></div> <p><b>M.B.A. IV-Sem. (Main/Back) Examination, June/July - 2024</b> <b>INFORMATION TECHNOLOGY MANAGEMENT</b> <b>M-450 Software Project Management</b></p>	

**Time : 3 Hours**

**Maximum Marks : 70**

**Instructions to Candidates:**

- 1) The question paper is divided in **Three** parts.
- 2) Part A contains **Ten** 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.

**PART - A**

(Word limit 25 only)

**ALL questions are compulsory.**

(10×2=20)

1. What is software project management?
2. What is a project?
3. List the characteristics of software projects.
4. What is contract management?
5. What is the difference between feasibility study and planning?
6. What are the types of designs in software project?
7. What are the three successive process of software project management?
8. What is activity plan?
9. What do you mean by project breakdown structure?
10. What are the steps involved in identification of project scope and objectives?

**PART - B**

**Attempt any FIVE questions.**

(5×6=30)

1. Explain the various activities covered by software project management.
2. What is risk management? How the risks are evaluated in software projects?
3. Discuss the network model represented by the CPM network.
4. Describe with an example how the effect of risk on project schedule is evaluated using PERT.



5. Explain in detail about creating the framework for monitoring and control.
6. Explain the different stages in contract placement.
7. Discuss in detail about the organizational structures.
8. Describe how cost- benefit evaluation techniques can be used to choose the best among competing project proposal.

### PART - C

(Compulsory)

(20)

1. The table below is an example of project specification with estimated activity duration and precedence requirements:

Activity Name	Activity Name	Duration (weeks)	Precedents
A	Hardware Selection	6	
B	System Configuration	4	
C	Install Hardware	3	
D	Data Migration	4	A
E	Draft Office Procedures	3	B
F	Recruit Staff	10	
G	User Training	3	E, F
H	Install and test system	2	C, D

Find the critical path of the project and calculate the earliest completion time of the project.

4M1467

Roll No. \_\_\_\_\_

[Total No. of Pages : 2]

4M1467

M.B.A. IV-Sem. (Main/Back) Examination, June/July - 2024

INFORMATION TECHNOLOGY MANAGEMENT

M-451 Managing Digital Innovation And Transformation

Time : 3 Hours

Maximum Marks : 70

**Instructions to Candidates:**

- 1) The question paper is divided in **Three** parts.
- 2) Part A contains **Ten** 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.

**PART - A**

**(Word Limit 25 only)**

**ALL questions are compulsory.**

**(10×2=20)**

1. What is an impact of IT on decision making?
2. How Block Chain transforms the modern society and economy?
3. What is S-Curve of technology?
4. Exploit the untapped potential of digital ecosystems in the manufacturing industry.
5. What is reengineering in change management?
6. How does innovation affect decision making?
7. What is the role of corporate leaders and HR in the organizational transformation process?
8. What are the key elements and enablers for developing an IoT ecosystem?
9. How does digital transformation help banking industry?
10. What is the difference between Digital Innovation and Digital Transformation?



## **PART - B**

**Attempt any FIVE questions.**

**(5×6=30)**

1. What are the biggest barriers/challenges in digital economy? How one can face them?
2. What is organizational transformation? Why should organizational transformation be a priority? Explain organizational transformation process.
3. Elaborate the importance of AI and Machine Learning in digital transformation.
4. "Innovation is necessary in a digital world." Comment.
5. How digital transformation is interrelated to change management?
6. What are digital transformation enablers? Give advantages / benefits of digital enablers for the hybridization of the physical and digital world.
7. What is the role of Disruptive Technology and Business Model Innovation in making products and services affordable and accessible?
8. "Many marketing sectors have implemented new emerging technologies to keep their brand relevant and successful." Explain by giving an example of any one marketing sector.

## **PART - C**

**(Compulsory)**

**(20)**

1. What is digital health (digital healthcare)? Why is digital health important? What are the benefits and challenges of digital health? Give examples of digital health technology.
-

**4M1425**

Roll No. \_\_\_\_\_

[Total No. of Pages : **2**]

**4M1425**

**M.B.A. IV-Sem. (Main/Back) Examination, June/July - 2024**  
**INFORMATION TECHNOLOGY MANAGEMENT**  
**M-451 Managing Digital Innovation And Transformation**

**Time : 3 Hours**

**Maximum Marks : 70**

**Instructions to Candidates:**

- 1) *The question paper is divided in **Three** parts.*
- 2) *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.*

**PART - A**

**(Word limit 25 only)**

**ALL questions are compulsory.**

**(10×2=20)**

1. How do you define innovation?
2. What are the most common digital trends in business?
3. What do you understand by e-governance?
4. What is a blockchain and how does it work?
5. Explain the concept of a “fork” in blockchain technology.
6. Explain the concept of “change management” in the context of digital transformation.
7. How has technology enhanced the accessibility of education?
8. Define disruptive innovation and provide an example from a real - world industry.
9. What is the “Innovator’s Dilemma”, and how can it impact established companies?
10. How does a customer - centric approach contribute to successful business strategies amidst disruption?



## **PART - B**

**Attempt any FIVE questions.**

**(5×6=30)**

1. Is the development of artificial intelligence a threat to people's creative and critical thinking?
2. Does the emergence of new technologies create new market niches for the development of innovative startups?
3. What are the three P's of digital transformation?
4. What are the major impacts of artificial intelligence?
5. How information technology affects decision - making in business?
6. What are the challenges of digital economy in India?
7. Define e-governance. What is the significance of e-governance?
8. What are the barriers that usually block the path to transformation?

## **PART - C**

**(Compulsory)**

**(20)**

### **Digital Transformation in Healthcare.**

1. A prominent hospital was facing challenges in managing patient records, scheduling appointments, and ensuring seamless communication among healthcare professionals. They decided to embark on a digital transformation journey to improve patient care and operational efficiency.

The hospital implemented an integrated Electronic Health Record (EHR) system that allowed doctors, nurses, and administrative staff to access patient information in real time. Patients could book appointments online and receive automated reminders. The EHR system also incorporated AI-driven diagnostic tools, which assisted doctors in making accurate and timely diagnoses.

The hospital's digital innovation efforts led to a significant reduction in paperwork and administrative tasks. Patient wait times were reduced, as appointments were better managed. The AI diagnostic tools improved the accuracy of medical diagnoses, leading to better patient outcomes. The hospital's reputation improved, attracting more patients seeking technologically advanced healthcare services.

- a) What challenges was the prominent hospital facing before implementing digital innovation?
- b) What were the key components of the Electronic Health Record (EHR) system that the hospital implemented?

4M1482

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4M1482

**M.B.A. IV-Sem. (Main/Back)) Examination, June /July - 2024**  
**INFORMATION TECHNOLOGY MANAGEMENT**  
**M-453 Emerging Technologies**

**Time : 3 Hours**

**Maximum Marks : 70**

***Instructions to Candidates:***

- 1) *The question paper is divided in **Three** parts.*
- 2) ***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.*

**PART - A**

**(Word Limit 25 Only)**

**All questions are compulsory.**

**(10×2=20)**

1. Any two differences between database and file system.
2. What are relational database operators?
3. What is E-R Model?
4. Importance of normalization.
5. Write SQL operators.
6. Define DDBMS.
7. What do you mean by NoSQL?
8. Elucidate mobile database.
9. Discuss HAVING clause.
10. What does logical view of data state?



## PART - B

Attempt any FIVE questions.

(5×6=30)

1. Define integrity rules. What do you mean by de-normalization and data anomalies.
2. Write short notes on the following.
  - a) Temporal database.
  - b) Deductive database.
3. Discuss the process of data modeling in a NoSQL database compared to a traditional relational database.
4. Design an E-R diagram for a Sports Event Management company that may keep track of the matches played by different teams. It should store the matches played, scores in each match, players in each match and individual statistics of the player in each match.  
Mark the entities, relations, attributed, primary keys and the degree of cardinality of the relations in the diagram.  
Mention assumptions if any that may support your design.
5. Explain the components of DDBMS. What do you mean by levels of data?
6. Discuss master-slave replication and peer-replication.
7. Discuss the database architecture in detail.
8. Explain normal forms in detail.

## PART - C

(Compulsory)

(20)

1. Write SQL queries to perform UNION, MINUS and INTERSECT set operations on the given tables. Also write the results of each of these operations.

### Customer

First Name	Last Name
Rohit	Singh
Aditi	Jain
Manish	Sharma
Tanu	Gupta
Deepak	Khanna

### Employee

First Name	Last Name
Aditi	Jain
Prakash	Malav
Deepak	Khanna
Chetna	Joshi
Rahul	Dev

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**4M1440****M.B.A. IV - Sem. (Main/Back) Examination, June/July - 2024****INFORMATION TECHNOLOGY MANAGEMENT****M - 453 Emerging Technologies****Time : 3 Hours****Maximum Marks : 70****Instructions to Candidates:**

- 1) *The question paper is divided in Three parts.*
- 2) *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.*

**PART - A****(Word limit 25 only)****All questions are compulsory.****(10×2=20)**

1. What is Database? Describe the basic terminology of DBMS.
2. Write briefly about Relational Algebra through example.
3. What is Normalization?
4. How tables are Created? Exemplify various operations.
5. Define concurrency.
6. What is Network model?
7. List any two character functions of SQL.
8. Define view.
9. What is checkpoints?
10. Enlist different causes of failure.

**PART - B****Attempt any Five questions.****(5×6=30)**

1. Compare and contrast Database Vs. File Oriented Approach.
2. What is an E-R Model? Explain various Features of E-R Model and also explain different symbols used in E-R diagram.
3. What is Data Independence? Explain logical and physical data independence with the help of diagram.



4. Write the Syntax how are they performed in SQL:
  - a) Alter table
  - b) Drop table
5. What are Aggregate Functions? Explain the syntax of any three aggregate functions.
6. How views are created and altered? Explain.
7. Explain the use of different types of joins in querying Multiple Tables.
8. Explain the following SET operations:
  - a) UNION
  - b) INTERSECT
  - c) MINUS

### PART - C

(Compulsory)

(20)

1. a) Draw E-R diagram for hospital management system.  
(Use **DOCTOR**, **PATIENT**, **HOSPITAL**, and **MEDICAL\_RECORD** Entity).  
**Identify primary key and Foreign key.**
  - b) Normalize database  
**Employee (emp\_id, emp\_name, phone, skill, salary, dept\_name, jobno, job\_title) upto 3NF.**
-

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4M1455

M.B.A. IV-Sem. (Main/Back) Examination, June/July - 2024

**BUSINESS ANALYTICS**

**M-460 Data Mining For Business Decisions**

**Time : 3 Hours**

**Maximum Marks : 70**

**Instructions to Candidates:**

- 1) The question paper is divided in **Three** parts.
- 2) Part A contains **Ten** 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.

**PART - A**

(Word limit **25** only)

**ALL questions are compulsory.**

**(10×2=20)**

1. Define OLAP in data warehousing and highlight its differences from OLTP.
2. Describe Data Cube technology.
3. Explain the ETL process in data warehousing.
4. Briefly explain KDD process.
5. What are some common data preparation techniques?
6. Differentiate between data analysis and data analytics.
7. What is Classification?
8. Explain the Apriori algorithm and its role in association rule mining.
9. What is Clustering?
10. What is predictive analytics, and how does it relate to data mining?

**PART - B**

**Attempt any FIVE questions.**

**(5×6=30)**

1. Compare and contrast the star schema and snowflake schema in dimensional modeling. When should each schema be used in data warehousing?
2. Describe the steps involved in the KDD process and discuss the role of data preparation in the success of knowledge discovery.
3. Mention that Data Mining and Machine Learning techniques are tools used within the broader context of Data Analytics to extract valuable insights, patterns, and predictions from large datasets.
4. Explain the concept of decision trees in supervised learning. How are decision trees constructed, and what role do they play in classification and prediction?



5. Describe the Apriori algorithm for mining association rules. Discuss its advantages and limitations compared to other association rule mining techniques.
6. Compare partitioning, hierarchical, and density-based clustering methods. Provide examples of scenarios where each method is suitable.
7. Explain the process of evaluating predictive models in data mining. What are some common evaluation metrics used for regression models?
8. Define neural networks and genetic algorithms in the context of soft computing. How are these techniques useful in data mining?

### PART - C

**(Compulsory)**

**(20)**

1. a) You are tasked with designing a data warehousing system for a retail company. Explain the key components of the system including OLAP, dimensional modeling, and the ETL process. **(10 marks)**
- b) Find the frequent itemsets and strong association rules for the following transactional database table using Apriori algorithm. Consider the thresholds as support = 30% and confidence = 40%. **(10 marks)**

1	I1,i2,i3,i5
2	I2,i5,i7,i9
3	I1,i3,i5,i7
4	I2,i4,i6,i8
5	I1,i2,i3,i4
6	I2,i3,i4,i5
7	I3,i4,i5,i6
8	I4,i5,i6,i7
9	I5,i6,i7,i8,i9
10	I9,i1,i2,i5
11	I8,i2,i9,i7
12	I5,i6,i3,i2

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M.B.A. IV-Sem. (Main/Back) Examination, June/July - 2024

BUSINESS ANALYTICS

M-461 Data Visualization For Managers

Time : 3 Hours

Maximum Marks : 70

**Instructions to Candidates:**

- 1) The question paper is divided in **Three** parts.
- 2) Part A contains **Ten** 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.

**PART - A**

(Word limit 25 only)

**ALL questions are compulsory.**

**(10×2=20)**

1. State the objective of visualization design.
2. Name any two data visualization tools.
3. What is recursion?
4. How the data can be acquired?
5. What is data visualization art?
6. State one feature of advanced data visualization feature of Tableau.
7. What do you mean by DAX?
8. What is Mosaic Map?
9. State the application of Power BI.
10. What is a Heat map?

**PART - B**

**Attempt any FIVE questions.**

**(5×6=30)**

1. What is data visualization? Explain design objectives of data visualization.
2. What are the most important qualities of good data visualization? State the seven stages of data visualization.
3. What is mapping? Explain any two methods of data visualization.
4. Discuss the process of data visualization.



5. How data sets from different Google platforms can be connected ? Explain.
6. What kinds of data does Tableau work with? How data is filtered and sorted using Tableau?
7. How one can publish a power BI report? Explain with suitable example.
8. Which packages are used in R for data visualization? Discuss.

### **PART - C**

#### **(Compulsory)**

**(20)**

1. The challenges that a established cab servicing company faced when crafting geospatial visualizations as need to track metrics using geo-space points arise:
  - There are great individual maps but as a whole lack of consistency across the company.
  - Common graphing tools like sketch does not support GIS file, which is essential to get company's insights.
  - The scale of the framework includes more than 400 cities in the world with a variety of different geographic features and data types.

Map visualization is essential for cab service companies that need to track metrics using geo-space points. To tackle these problems, company started by defining base map themes by optimizing detail, color and typography. Based on that, data layers are added using scatter plots and hex bins, with careful color selection to help their team make decisions. Choropleths are also used to help visualize how metrics and values differ across geographic areas. The company uses postal codes as geographic boundaries and infuses various datasets to create the color variation. The visualization of geographic data and the detailed explanation of the problems and how they are solved can be beneficial for people of the company to conceptualize and support the decision-making process. How will you help the company to improve its efficiency to gain better experience and revenue using data visualizing tools and techniques?

**4M1483**

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**4M1483**

**M.B.A. IV-Sem. (Main/Back) Examination, June/July - 2024**

**BUSINESS ANALYTICS**

**M-462 Business Forecasting**

**Time : 3 Hours**

**Maximum Marks : 70**

**Instructions to Candidates:**

- 1) The question paper is divided in **Three** parts.
- 2) Part A contains **Ten** 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.

**PART - A**

**(Word limit 25 only)**

**ALL questions are compulsory.**

**(10×2=20)**

1. Outline the objectives of Business forecasting. Also discuss its importance.
2. What is the most difficult part of digital transformation?
3. What is the difference between qualitative and quantitative techniques?
4. Describe the data requirements that must be met if regression analysis is to provide a useful basis for forecasting.
5. Discuss the importance of model specification in Business forecasting.
6. What are the types of trends in time series?
7. Define mean absolute deviation.
8. What is an estimator?
9. Cite some examples of forecasting problems that might be addressed using regression analysis of complex multiple-equation systems of economic relations.
10. Explain autocorrelation. ACF and PACF in time series analysis.

**PART - B**

**Attempt any FIVE questions.**

**(5×6=30)**

1. How do forecasts contribute to the decision - making process in organizations?
2. Define the different phases of data transformation.



3. What is the delphi method? Describe its main advantages and limitations.
4. Explain how multicollinearity may be detected when using multiple regression models with time series data, and what the likely consequences would be if a multicollinearity problem exists.
5. Elaborate technology forecast methods with suitable examples.
6. Discuss the processes generating time series in detail.
7. Explain error metrics for time series.
8. Explain the theory of estimation in detail.

**PART - C**  
**(Compulsory)**

**(20)**

**1. Background :**

You are a data scientist working for a large e-commerce retailer. The company sells a wide range of products online, and it's crucial to accurately forecast demand to optimize inventory management and meet customer needs efficiently. Your team has historical sales data for various products over several years.

**Scenario :**

As the data scientist you are responsible for developing a time series forecasting model to predict future demand for the company's products. Your goal is to create a model that can provide accurate forecasts, taking into account seasonality-trends and any other relevant factors.

- a. Describe the process you would follow to prepare the historical sales data for time series forecasting. What steps would you take to clean and preprocess the data?
- b. Select an appropriate time series forecasting model(s) that you would consider for this task. Explain the rationale behind your choice and any assumptions you would make.