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Total No. of Questions : 10] [Total No. of Printed Pages : 3  
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**MBA IIIrd Semester (CBCS) Examination**

**8797**

**STRATEGIC ANALYSIS**

(Core)

Paper : 301

Time : 3 Hours] [Maximum Marks { Regular : 60  
ICDEOL : 70

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*Note :-* Attempt *five* questions in all, selecting *one* question from each Unit. All questions carry equal marks (12 marks).

**Unit-I**

1. Discuss the strategic decision making process with example.
2. 'Goal setting is the fundamental key to success'. Elucidate the statement.

**C-352**

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**8797** Turn Over

## **Unit-II**

3. What are the types of benchmarking in strategic management ? What is the use of benchmarks in managing performance ?
4. What are core competencies in strategic management ? Why are core competencies essential in strategic management ?

## **Unit-III**

5. What is the industry analysis ? What is the importance of industry analysis ?
6. What are the essentials of environmental scanning as part of the strategic planning process ?

## **Unit-IV**

7. What are the different types of liquidation strategies ? What are the reasons for liquidation strategy ?
8. What are the objectives of integration strategy ? Discuss with examples.

### **Unit-V**

9. Discuss BCG Matrix with suitable example.
10. 'SWOT analysis is a strategic tool for achieving objectives'.  
Clarify the statement.

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**MBA IIIrd Semester (CBCS) Examination**

**8798**

**ENTREPRENEURSHIP DEVELOPMENT**

(Core)

Paper : 302

Time : 3 Hours] [Maximum Marks { Regular : 60  
ICDEOL : 70

*Note :-* Attempt *five* questions in all, selecting *one* question from each Unit. All questions carry equal marks.

**Unit-I**

1. Explain the types of entrepreneurs. Also discuss the latest trends and developments into the concept of entrepreneurship.
2. Distinguish between an entrepreneur and manager. Justify the importance of entrepreneurship in an economy like India.

## **Unit-II**

3. What is a business plan ? Explain its significance in entrepreneurial process. Also outline the key components of business plan.
4. Discuss the various methods and approaches used in project appraisal.

## **Unit-III**

5. Explain the factors that influence the selection of a suitable plant location and layout for a business.
6. Discuss the principles and practices of Total quality management in detail.

## **Unit-IV**

7. Discuss the importance of manpower planning in human resource management. Explain the steps involved in effective workforce planning.
8. Write short notes on the following :
  - (a) Recruitment and Selection
  - (b) Training and Compensation of employees

### **Unit-V**

9. Define Tourism Entrepreneurship. How can tourism entrepreneurs balance economic growth ?
10. What is Agri-preneurship ? Discuss its characteristics and significance.

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**MBA (CBCS) IIIrd Semester Examination**

**8799**

**FINANCIAL INSTITUTIONS  
AND MARKETS**

(SEC)

Paper : FM-01

Time : 3 Hours]      [Maximum Marks { Regular : 60  
ICDEOL : 70

*Note :-* Attempt *five* questions in all, selecting *one* question from each Unit. All questions carry equal marks.

**Unit-I**

1. Elaborate different components of :

- (a) Financial Intermediaries
- (b) Financial Markets
- (c) Financial Assets



*Or*

2. "Financial system can be title as the backbone of any economic system." Elaborate in the light of above statement role financial system in the growth.

### **Unit-II**

3. Explain briefly the following :
- (i) Role
  - (ii) Functions of the RBI as a Central Bank

*Or*

4. There are different scams in Indian Securities Market like Harshad Mehta Scam, Ketan Parekh Scam, the NSEL Scam etc. Do you think these scams revealed failures in the regulatory and Legislative framework ? Explain.

### **Unit-III**

5. "Money Market is essentially a Market for short-term funds." Discuss. Distinguish between Capital Market and Money Market.

**C-354**

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8799



*Or*

6. Explain structure of Foreign Exchange Market. Elaborate role of Foreign Exchange Market in Risk Management.

#### **Unit-IV**

7. Explain the constitution and management of an AMC with reference to the eligibility criteria, restriction on business activities and obligations.

*Or*

8. What do you mean by Financial Services ? Explain different fee based and fund based financial services.

#### **Unit-V**

9. Explain various categories of Commercial Banks in India. Explain functions of Commercial Banks.

*Or*

10. What do you mean by Development Banks ? Explain different development banks operating in India.

*Or*

6. Explain structure of Foreign Exchange Market. Elaborate role of Foreign Exchange Market in Risk Management.

#### **Unit-IV**

7. Explain the constitution and management of an AMC with reference to the eligibility criteria, restriction on business activities and obligations.

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*Or*

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**MBA (CBCS) IIIrd Semester Examination**

**8800**

**ADVANCED FINANCIAL  
MANAGEMENT**

(SEC)

Paper : FM-02

Time : 3 Hours] [Maximum Marks { Regular : 60  
ICDEOL : 70

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*Note* :- Attempt *five* questions in all, selecting *one* question from each Unit. All questions carry equal marks.

**Unit-I**

1. ABC Corporation is considering two investment projects, Project A and Project B. The company's cost of capital is 10%. Both projects have a life-span of 5 years. The following information are available for each project :

**C-355**

( 1 )

**8800** Turn Over

**Project A :**

Initial Investment : \$ 5,00,000

Expected Annual Cash Flows:

Year 1 : \$ 1,50,000

Year 2 : \$ 1,80,000

Year 3 : \$ 2,00,000

Year 4 : \$ 2,20,000

Year 5 : \$ 2,50,000

**Project B :**

Initial Investment : \$ 6,00,000

Expected Annual Cash Flows :

Year 1 : \$ 1,70,000

Year 2 : \$ 1,60,000

Year 3 : \$ 1,80,000

Year 4 : \$ 1,90,000

Year 5 : \$ 2,10,000

- (a) Calculate the Net Present Value (NPV) for each project.
- (b) Calculate the Internal Rate of Return (IRR) for each project.
- (c) Based on your calculations, which project(s) should ABC Corporation undertake ? Explain your decision.

**Note :-** You may assume that cash flows occur at the end of each year and you can use the formula for NPV and trial-and-error for IRR calculations.

2. ABC Electronics is considering launching a new product line of smart home devices. They have estimated the following information for the project :

Initial Investment : \$ 15,00,000

Expected Selling Price per Unit : \$ 150

Variable Cost per Unit : \$ 60

Fixed Costs (including depreciation) : \$ 5,00,000 per year

Tax Rate : 25%

Project Life-span : 5 years

Required Rate of Return : 12%

- (a) Calculate the Break-Even Point in Units for this project.
- (b) Calculate the Break-Even Point in Dollars for this project.
- (c) Calculate the Net Income for each year of the project.
- (d) Determine the Financial Break-Even Point for this project.
- (e) Based on your analysis, should ABC Electronics proceed with the project ? Explain your reasoning.

**Note :-** You may assume that the initial investment is made at the beginning of the project, taxes are applied after depreciation and cash flows occur at the end of each year.




## **Unit-II**

3. Discuss the impact of sales growth on a company's working capital requirements. Provide examples of how a rapidly growing business might manage its working capital effectively in response to increasing sales.
4. Discuss the advantages and disadvantages of using trade credit as a source of working capital financing for businesses. Provide real-world examples of how effective trade credit management can impact a company's working capital.

## **Unit-III**

5. Discuss the advantages and disadvantages of using the Just-In-Time (JIT) inventory management technique in businesses. Provide real-world examples of industries where JIT has been successfully implemented and the key benefits derived from its adoption.
6. Write a detailed note on credit management in India.





#### **Unit-IV**

7. Explore the various strategies and considerations involved in mergers, amalgamations, acquisitions and takeovers in the corporate world. Discuss the objectives, challenges and impacts of these transactions on companies, shareholders and the broader business environment. Provide real-world examples where relevant.
8. Delve into the legal considerations and challenges that companies face when making merger decisions. Discuss the key legal steps, compliance requirements and potential obstacles involved in mergers. Provide real-world examples or scenarios where relevant.

#### **Unit-V**

9. Discuss the various methods and approaches used in corporate valuation. Explain the significance of corporate valuation in financial decision-making and how different valuation methods are applied in practice. Provide real-world examples or scenarios where relevant.

10. Explore the stocks and debt approach in corporate finance.

Discuss the fundamental principles, advantages and limitations of each approach. Explain how companies decide between issuing stocks and taking on debt to raise capital and the implications of their choices on financial structure and risk.

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**MBA IIIrd Semester (CBCS) Examination**

**8801**

**BEHAVIOURAL FINANCE**

(SEC)

Paper : FM-03

Time : 3 Hours]      [Maximum Marks { Regular : 60  
ICDEOL : 70

*Note :-* Attempt *five* questions in all, selecting *one* question from each Unit. Each question carries equal marks.

**Unit-I**      12×1=12[14×1=14]

1. Explain the concept of bounded rationality in the context of real market conditions. How does it influence the decision-making process of investors and portfolio managers ? Provide examples.

**C-356**

( 1 )

**8801** Turn Over

2. Discuss the behavioural biases of anchoring, irrationality, and adaptation in the field of behavioural finance. How do these biases impact investment decisions ? Provide illustrations.

**Unit-II**

12×1=12[14×1=14]

3. Define and elaborate on the anchoring bias. How can investors recognize and mitigate the effects of anchoring bias in their decision-making processes ? Provide practical strategies.
4. Examine the concept of overconfidence and its link to excessive trading among investors. How can investors manage overconfidence to improve their investment outcomes ? Illustrate with examples.

**Unit-III**

12×1=12[14×1=14]

5. What is Efficient Markets Hypothesis ? Explain how behavioural factors challenge its assumptions.

6. Evaluate the role of psychological influences in asset management. Discuss how behavioural biases can impact active portfolio management ?

**Unit-IV**                      12×1=12[14×1=14]

7. Explain the significance of neurofinance in understanding financial decision-making. Predict how neurofinance might shape the future of finance.
8. Describe the tools and techniques used in forensic accounting for fraud detection. How do behavioural aspects play a role in forensic accounting, and what are the key theories of motivators of fraud ?

**Unit-V**                      12×1=12[14×1=14]

9. (a) Discuss implications of Prospect Theory on investment decisions.
- (b) What is mental accounting ?

10. Examine how emotions can affect investment strategies and outcomes, considering various types of emotions and their dimensions.



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**MBA (CBCS) IIIrd Semester Examination**

**8802**

**WORKING CAPITAL MANAGEMENT**

(SEC)

Paper : FM-04

Time : 3 Hours] [Maximum Marks : { Regular : 60  
ICDEOL : 70

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*Note :-* Attempt *five* questions in all, selecting *one* question from each of the Unit. All questions carry equal marks.

**Unit-I**

1. Explain in brief the gross and net concept of working capital. Which of those concept do you prefer and why ?
2. What do you mean by working Capital Monitoring ? Why is monitoring working capital important ? Discuss.



## **Unit-II**

3. While designing credit policy of a firm, what factors are taken into consideration ? Discuss the attributes of the customers that are considered while deciding his credit worthiness.
4. Why should a firm invest in Marketable Securities ? Discuss the various types of market securities that are available to them for investment.

## **Unit-III**

5. What is the need for inventory in an Organization ? Discuss the different costs that are applicable to the firm for holding inventory.
6. What do you mean by ABC analysis ? Describe its advantages.

#### **Unit-IV**

7. What is Commercial Paper ? Describe the procedure followed in India for issuing Commercial Paper.
8. Write short notes on the following :
  - (a) Matching approach
  - (b) Trade credit

#### **Unit-V**

9. What are the recommendations of Marathe Committee ?
10. Discuss in detail the concept of Beranek Model.

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**MBA IIIrd Semester (CBCS) Examination**

**8803**

**MARKETING RESEARCH**

(SEC)

Paper : MM-01

Time : 3 Hours] [Maximum Marks { Regular : 60  
ICDEOL : 70

*Note* :- Attempt *five* questions in all, selecting *one* question from each Unit. Each question carries equal marks.

**Unit-I**

1. 'Marketing research is a systematic process of obtaining, analyzing, and interpreting data for actionable decision-marketing'. Elaborate.
2. Discuss the major areas to which the marketing research can be applied. Explain how healthcare industry professionals use market research to reach and retain more patients.

## **Unit-II**

3. 'Research design is the framework of research methods and techniques a researcher chooses to conduct a study'. What is the importance of research design in marketing research ?
4. Explain different types of research designs. Discuss the major elements of research design.

## **Unit-III**

5. "The process of gathering and analyzing accurate data from different sources to seek answers to research problems, trends and probabilities to evaluate possible outcomes is data collection" Explain. What is the importance of accurate and appropriate data collection ?
6. Discuss the nature and importance of data interpretation. What are the steps in data interpretation ?

#### **Unit-IV**

7. What are the principles behind choosing a sample to be able to generalize the findings to the whole populations ?  
How is the sample size determined ?
8. Discuss the steps involved in the sampling process. What are the factors on which the size of the sample depends ?

#### **Unit-V**

9. Discuss the application of marketing research to price research and distribution research.
10. What are the essentials for preparing the marketing research reports ?

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**MBA (CBCS) IIIrd Semester Examination**

**8804**

**STRATEGIC MARKETING**

(SEC)

Paper : MM-02

Time : 3 Hours]

[Maximum Marks { Regular : 60  
ICDEOL : 70

**Note** :- Attempt *five* questions in all, selecting *one* question from each Unit. All questions carry equal marks.

**Unit-I**

1. Explain the role and significance of Strategic Marketing.
2. What do companies need to know about their competition ?

**C-359**

( 1 )

**8804** Turn Over

## **Unit-II**

3. What is market leader strategy ? Which strategy is beneficial to a market leader in protecting its market share ?
4. What is market challenger ? Discuss different attack strategies.

## **Unit-III**

5. What is Market Follower Strategy ? Discuss the different types of market followers.
6. What is the importance of designing and managing service process ?

## **Unit-IV**

7. Critically discuss how Porter's Value Chain can help identify strategies that can be used by organizations to achieve competitive advantage.
8. Why is it important for a company to maintain a balance between customer and competitor orientations ?



### **Unit-V**

9. What is the main goal of brand positioning ? Discuss the key elements in brand positioning.
10. Explain the role of sales promotion in the competitive market.

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**MBA (CBCS) IIIrd Semester Examination**

**8805**

**CONSUMER BEHAVIOUR**

(SEC)

Paper : MM-03

Time : 3 Hours] [Maximum Marks { Regular : 60  
ICDEOL : 70

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*Note* :- Attempt *five* questions in all, selecting *one* question from each Unit. All questions carry equal marks.

**Unit-I**

1. Describe the interrelationship between consumer behaviour and the marketing concept.
2. Note down the role of the social and behavioural sciences in developing the consumer decision-making model.

**C-360**

( 1 )

**8805** Turn Over

## **Unit-II**

3. How can marketers use consumers' failures at achieving goals in developing promotional appeals for specific products and services ? Give examples.
4. How would you explain the fact that, although no two individuals have identical personalities, personality is sometimes used in consumer research to identify distinct and sizable market segments ?

## **Unit-III**

5. How can the principles of (i) classical conditioning and (ii) instrumental conditioning be applied to the development of marketing strategies ?
6. Why do marketers have to reposition their brands ? Illustrate with examples.

## **Unit-IV**

7. How are market segmentation, targeting, and positioning interrelated ?
8. Does your lifestyle differ significantly from your parents' lifestyle ? If so, how are the two lifestyles different ? What factors cause these differences ?

### **Unit-V**

9. List and discuss the factors that affect the credibility of formal communication sources of product information. What factors influence the perceived credibility of informal communication sources ?
10. How does the family influence the consumer socialization of children ? What role does television advertising play in consumer socialization ?

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## MBA (CBCS) IIIrd Semester Examination

8806

## BRAND MANAGEMENT

(SEC)

Paper : MM-04

**Time : 3 Hours]**                      **[Maximum Marks**  $\left\{ \begin{array}{l} \text{Regular} : 60 \\ \text{ICDEOL} : 70 \end{array} \right.$

**Note :-** Attempt *five* questions in all, selecting *one* question from each Unit. Each question carries equal marks.

## Unit-I

1. Delve into the "Anatomy of a brand." Analyze how diverse perceptions of brands might exist among different individuals ?
2. "Brands derive their relevance from their ability to aid consumers in making efficient and effective choices." Offer your commentary on this statement.

## **Unit-II**

3. Choose a brand and analyze its sources of brand equity, assessing the benefits it achieves.
4. What are the components of brand positioning, and how can one create an effective brand positioning strategy ?

## **Unit-III**

5. Summarize how consumers evaluate brand extensions and their contribution to parent brand equity ?
6. Discuss the factors influencing brand loyalty and outline the assumptions and success criteria for brand extensions.

## **Unit-IV**

7. Discuss the 'one brand for all' versus 'one product, one brand strategy' standoff in the context of various branding strategies.
8. Discuss the challenge faced by brand managers to maintain brand relevance in a changing environment, providing suitable examples.

### **Unit-V**

9. Discuss the challenges expected in the field of branding.  
Explore how leading brands in the selected category target different demographic market segments ?
10. Elaborate on the strategic brand management guidelines as per Keller.



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**MBA (CBCS) IIIrd Semester Examination**

**8807**

**INDUSTRIAL RELATION**

Paper : HRM-01-SEC

Time : 3 Hours]

[Maximum Marks : { Regular : 60  
ICDEOL : 70

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*Note :- Attempt five questions in all, selecting one question from each of the Units. All questions carry equal marks.*

**Unit-I**

1. Outline the importance of maintaining sound industrial relations in business organization. Describe the approaches to maintaining industrial relation.
2. Discuss about the various factors effecting industrial relation.

**C-362**

( 1 )

**8807** Turn Over

## **Unit-II**

3. Define trade union. What are the objectives of trade union and how to achieve it ?
4. What are the factors that lead to the growth of trade union in Indian context ?

## **Unit-III**

5. Explain the process and types of mechanisms available for resolving industrial disputes between employee and employer.
6. Write down the difference between statutory and non-statutory measures.

## **Unit-IV**

7. "Collective bargaining should move from a 'win-loose strategy to a 'win-win strategy'". Discuss the recent trends and scope of collective bargaining in India.
8. What are the objectives and pre-requisites for collective bargaining ?

### **Unit-V**

9. Elaborate the objectives, scope and need for labour welfare.
10. Trace out the causes of failure of workers participation in management schemes.

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**MBA IIIrd Semester (CBCS) Examination**

**8808**

**LABOUR LEGISLATIONS**

(SEC)

Paper : HRM-02

Time : 3 Hours]

[Maximum Marks { Regular : 60  
ICDEOL : 70

*Note :-* Attempt *five* questions in all, selecting *one* question from each Unit. Each question carries equal marks.

**Unit-I**

1. Besides other aspects, the Factories Act, 1948 focuses on health and safety of workers. Which important provisions are there in Factories Act, 1948 related to health and safety ?
2. On which organizations, the Employees Provident Funds Act, 1952 is applicable and how ?

**C-363**

( 1 )

**8808** Turn Over

## Unit-II

3. "The Workmen Compensation Act, 1923 aims to provide financial compensation to employees in case they meet with an unfortunate accident while performing their duties." Which important provisions of this Act meet these objectives ?
4. "As per the Payment of Wages Act of 1936, workers must be able to get their wages on time, and it also specifies the minimum wages that must be paid to them." Considering the statement write salient provisions of this Act.

## Unit-III

5. Write a detailed note on mechanism of settlement of disputes under Industrial Disputes Act, 1947.
6. What is dismissal and discharge in industrial relations ? Which provisions labor legislations deal with dismissal and discharge of workmen ?

#### **Unit-IV**

7. Which benefits are available to women under The Maternity Benefit Act, 1961 particularly before and after the birth of an infant ?
8. Which are the duties of an employer to ensure equal pay to men and women under The Equal Remuneration Act, 1976 ?

#### **Unit-V**

9. What is the relevance of Employee State Insurance Act, 1948 in present era ? Justify by mentioning important provisions of the Act ?
10. "Dr. Ambedkar is known as savior of labor rights and unionism in India." Comment on the statement considering rights of laborers under The Trade Union Act, 1926 and then amended 1943.



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**MBA IIIrd Semester (CBCS) Examination**

**8809**

**TRAINING AND DEVELOPMENT**

(SEC)

Paper : HRM-03

Time : 3 Hours] [Maximum Marks { Regular : 60  
ICDEOL : 70

*Note :-* The question paper comprises ten questions in all. Students will be required to attempt *five* questions in all, selecting *one* question from each Unit. Each question carries equal marks.

**Unit-I**

1. Explain in detail the core objectives and main features of training and development in firms along with the benefits of training and development to firms.
2. Briefly explain the complete process of training and development.



## Unit-II

3. How do managers identify training needs in an organisation ? Explain by giving suitable examples.
4. Methew has been employed for six months in the accounts section of a large manufacturing company in India. You have been his supervisor for the past three months. Recently you have been asked by the management to find out the contributions of each employee in the Accounts Section and monitor carefully whether they are meeting the standards set by you. A few days back you completed your assessment process and with the exception of Methew, all seem to be meeting the targets set by you. Along with numerous errors, Methew's work is characterized by low performance. Often, he does 20 percent less than the other clerks in the department. As you look into Methew's performance review sheets again, you begin to wonder whether some sort of training is needed for people like him.

*Questions :*

- (i) As Methew's supervisor can you find out whether the poor performance is due to poor training or to some other cause ?
- (ii) Since Methew has been with the company for six months, what kind of training do you think would be best ?

**Unit-III**

- 5. Explain the various factors to be considered while designing and conducting a training program.
- 6. Explain the process of Training Need Analysis by taking a hypothetical example.

**Unit-IV**

- 7. Explain the role and applications of various audio-visual aids in training programs.
- 8. Discuss in detail the relevance of management games as a method of training and development. Give in detail the summary of two popular management games as a method of training and development.

### **Unit-V**

9. Discuss the role of trainers and line managers in the evaluation of training programs.
10. "The effectiveness of the training program is also dependent on layout facility and interaction". Critically comment on this statement with the help of an example.

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**MBA (CBCS) IIIrd Semester Examination**

**8810**

**TALENT MANAGEMENT**

Paper : HRM-04-SEC

Time : 3 Hours]      [Maximum Marks :  $\begin{cases} \text{Regular} : 60 \\ \text{ICDEOL} : 70 \end{cases}$

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*Note* :- Attempt *one* question from each Unit. Each question carries equal marks.

**Unit-I**

1. Evaluate the role of talent management in building sustainable competitive advantage for organisations. Discuss the strategies and practices that organisation can adopt to leverage talent effectively for long-term success.

*Or*

Analyze contemporary talent management issues and challenges that organisations face in the current business environment. How can these challenges be addressed effectively ? Explain.

### **Unit-II**

2. Outline the steps involved in preparing a recruitment plan and budget. Explain the importance of aligning the recruitment plan with organisational goals and financial considerations.

*Or*

Explain the stages of the selection process in talent acquisition. Discuss the various tools and techniques that can be used for candidate assessment. Highlight common errors that organisations should avoid during the selection process.

### **Unit-III**

3. Explain the significance of a well-designed reward system in talent assessment. Also, discuss the types of rewards and recognition programs that can motivate and retain high potential employees.

*Or*

Discuss the procedures and steps involved in competency mapping within an organisation. Highlight the benefits of competency mapping for both employee and the organisation.

#### **Unit-IV**

4. Describe the importance of employee development in enhancing an organisations competitive advantage. Discuss the role of Personal Development Plans (PDPs) in employee growth and development.

*Or*

Explain various employee engagement strategies that organisations can implement to enhance productivity and job satisfaction. Compare and contrast the approaches organisations take to engage employees and highlight the benefits of effective employee engagement.



## Unit-V

5. Managing voluntary turnover is a critical aspects of talent retention. Analyse the factors that contribute to voluntary turnover in organisations and discuss strategies and best practices for managing it effectively. Provide real-life example to illustrate your point.

*Or*

Describe the concept of succession planning and its relationship to leadership development. Discuss the steps and processes involved in effective succession planning within an organisation. How does succession planning contribute to talent retention and leadership continuity ?