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**MBA (CBCS) IVth Semester Examination**

**8811**

**STRATEGIC MANAGEMENT**

(Core)

Paper : 401

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 meaning of forward and backward linkages. Differentiate between strategy formulation and implementation.

*Or*

2. What is strategic implementation ? Discuss the steps of strategic implementation process in detail.

**C-366**

( 1 )

**8811** Turn Over

## **Unit-II**

3. Discuss in length the different types of organizational structures for strategic implementation. Also highlight the different approaches of organization structure.

*Or*

4. Why resource allocation is important ? Discuss any two techniques of resource allocation.

## **Unit-III**

5. Explain in detail the meaning and need of Organization development interventions.

*Or*

6. What are different types and levels of organizational change ? Discuss the role of change agents.

## **Unit-IV**

7. What are the sources of organizational power and politics ? Enumerate and describe the major tasks that strategic leaders perform in the organizations.

*Or*

8. What is functional implementation ? Explain marketing and financial policies.

### **Unit-V**

9. What is strategic control ? Discuss the impact of environmental factors on strategic control.

*Or*

10. What information is needed for implementing strategic control ? Discuss the process of strategic control.

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**MBA (CBCS) IVth Semester Examination**

**8812**

**ENTREPRENEURSHIP SKILLS**

Paper : MGT-GE-2

**Time : 3 Hours]**

**[Maximum Marks : 80**

*Note :- Attempt five questions in all. All questions carry equal marks.*

1. What pivotal role do entrepreneurs play in business venture and how does their involvement impact the overall business landscape ?
2. Define entrepreneurship ? What are main challenges faced in development of entrepreneurship in India ?
3. Define MSME and elaborate on the distinctive features that set it apart.

**C-367**

( 1 )

**8812** Turn Over

4. Explain the concept of start-up and their types and characteristics.
5. Discuss the various motivations that drive individuals to venture into entrepreneurship.
6. Explain major entrepreneurial skills and competencies qualities that contribute to the success of an entrepreneur.
7. Write short notes on the following :
  - (i) Social Entrepreneurship
  - (ii) Women Entrepreneurship
  - (iii) Rural Entrepreneurship
  - (iv) Family Business
8. What does rural entrepreneurship contribute to economic development and what are its key characteristics ?
9. Explain the concept of lease financing and hire purchase for entrepreneurs and how they benefit entrepreneurs ?

10. Explain the taxation benefits provided specifically to small scale enterprises and their impact on business operations.

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**MBA (CBCS) IVTH Semester Examination**

**8813**

**INVESTMENT ANALYSIS AND  
PORTFOLIO MANAGEMENT**

Paper : FM-05-SEC

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

*Note :-* Attempt *all* the questions. All questions carry equal marks.

**Unit-I**

12[14]

1. Investment and speculation are somewhat different and yet similar in certain respect. Explain. Also discuss the various forms of investment alternatives.

*Or*

Explain the investor's protection measures taken by the regulatory authorities in the primary market. How can the investors protection be made effective ?

**C-368**

( 1 )

**8813** Turn Over

## Unit-II

12[14]

2. Define risk and distinguish between systematic and unsystematic risk. How does systematic risk affect the individual stock return ?

*Or*

Write detailed note on :

- (a) Perceptions of investment risk
- (b) Mental accounting and investing

## Unit-III

12[14]

3. How would you assess the present value of a bond ? Explain the various bond value theorems with examples.

*Or*

Why is industry analysis important ? Explain the factors that have the most significant effect on the industry's earnings.

## Unit-IV

12[14]

4. Explain in detail the portfolio management process. Also discuss the factors affecting investment decisions in portfolio management.

*Or*

Distinguish between a put and call options with examples.  
What is the basic appeal of options to investors ?

**Unit-V**

12[14]

5. Define Markowitz diversification. Explain the statistical method used by Markowitz to obtain the risk reducing benefit.

*Or*

The following information is provided regarding the performance of the funds namely Birla advantage, Sundaram growth and Sun F & C value for a period of six months ending August 2022. The risk free rate of interest is assumed to be 9. Rank them with the help of sharpe index and discuss.

	$R_p$	$\sigma_p$	$\beta$
Birla Advantage	25.38	4	0.23
Sundaram Growth	25.11	9.01	0.56
Sun F & C Value	25.01	3.55	0.59

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**MBA (CBCS) IVth Semester Examination**

**8814**

**PROJECT PLANNING, ANALYSIS  
AND MANAGEMENT**

(SEC)

Paper : FM-06

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

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**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. Why is the generation and screening of project ideas important and how is the best idea selected ?

**C-369**

( 1 )

**8814** Turn Over

2. (a) Describe the life-cycle stages in project management including selection and goal setting.
- (b) Describe the key elements of project cost with the help of examples.

### **Unit-II**

3. Discuss the methodology through which financial institutions appraise a project proposal.
4. (a) Discuss the concept of cost estimation and cost improvement in project budgeting.
- (b) Describe the types of project appraisal and elaborate the different methods of financial appraisal.

### **Unit-III**

5. (a) How can different types of risk be managed within a project ? Use a diagram to illustrate your answer.
- (b) Why the social cost-benefits analysis is important in the case of a project ? Explain.
6. What is project risk management ? How does it help in managing the impact of public health emergencies like COVID-19 that disrupt project operations on a global scale ?

#### **Unit-IV**

7. (a) Discuss the various types of constraints a project manager may face in the case of multiple projects.  
(b) Write a detailed note on the project review and administrative aspects.
8. Discuss the guidelines for the construction of the project network and enumerate the differences between PERT and CPM networks.

#### **Unit-V**

9. How are National Investment and Infrastructure Funds useful in public project financing ?
10. What are the objectives of environmental impact assessment ? Discuss the critical overview of Environmental Impact Assessment (EIA).

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**MBA (CBCS) IVth Semester Examination**

**8815**

**FINANCIAL PLANNING**

(SEC)

Paper : FM-07

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 fundamental components of financial planning. Also discuss the common challenges encountered during the financial planning process.
2. Examine the key objectives of personal financial statements and their role in facilitating financial decision-making for individuals.

## **Unit-II**

3. Define risk analysis and elaborate on its significance in the context of business operations.
4. Discuss the underlying principles of life insurance and also analyze its role in mitigating financial risks associated with premature death, disability and long-term care needs.

## **Unit-III**

5. What are the main objectives behavioral finance ? Explain how behavioral finance differs from traditional finance.
6. Analyze the implications of recent regulatory changes introduced by SEBI on the wealth management industry in India.

## **Unit-IV**

7. Explain the significance of retirement planning for individuals in the context of long-term financial stability.
8. Write short notes on the following :
  - (a) Development of retirement plan
  - (b) Importance of EPF and PPF in promoting long-term savings

### **Unit-V**

9. Explain the principles of income tax calculation for individuals, considering various sources of income such as salary, business income and investment gains.
10. Discuss the significance of NRI tax laws in governing the taxation of income earned by NRIs, as well as their investment activities and financial transactions in India.

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**MBA (CBCS) IVth Semester Examination**

**8816**

**INTERNATIONAL FINANCIAL  
MARKETS**

(SEC)

Paper : FM-08

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 (12 marks each for Regular and 14 marks each for ICDEOL).*

**Unit-I**

1. What is the role of Indian financial system in economic growth of India ?
2. How do commercial banks create and control credit in India ?

**C-371**

( 1 )

**8816** Turn Over

## **Unit-II**

3. Is India's Balance of Payments (BoP) surplus or deficit ? Discuss.
4. What are the advantages and disadvantages of Forex Trading ?

## **Unit-III**

5. What is cross-listing ? Why do companies' cross-list their shares on multiple exchanges ?
6. What are the methods to find the equilibrium exchange rate ? Discuss with examples.

## **Unit-IV**

7. What are the functions of the AfDB ? Is India a member of AfDB ? Who is the largest shareholder of AfDB ?
8. What is MIGA ? Discuss the functions of MIGA in detail.

### **Unit-V**

9. What are the issues in international capital budgeting ?
10. What is international short-term financing ? What are the advantages of international short-term financing ?

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**MBA (CBCS) IVth Semester Examination**

**8817**

**INDUSTRIAL PSYCHOLOGY**

Paper : HRM-05-SEC

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

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*Note* :- Attempt any *five* questions. All questions carry equal marks.

1. Define industrial psychology and discuss the main objectives.
2. Contemporary issues and challenges of I/O psychology.
3. Differentiate between 'Job Environment' and 'Job Enlargement'.
4. Discuss personal characteristics and job satisfaction.
5. Discuss the role of motivation in learning.

**C-372**

( 1 )

**8817** Turn Over

6. Write short notes on any *four* :
- (a) Self Evaluation
  - (b) 360° degree feedback and performance appraisal
  - (c) Halo effect
  - (d) MBO
  - (e) Organizational Commitment
7. Discuss the organizational development interventions at individual level.
8. Write an essay on the 'Interpersonal Relationship'.
9. Discuss the organisational and individual stress management programs.
10. Give a comprehensive view of Worker's health and safety measures offered in Indian Industries.

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**MBA (CBCS) IVth Semester Examination**

**8818**

**STRATEGIC HUMAN RESOURCE  
DEVELOPMENT**

(SEC)

Paper : HRM-06

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. Define strategic human resource management. What is the role of HRD professionals within the organization ?
2. Describe the emergence and evolution of strategic human resource management.

**C-373**

( 1 )

**8818** Turn Over

## **Unit-II**

3. What is HRD process ? Discuss.
4. Discuss HRD scorecard in detail.

## **Unit-III**

5. Define career development. What are the steps in career development ?
6. Explain the concept of competency mapping and how competency mapping is related to compensation and promotion.

## **Unit-IV**

7. Discuss the elements of HRD climate.
8. Define mentoring. How can mentoring help in career development ?

### **Unit-V**

9. Discuss the various small group learning exercises.
10. Explain HRD audit. What are the issues involved in HRD program implementation and evaluation.

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**MBA (CBCS) IVth Semester Examination**

**8819**

**PERFORMANCE MANAGEMENT AND  
REWARD SYSTEM**

(SEC)

Paper : HRM-07

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**

[12×1=12]

1. Define performance management and outline its key characteristics. Discuss how effective performance management systems contribute to organisational success ? Provide example to illustrate your points.

**C-374**

( 1 )

**8819** Turn Over

2. Compare traditional and modern perspectives of performance management. Analyze the strengths and limitations of each approach in driving employees performance and organisational effectiveness.

### **Unit-II**

[12×1=12]

3. Explain the functions of performance management system and its impact on organisational success. Also illustrate how these systems align with strategic objectives and enhance employee performance ?
4. Explain the role of performance management system in fostering high performance cultures. Discuss how these system facilitate continuous feedback and goal setting ?

### **Unit-III**

[12×1=12]

5. Define performance counselling and its importance in organisational management. Discuss key principles guiding effective counselling practices and their impact on employee performance.

6. Explore strategies for counselling employees towards high job performance. Discuss specific approaches managers can use to address performance issues while maintaining morale.

**Unit-IV**

[12×1=12]

7. Define performance management focusing on the planning process. Discuss barriers to effective planning and the characteristics of successful performance plans.
8. Explain Competency mapping and its role in performance planning. Discuss how it aligns skills with performance goal ?

**Unit-V**

[12×1=12]

9. Define reward systems and their objectives in organisational management. Discuss how effective reward systems contribute to employee motivation and performance ?

10. Explain the various components of a reward system. Also state how each component impacts employee satisfaction and organisational success ?

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**MBA (CBCS) IVth Semester Examination**

**8820**

**CROSS-CULTURAL MANAGEMENT**

(SEC)

Paper : HRM-08

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

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**Note** :- Attempt any *five* questions. All questions carry equal marks.

1. What is cross-cultural management ? Discuss the challenging roles of a global managers.
2. Discuss the need and importance of cross-cultural management.
3. What do you understand by cultural difference ?  
Distinguish between organizational Vs. National Culture.

**C-375**

( 1 )

**8820** Turn Over

4. How do you create a cultural framework ? Explain cultural analysis framework by Trompenaars.
5. What is meant by cross-cultural communication. What are the factors influencing cross-cultural negotiation ?
6. Discuss issues and challenges of management in global scenario.
7. What do you mean by International communication ? What suggestions would you give for adopting global cultures ?
8. What is the complexity of global management faced by the corporate in a global environment ?
9. "Communication is the life blood of Business". Explain.
10. What do you mean by ability to understand the complexity of global management challenges ?

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**MBA (CBCS) IVth Semester Examination**

**8821**

**ADVERTISING MANAGEMENT**

(SEC)

Paper : MM-05

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 that how advertising fits into the marketing process.
2. What are the main elements of Wilbur Schramm's communication model ? Explain with the help of a diagram.

## **Unit-II**

3. How is cognitive dissonance related to advertising ? What factors influence cognitive dissonance ?
4. Why is market positioning important ? What are the factors of market positioning ?

## **Unit-III**

5. What makes a target audience ? How did you determine this target audience market ?
6. Discuss various steps for planning an advertising campaign.

## **Unit-IV**

7. What is recall testing in advertising ? Why is recall important in advertising ?
8. Discuss the factors influencing selection of an advertising agency.

## **Unit-V**

9. Explain media planning and buying in advertising.
10. What is Political advertising ? How does it differ from Public Service advertising ?

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**MBA (CBCS) IVth Semester Examination**

**8822**

**RURAL MARKETING**

(SEC)

Paper : MM-06

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 inter-relationship between rural consumer behaviour and the rural marketing concept.
2. Note down the role of the social and behavioural sciences in developing the rural consumer decision-making model.

**C-377**

( 1 )

**8822** Turn Over

## Unit-II

3. How can rural marketers use rural consumers' failures at achieving goals in developing promotional appeals for specific products and services ? Give examples.
4. Explain the role of media planning and distribution channels in rural marketing.

## Unit-III

5. Elaborate the marketing structure with reference to agricultural inputs.
6. What steps have been taken by your State Government to promote the processing facilities for apple ?

## Unit-IV

7. Explain various initiatives taken by Government of India to double the income of farmers.
8. Discuss the procedure or different steps involved in determining the price of apple by agricultural price commission ?

### **Unit-V**

9. List down the problems of agricultural marketing.
10. Note down the nature, scope and role of co-operative marketing in India.

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**MBA (CBCS) IVth Semester Examination**

**8823**

**DIGITAL MARKETING**

(SEC)

Paper : MM-07

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. Each question carries 12 marks.

**Unit-I**

1. Highlight the need of digital marketing for the businesses in present times. Explain the process of its evolution.
2. Explain the following in detail :
  - (a) Digital marketing plan
  - (b) Digital marketing channels

## **Unit-II**

3. Demonstrate the impact of digital marketing on consumer behaviour with the help of suitable examples.
4. How digital marketing is helpful in understanding consumer demands ? Explain in detail.

## **Unit-III**

5. How is digital marketing strategy developed and designed ? Explain in detail with the help of example.
6. What is SEO ? Describe its phases and write down the process of SEO optimization.

## **Unit-IV**

7. Taking an appropriate example, discuss the process of designing social media strategy.
8. Outline key features of Facebook Marketing and YouTube Marketing. State how and when these types of social media marketing are used.

## **Unit-V**

9. Explain advantages and disadvantages of E-mail marketing and mobile marketing.
10. What do you mean by online reputation management ?  
How is it executed by businesses in current times ?

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**MBA (CBCS) IVth Semester Examination**

**8824**

**INTERNATIONAL MARKETING**

(SEC)

Paper : MM-08

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. What is Globalization ? Discuss the drivers of Globalization.
2. Identify and evaluate potential global market opportunities for a new product or service.

**C-379**

( 1 )

**8824** Turn Over

## **Unit-II**

3. What role do political factors play in influencing the global market operations ? Discuss the concept of Dumping in detail.
4. How does the global market environment influence consumer behavior on multinational level ? Discuss the role of cultural diversity in affecting marketing mix ?

## **Unit-III**

5. Explain different levels of product strategies for entering a new market. Define international branding strategy and its importance.
6. Explain the process of new product development in global market. How does culture play a role product development ?

## **Unit-IV**

7. Write a note on international pricing. Discuss various international pricing strategies.

8. What are various models of pricing ? Explain the concept of psychological pricing and its impact on consumer's purchasing behavior.

### **Unit-V**

9. What is global promotion and its creative challenges ?  
How does designing and selecting sales force plays an important role in global promotions ?
10. Define message strategy and advertising appeal. How does global promotion is different from global advertising ?