

R19  
MBA III SEM  
REGULAR &  
SUPPLEMENTARY EXAMINATIONS  
FEBRUARY 2022



Subject Code: 19MBA3TH01

**MBA - III Semester Regular & Supple Examinations, February-2022**  
**STRATEGIC MANAGEMENT**

**Time: 3 hours**

**Max Marks: 60**

Question Paper Consists of **Part-A** and **Part-B**.

Answering the question in **Part-A** is Compulsory & Four Questions should be answered from **Part-B**

All questions carry equal marks of 12.

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**PART-A (CASE STUDY)**

**1 X 12 = 12**

1. Muhammad Majeed represents a typical Indian who has created success out of sheer hard work and commitment through his education and expertise. At the age of 23 years. Majeed, after graduating in pharmacy from Kerala University, went to pursue higher studies in the US. He completed his masters and PhD in Industrial Chemistry. Armed with high qualifications, he became a research pharmacist and eventually as most expatriate Indians do setup his own company Sabinsa Corporation. He focused on Ayurvedic products based on Natural extracts. He returned to India in 1991 when liberalization was started in India and setup Sami Labs Ltd. (SLL) at Bangalore. SLL has over three dozen products and seven US patents. SLL has four manufacturing units all based in Karnataka. As against several Indian companies exporting raw herbs, SLL specializes in valued addition through extractions. The result is encouraging. SLL's products typically fetch an export price i.e., more than double the price of raw herbs. SLL thinks of its business as manufacturing and selling traditional standardized extracts and nutritional and pharmaceutical fine chemicals. Its business plans are quiet ambitious setting up a product management team, assisting farmers in cultivation of pharmaceutically useful herbs and international collaboration for developing research based intellectual property and its commercialization are some of the strategic actions taken by the company. SLL looks forward to being one thousand crore company by 2025 when the World Trade Organizations patenting regime comes into force.

**Questions:**

1. How will you define the business of SLL?
2. Comment on the business plan of SLL.
3. State your opinion on the likelihood of its success.

**PART-B**

**4 X 12 = 48**

2. Explain Strategic Management Process. [CO1, K2,12M]
3. Discuss the Environmental scanning methods. [CO2, K2,12M]
4. Write an essay on strategic leadership. [CO3, K1,12M]
5. Explain different turn around strategies. [CO4, K2,12M]
6. What are the different methods for resource allocation [CO5, K1,12M]
7. Discuss the problems in measuring performance. [CO6, K2,12M]

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Subject Code: 19MBA3TH02

**MBA - III Semester Regular & Supple Examinations, February-2022**

**BUSINESS ETHICS AND CORPORATE GOVERNANCE**

**Time: 3 hours**

**Max Marks: 60**

Question Paper Consists of Part-A and Part-B.

Answering the question in Part-A is Compulsory & Four Questions should be answered from Part-B

All questions carry equal marks of 12.

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**PART-A (CASE STUDY)**

**1 X 12 = 12**

1. Everybody has heard about outsourcing of some company works and essential inputs but outsourcing of students home work is a new phenomenon of this century. This is being openly practised in developed countries including the European nations. Outsourcing of jobs to low cost destinations has been a prickly issue for sometime now. But Australian Academics are worried over a new trend of students outsourcing homework to their counter parts of India and Pakistan (at \$2 for 100 words), Is the outsourcing of homework is unethical? This is controversial. Some experts will say that if the student understand what is written they can learn rather than copying from elsewhere. So the learning process will continues. However many are of the opinion that students themselves should do the homework and not get them outsourced. Such an attempt will jeopardize the very meaning of education based on learning by doing. However others agree to differ on this issue. Academics say it is a worrying trend. The trend towards custom produced work at such low cost particularly at university level where lecturers may not know their students as well as in high schools is extremely worrying because it is much harder to spot said branch president of Australian Education Union.

Questions

- When the outsourcing of students home assignments make all parties happy, Why it is considered as immoral explain.
- Under what ethical principles such outsourcing becomes immoral.
- How according to you the situation can be tackled over.

**PART-B**

**4X 12 = 48**

- Discuss any two theories of Business Ethics [CO1, K6,12M]
- Explain the recent developments in Capital market. [CO2, K5,12M]
- How frauds in financial sector are unethical discuss. [CO3, K5,12M]
- Make a critical appraisal of Sarbanes – Oxley Act [CO4, K6,12M]
- Discuss the duties and responsibilities of Auditors. [CO5, K6,12M]
- Explain the role of media in influencing Corporate Governance [CO6, K5,12M]

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Subject Code: 19MBA3TH03

**MBA - III Semester Regular & Supple Examinations, February-2022**

**BUSINESS ANALYTICS**

**Time: 3 hours**

**Max Marks: 60**

Question Paper Consists of **Part-A** and **Part-B**.

Answering the question in **Part-A** is Compulsory & Four Questions should be answered from **Part-B**

All questions carry equal marks of 12.

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**PART-A.(CASE STUDY)**

**1 X 12 = 12**

**1. CASE STUDY**

**Global insurer client spotlight**

For centuries, insurers have routinely made decisions based upon empirical evidence. Take mortality. As far back as the mid-1600s, patterns were observed that could predict longevity and help determine rates for defined groups of people. In the many decades since, the insurance business' very existence has depended on actuaries' abilities to make smart decisions based on data. One client, an insurer, is one of the world's largest providers of insurance solutions globally. Data is their life blood. But, their leaders believed if they could extrapolate more unique insights from across the 170 countries where they serve their customers, they could disrupt their business in ways that would benefit their customers. "Our client asked us how they could better manage and utilize the vast amounts of data coming in from their business lines," said Peter Vanderslice, one of Deloitte's lead operations and technology leaders.

"Today, ever-increasing amounts of information and the technologies that both gather and analyze it—sensing devices, fitness trackers, and artificial intelligence—make it possible for insurers to have deeper insights into consumers' lifestyles, companies' risks, and other information that can be used to predict losses, price products, and educate consumers. "So, we pulled together a team of professionals from across Switzerland, the UK, the US, and India to help them build an enterprise-wide data analytics function," he continued. Because data analysis depends on quality as much as quantity, the engagement team has been working with the insurer to understand the value and potential usefulness of its current data assets, and assess how effectively different groups use data to generate a competitive advantage. A key objective is to improve data quality measurement and accountability everywhere information is collected so that data used for decision making has consistently high quality.

The multi-year effort is still in its early stages, but they have already been able to establish a wealth of enterprise data from which some of its biggest business units are pulling analytics-driven insights. "Just as importantly, drawing from this 'big data lake' supports their ability to keep their clients, and what their clients value most: Keep their data safer," said Omer Sohail, lead data and analytics partner for the account.

Analyse the insights and impact of case study

## **PART-B**

**4X 12 = 48**

- 2) Explain the importance of Business Analytics in finance?
- 3) What is Big Data? Explain the future prospects of big data?
- 4) Discuss the techniques of data mining in Business Analytics?
- 5) What are the different tools of business analytics?
- 6) Elucidate different components of marketing for analytics.
- 7) Explain incentive planning using HR analytics?

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Subject Code: 19MBA3THF1

**MBA - III Semester Regular & Supple Examinations, February-2022**

**INVESTMENT AND PORTFOLIO MANAGEMENT**

**Time: 3 hours**

**Max Marks: 60**

Question Paper Consists of **Part-A** and **Part-B**.

Answering the question in **Part-A** is Compulsory & Four Questions should be answered from **Part-B**

All questions carry equal marks of 12.

**PART-A (CASE STUDY)**

**1 X 12 = 12**

1. R. G Gupta bought 100 equity shares of XYZ Company at Rs. 10 per share three years back. The company has paid no dividend during the period. Gupta is interested in knowing the total return he earned and the risk he assumed. The quarterly prices were as follows:

Year	Quarterly	Prices
1	1	10
1	2	11
1	3	12
1	4	13
2	1	14
2	2	15
2	3	14
2	4	11
3	1	13
3	2	14
3	3	16
3	4	15

- What was the average quarterly return over the investment period?
- What was the annual return earned on the investment and standard deviation of the annual average return?
- Should Gupta continue to invest in the equity of the company? Why or Why Not. [K5,CO1]

**PART-B**

**4X 12 = 48**

- (a) "Possibility of Loss or Injury... The degree or probability of such losses". Discuss.[K6,CO1]  
(b) Discuss the characteristics of investors, speculator and gamblers. Explain the impact of each on the investment programme process.[K6,CO1]
- (a) "A fundamental Analyst's estimate of intrinsic value is different from the present value of all income." Explain it [K5,CO2]  
(b) Explain the concept of Elliot Wave Principle on Stock Market prediction.[K5,CO2]

4. (a) RS Varma is considering investing in a bond currently selling for Rs. 8785.07. The bond has four years to maturity a Rs. 10,000 face value, and 8% coupon rate. The next annual interest payment is due one year from today. The approximate discount factor for investments of similar risk is 10%. A) Calculate the intrinsic value of the bond. Based on this calculation, should Verma purchase the bond. B) Calculate YTM of the bond. Based on this calculation, should Verma purchase the bond? [K3,CO2]
- (b) Market interest rates and Debentures prices are inversely related. Explain why. [K2,CO2]
5. Discuss the types of Equity Shares. Explain the factors that have to be taken into account when pricing a new issue of shares. [K2,CO4]

6. (a) Novex owns a portfolio of two securities with the following expected returns, standard deviations and weights.[K3,CO5]

Security	Expected Return	Standard Deviation	Weight
X	12%	15%	0.40
Y	15%	20%	0.60

Find the maximum and minimum portfolio standard deviations for varying levels of correlation between two securities.

- (b) Define efficient portfolio and an inefficient portfolio. How can the dominance principle be used to define the concept of efficient portfolio[K2,CO5]
7. (a) Explain the differences between the Sharpe and Treynor Indexes of portfolio performances. Which do you think is preferable? Why? [K5,CO6]
- (b) Explain the organisation structure of Mutual Fund. Give brief note on NVA methods. [K2,CO6]

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Subject Code: 19MBA3THF3

**MBA - III Semester Regular & Supple Examinations, February-2022**  
**BANKING AND INSURANCE**

Time: 3 hours

Max Marks: 60

Question Paper Consists of Part-A and Part-B.

Answering the question in Part-A is Compulsory & Four Questions should be answered from Part-B

All questions carry equal marks of 12.

**PART-A (CASE STUDY)**

1 X 12 = 12

1. A financial system is the backbone of any economy. It makes an economy global and raises its standard to an international area by attracting foreign investors. To make the financial system strong and more efficient, emphasis must be placed on incentive based financial sector reforms that is, on setting up a system of rewards and penalties. Performance of a financial system is a dynamic concept, which is expressed as the ability of the system to react to changing global economics and technological conditions. The soundness of a system is usually reflected in the superiority of its resource base and performance outcomes. An efficient system facilitates linkage between mobilization and uses of resources, which accelerates the process of economic growth.

The place India's financial system in the light of the above discussion, it has to be studied at all possible parameters of economic development. The organization of the India's financial system before independence was a fractional model with low savings and industrial production. It evolved after independence as part of planned economic development by the Government of India. The objective of India's development strategy was to establish a socialistic pattern of society. The post-Liberalization phase witnessed a radical restructuring of the economic system.

Can India's financial system be categorised as a sound system? Examine this in the light of above case.

**PART-B**

4X 12 = 48

2. Discuss the role of commercial banks in the economic development of a country. [CO1, K2]
3. (a) What is NPA? How do banks classify their assets? [CO2, K1]  
(b) Explain the features of Bank Credit? [CO2, K2]
4. Give a brief note on the concept of Economic Model. [CO3, K2]
5. What is Net Banking? Explain the advantages and disadvantages of Net Banking? [CO4, K1]
6. "Insurance meets the social obligation of every member of the society"-How? Elucidate.  
[CO5, K2]
7. Define Life Insurance? Describe the classification of Life Insurance. [CO6, K2]

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Subject Code: 19MBA3THM1

**MBA - III Semester Regular & Supple Examinations, February-2022**

**CUSTOMER RELATIONSHIP MANAGEMENT AND CONSUMER BEHAVIOUR**

Time: 3 hours

Max Marks: 60

Question Paper Consists of Part-A and Part-B.

Answering the question in Part-A is Compulsory & Four Questions should be answered from Part-B

All questions carry equal marks of 12.

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**PART-A (CASE STUDY)**

1 X 12 = 12

1. L Company is a large retailer with 39 stores in its home country. The sales and marketing team in L Company routinely spends time scanning the external environment and seeking to understand the needs of the customers in the markets in which L Company operates. The sales and marketing team has been very successful in generating initial sales from customers. L Company is concerned that it is not so successful at retaining the customers and obtaining customer loyalty. The Board of L Company has recognized the need to invest in new technology in order to manage the customer data in an organized way with a view to using the data to create customer loyalty. The Board believes that customer relationship management (CRM) should be undertaken in order to manage L Company's relationships with its customers.

A CRM project is now underway. The project aim is to implement technology that will collect and organize data on customers that will help retain existing customers and attract new customers. The CRM project will include the development of a database that can be used as part of a company-wide business strategy, so that a better insight into the customer experience can be gained throughout L Company.

Question: Distinguish the characteristics of the proposed Customer Relationship Management (CRM) project that differentiate it from 'business as usual' in regard to the day to day work of the sales and marketing team in L Company.

**PART-B**

4X 12 = 48

2. (a) Explain the differences between Traditional approach to web enabled and integration approach towards CRM. [CO1,K2]  
(b) "CRM plays a significant role in enhancing the reputation of any organization", explain with suitable examples [CO1,K2]
3. (a) Briefly discuss the interface of CRM with Data – mining [CO2,K2]  
(b) Discuss with examples CRM roadmap for business applications[CO2,K2]
4. (a) Briefly discuss the strategic imperatives for building a loyal customer base.[CO3,K2]  
(b) Explain Analytical & Operational CRM with an example of any bank of your interest [CO3,K2]
5. (a) Briefly discuss about the supply demand mismatches and their impact on CRM.[CO4,K2]  
(b) Briefly explain CRM value chain[CO4,K2]
6. (a) Explain the role of CRM in Banking.[CO5,K2]  
(b) Discuss EKB model with an example [CO5,K2]
7. (a) Elaborate the decision metrics for CRM solutions. [CO6,K2]  
  
(b)Discuss the learning and behaviour of consumer in marketing. [CO6,K2]

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# Narasaraopeta Engineering College (Autonomous)

Kotappakonda Road, Yellamanda (P.O), Narasaraopet- 522601, Guntur District, AP.

Subject Code: 19MBA3THM3

## MBA - III Semester Regular & Supple Examinations, March-2022 RETAIL MARKETING

Time: 3 hours

Max Marks: 60

Question Paper Consists of Part-A and Part-B.

Answering the question in Part-A is Compulsory & Four Questions should be answered from Part-B

All questions carry equal marks of 12.

### PART-A (CASE STUDY)

1 X 12 = 12

1. India is perceived to be the most attractive retail destination. India provides the largest consumption market in the world that is still largely untapped. Yet, the most fascinating aspect of this market is that it can never be described in numbers alone. The economic, social and cultural diversity of Indian consumers forces marketers and retailers to view this mass of consumers not as one single market but as a 'mass of niches.' India is not only a culturally diverse market but also an economically diverse one. A recent issue of Forbes magazine states that there are more Indian billionaires than those in Japan. Yet, we have some of the poorest segments of the world's population. In between these two segments lies a huge and diverse market for mass retailers. Customer segments in India are maturing faster than ever. A retailer with a single format strategy will not be able to cater to a target set of customers in India. While hypermarkets and discount chains will continue to dominate the modern retailing scene in India, multiple formats have to be designed to cater to different aspirations and needs of consumers. The growing middle class is pushing the development of specialty stores. Outlets for home products, fashion, office stationary, health products and consumer electronics are in demand.
  - (a) How has the Indian consumer changed over a period of time?
  - (b) Explain in detail the various retail formats mentioned in the case study.
  - (c) Suggest a retail format for both, the rich in India and for the poor in India.

### PART-B

4X 12 = 48

2. Define Retailing and Explain its types and functions in detail.
3. Elaborate types of retail location and briefly present Location opportunities.
4. Explain merchandise planning and control in Retailing.
5. List out and Explain key promotional strategies in Retailing.
6. Write a detailed note on Evolution of franchising and franchising types.
7. Explain the following
  - (a) Service Retailing
  - (b) Develop assortment plan
  - (c) Store Atmosphere

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**Subject Code: 19MBA3THH1**

**MBA - III Semester Regular & Supple Examinations, February-2022**

**MANAGEMENT OF INDUSTRIAL RELATIONS**

**Time: 3 hours**

**Max Marks: 60**

**Question Paper Consists of Part-A and Part-B.**

**Answering the question in Part-A is Compulsory & Four Questions should be answered from Part-B**

**All questions carry equal marks of 12.**

**PART-A (CASE STUDY)**

**1 X 12 = 12**

1. Mr. Rama Brahmam is an arbitrator in Silicon valley who had a good track record of resolutions in board level issues. The organisation's management is forcing the unions to resolve with his help irrespective to the level of problems. After some years a several years the union has split into many small unions where they wanted formal procedure for grievance mechanism. It was started an official delay too in resolving problems from then.
- Will you support management decision to appoint Rama Brahmam
  - Bypass the grievance procedure is good/bad discuss?

**PART-B**

**4X 12 = 48**

- (a) Explain the components and concept of Industrial Relations.[CO1,K2]  
(b) Discuss and apply the conditions of Labour market. [CO1,K2]
- (a) Define Trade union. Write various types of TUs. [CO2,K1]  
(b) Explain Trade Union Act 1926. [CO2,K2]
- (a) Discuss the process of Collective Bargaining in detail.[CO3,K2]  
(b) Bipartite and Tripartite discussions with examples in India.[CO3,K2]
- (a) Define QWL. Explain different levels of participation. [CO4,K1]  
(b) Discuss various fringe benefits. [CO4,K2]
- (a) Discuss health and occupational safety measures.[CO5,K2]  
(b) Explain ESI Act, 1948 [CO5,K2]
- (a) Explain the process of Arbitration in India. [CO6,K2]  
(b) What is code of conduct. Explain[CO6,K2]

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# Narasaraopeta Engineering College (Autonomous)

Kotappakonda Road, Yellamanda (P.O), Narasaraopet- 522601, Guntur District, AP.

Subject Code: 19MBA3THH2

## MBA - III Semester Regular & Supple Examinations, March-2022 COMPENSATION AND REWARD MANAGEMENT

Time: 3 hours

Max Marks: 60

Question Paper Consists of Part-A and Part-B.

Answering the question in Part-A is Compulsory & Four Questions should be answered from Part-B

All questions carry equal marks of 12.

### PART-A (CASE STUDY)

1 X 12 = 12

1. Mr. Dale is an Ex. officio person who has appointed as HR manager recently for APEX Pvt. Ltd, would like to bring uniformity in all the benefits for employees with piece rate method. Earlier it was time rate method. Practically there are lot of problems where employees are not accepting everything. In this modification the period is increasing and the amount they are getting is reduced as a part of extra work done by labour. He tried many times to discuss about this matter but failed. Finally he started taking actions on employees.

Questions

- Discuss the case with rationality among both sides.
- What is the fault with Mr. Dale and/or employees.

### PART-B

4X 12 = 48

- (a) Define Compensation. Write types of compensation  
(b) Discuss Marginal productivity theory
- (a) Define strategy. Write various sources of competitive advantage.  
(b) Describe the development of total compensation strategy.
- (a) Differentiate merit pay and bonus  
(b) List out the administration of different incentive plans.
- (a) Discuss social security in detail.  
(b) Explain the significance of employee benefits.
- (a) Define Wage and Salary. Explain methods of wage determination.  
(b) Discuss wage policy in India.
- (a) Explain functions of wage boards.  
(b) Compare various Indian and global compensation practices.

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