Subject Code: 19MBA3TH01

MBA - III Semester Regular & Supple Examinations, January-2024
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.

PART-A (CASE STUDY)   1*12=12

1. The showcasing of the Tata Nano at the Indian auto show on 10 January 2008, ushered in a whirlpool of apprehensions mainly because concrete answers were yet to be found. On one hand emotions ran high terming the Nano as an automotive fantasy that could create a different segment altogether. Critics, on the other hand, held on to their views as to whether the Nano satisfied the requirements of the global automobile consumer. The price hysteria surrounding the Nano, priced at a surprising $2,500 (1 lakh Indian rupees) was the epicentre of all debates when Tata announced that the Nano planned to claim the international market through global licensing. It was said that Tata Motors was working on plans to hit the markets of Latin America, Southeast Asia and Africa with the Nano. Given the strong distribution network of Tata Motors internationally, the option could have been termed logical. Moreover, the rising market of small cars cushioned Tata Nano' s global dream. The future of the Nano in the international automobile market was thus placed on a tight rope even before it hit the roads. The world waited to discover if Tata had really created a wonder car to soothe all expectations.

PART-B

                                                                              4X 12 = 48

2. (a) Concepts of strategic management and its objectives
   (b) Explain the factors that shapes a company strategy with example

3. (a) What is competitive analysis and explain various techniques in competitive analysis
   (b) Internal and external environment is monitored by environmental scanning. State and elaborate the statement.

4. (a) What is balanced scorecard? Explain its pros and cons with examples.
   (b) Explain the key activities of strategic leader

5. (a) Explain porter's value chain in a nutshell
   (b) What are the features of turnaround strategy and its sources.

6. (a) Explain the strategies for competing in global market.
   (b)Compare and contrast quantitative and qualitative benchmarking to evaluate performances.

7. (a) Explain strategic surveillance and strategic audit.
   (b)Explain organizational values and their impact on strategy.

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NEC

Subject Code: 19MBA3TH02

MBA - III Semester Regular & Supple Examinations, January-2024
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.

PART-A (CASE STUDY)

1 X 12 = 12

1.   **Case Study: Report Card on Corruption:**

Corruption is one of the most damaging consequences of poor governance combined with the absence of transparency and accountability. The Corruption Perception Index of Transparency International has depicted India as growing in its corruption rate in recent years. Corruption is of two types – one wherein the powerful pocket crores of rupees under the guise of public welfare.

This is exemplified by the number of scams and scandals like the ones India has witnessed in recent years. The other is the under-the-table kind where people pay money for their entitled services like bribes to excise duty inspectors, doctors, bureaucrats etc. While the former is difficult to detect, the latter is easier to survey and quantity. Hence, most of the corruption surveys and reports including the Transparency International (TI) reports are accounts of these "petty corrupt acts".

TI is an international body checking on the levels of corruption engulfing the world. They have been responsible for various surveys conducted across nations for their growth in corruption. Recent studies done in South Asia have revealed the pathetic state of work related affairs in India and her neighbours.The survey by TI done between November 2001 and May 2002 entitled Corruption in South Asia-Insights & Benchmarks from Citizen Feedback Surveys in Five Countries, identified high levels of corruption encountered by citizens attempting to access seven basic public services.

In India, Pakistan and Sri Lanka, 100 per cent of respondents that interacted with the police reported encountering corruption. In Bangladesh, this figure was 84 percent and in Nepal, 48 per cent. In their experiences with the judiciary, nearly all India (100 per cent), Sri Lankan (100 per cent), and Pakistani (96 per cent) households polled reported paying bribes. Judicial corruption was also significant in Bangladesh (75 per cent of users) and Nepal (42 per cent of users).

After the police and judiciary, land administration was identified as the next most corrupt sector across the region, according to the experiences of South Asian households. In Pakistan, 100 per cent of respondents who had experience with the land administration authorities reported corruption and in Sri Lanka this figure was 98 per cent. Land administration was somewhat cleaner in Bangladesh (73 per cent of users reported corruption), India (47 per cent of users) and Nepal (17 per cent of users).

The survey, conducted in Bangladesh, India, Nepal, Pakistan and Sri Lanka was carried out on households, both urban and rural, in each country. When asked about the source of corruption, most respondents answered that public servants forced bribes. Middle and lower level civil servants were identified as the key facilitators of corruption in all sectors probed.

The survey results show that even when public services are meant to be freely available, bribes and delays keep many from receiving them, and it is most often the poorest in society that suffer most. The attitude of general Indian public against corruption is not good and feel that they cannot free themselves from the corruption. TI's survey of international perception of business ranks India worse than China.

Questions for Discussion

1. Identify the problem of the case.

2. Give alternative strategies

3. Provide a practical solution to this problem.

PART-B

4X 12 = 48

2. Discuss the importance of Business Ethics.

3. Explain the Development of Indian Capital Markets

4. Briefly explain HR related ethical issues.

5. Explain Sarbanes – Oxley Act, 2002.

6. Discuss the role of government in implementing Corporate Governance

7. Explain Corporate Governance in developing economies.

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Subject Code: 19MBA3TH03

MBA - III Semester Regular & Supple Examinations, January-2024
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.

PART-A (CASE STUDY)

1 X 12 = 12

1. For years, this financial service company's global compliance group struggled to manually collect data from multiple sources such as Excel spreadsheets, Word documents, and other report summaries. The lengthy compliance reports they needed to generate took weeks to compile, and with so many manual steps involved, accuracy was less than optimal; often, reports had to be re-run due to errors. The customer needed an end-to-end business analytics solution that would automatically collect and analyse a wide range of compliance metrics.

PART-B

4X 12 = 48

2. (a) Define business analytics and explain its types in detail.

   (b) Explain usage of analytics in different areas.

3. (a) Explain types of business analytics with examples
   (b) Explain in detail about web and social analytics.

4. (a) Explain in detail about types of reports.

   (b) Explain the process of report writing.

5. (a) What is financial analytics and explain skills required for a financial analyst.

   (b)What is a financial statement and explain its types.

6. (a) Explain various performance appraisal techniques.

   (b)Explain marketing analytics and explain how it is useful in current situations in the business world with examples

7. (a) Explain in detail about components of marketing plan.

   (b) Which method is suitable for modern marketing analytics? Justify your answer.

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NEC

Subject Code: 19MBA3THF1

MBA - III Semester Regular & Supple Examinations, January-2024
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. **Case Study**

The return and risk figures of two mutual funds and the stock market index are given in the table.

Fund	Average annual return (%)	Standard deviation σ	Correlation coefficient Market and portfolio
X	18	27	0.8
Y	14	18	0.6
Z	15	8	0.9
M(Mkt Index)	13	12	-

Risk free rate of interest is 9 %.

i)   Rank these portfolios using Sharp's and Treynor's methods.

ii)   ii)Compare both the indices.

PART—B   **4X 12 = 48**

2.   a) Define risk and distinguish between systematic and unsystematic risk.

     b) Distinguish between investment and Speculation?

3. Compare and contrast efficient market hypothesis with fundamental and technical analyses.

4. Assume a Rs 1000 per value bond with 8.5 percent coupon rate and a maturity period of 5 years. Determine the duration of the bond, if the current market interest rate is 10 percent.

5.   Analyze the any five methods in equity valuation?

6.   a) Describe the valuation of stocks using capital asset pricing model.
     b) An investor owns a portfolio of four securities with the following characteristics:

Securities	Beta	Random error(std dev%)	Proportion
1	0.79	12	0.25
2	1.85	8	0.30
3	1.05	17	0.15
4	0.82	20	0.30

     Calculate the portfolio risk, assuming the standard deviation of returns on the market index to be 16 percent

7. What is portfolio evaluation? Explain its significance in the process of Jensen's, Treynor's and Sharpe's performance index models.

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Subject Code: 19MBA3THF3

MBA -III Semester Regular & Supple Examinations, January-2024
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)   1X 12 = 12

1. CASE STUDY

Mrs W contacted her bank to complain that, over a three-month period, Rs.9,600 had been withdrawn from her account without her knowledge. The withdrawals had all been made from cash machines, using her debit card and PIN. She did not consider that she should be liable for the transactions and she thought that the bank should have done more to prevent them taking place.

According to Mrs W, her debit card had been taken from her by a Mr C, who had made the disputed withdrawals without her permission and had then refused to give the card back. She said she often suffered from periods of depression and that, during these periods, Mr C "exercised control" over her. She assumed that he must have obtained her PIN by watching her use the card.

Complaint not upheld

We examined the audit trails for the cash withdrawals made from Mrs W's account during the period in question. These showed that all the withdrawals had been made with Mrs W's genuine card and associated PIN. It was difficult, from what Mrs W was prepared to tell us, to get to the bottom of exactly how Mr C had obtained Mrs W's debit card in the first place - or why she had not reported this to the bank right away. We also noted that the disputed transactions were interspersed with undisputed transactions, made by Mrs W herself. This did not seem to tie in with her statement that Mr C had refused to give her back the card. Mrs W had eventually reported her card to the bank as "lost or stolen", but not until sometime after all the disputed withdrawals had been made.

Mr C had told the bank that Mrs W had allowed him to use the card and had given him the PIN. But because Mr C was not a party to the complaint, we had no power to question him about that. After looking carefully at all the evidence, we accepted that Mrs W had not actually made the disputed withdrawals herself. However, we were unable to conclude that she had not in any way authorised them. We could not fairly say that the bank should be liable for the transactions, and we did not uphold the complaint. However, we reminded Mrs W that our consideration of her complaint did not affect her right to take the matter to court - where witnesses such as Mr C could be compelled to give evidence.
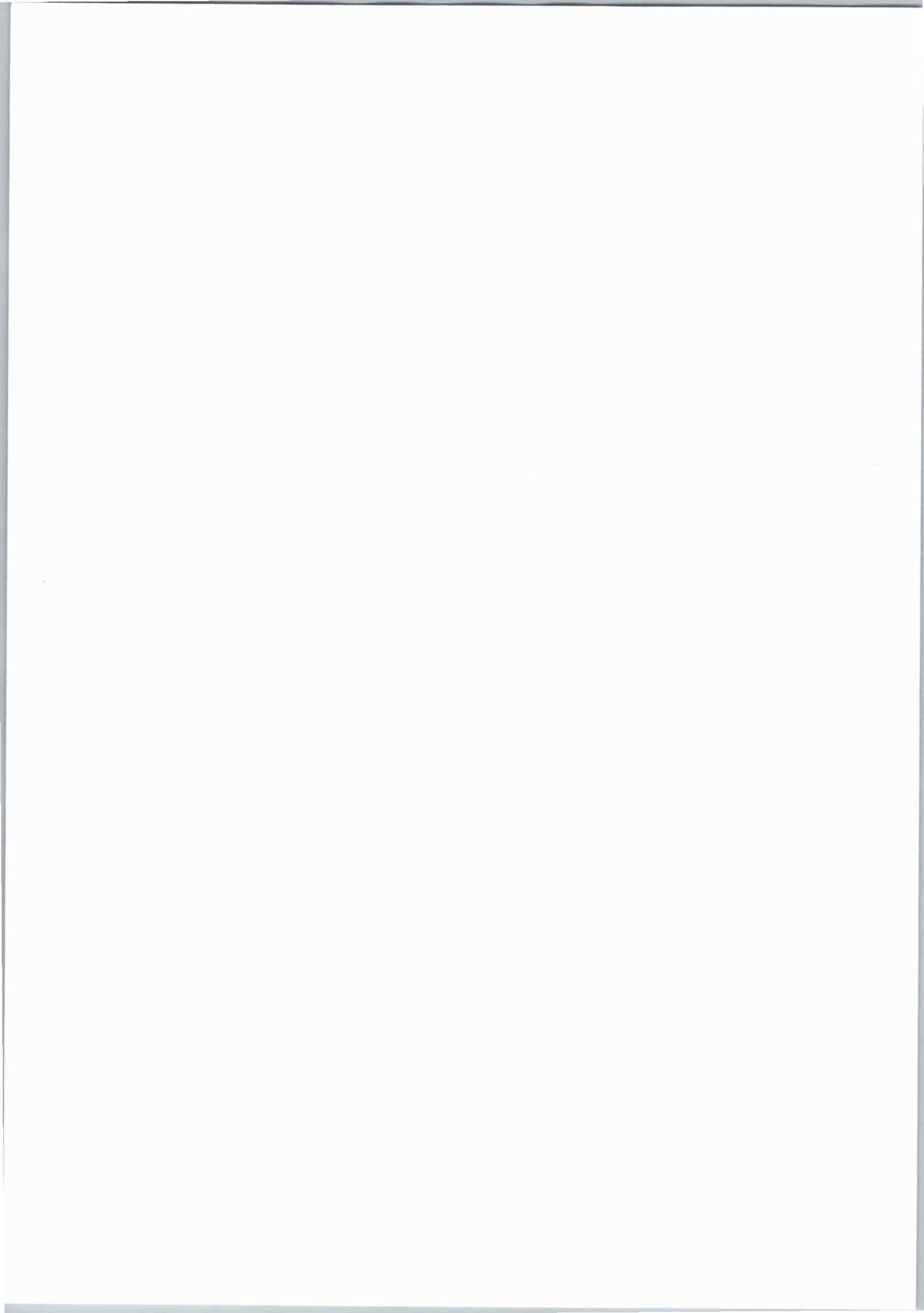
Questions:-

1. Explain the Significance rules of Debit Card Rules as per case study?
2. What is role of authorized person in this case?

PART-B   4X 12 = 48

2. Discuss the significance of CAMEL Approach in present Scenario?

3. Critically examine the causes of increasing Non Performing Assets after demonstrations?

4. Examine the norms of Basel Accords I, II and III for regulation of Banks system in India?

5. Explain the nature, scope, future and strategies of core banking solutions. Explain the role of health insurance in the present scenario?

6. Explain about various special riders in life insurance contract.

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Subject Code: 19MBA3THH2

MBA - III Semester Regular & Supple Examinations, January-2024
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. **CASE STUDY**

The 1990's were a watershed for for the Indian banking industry, and particularly for nationalised banks hitherto have monopoly in the industry. Following the deregulation of the financial sector, Corp bank has faced increased competition from other financial institutions like Can find Homes Ltd, LIC Housing Corporation and foreign private banks. These specialised financial institutions were giving a tough competition to Corp Bank resulting an intense squeeze on profit margins and the need to make considerable efforts to to retain its clientele. Under such pressure, Corp bank introduced new technology, new financial products and new reward system for bank managers and staff. Information and communication technologies(ICTs) enabled the bank to process much larger volume of business and just importantly, the new ICTs themselves facilitated the development of new, and technically based product and services (such as home banking, smart cards and debit cards)which Corp Bank started to market to its customers. Running parallel with these technical changes was the dismantling of the paternalistic human resource management system. In essence, Corp Bank's bureaucratic culture and its associated belief system for managers and staff of appropriate behaviour being rewarded by steady promotion through the rank swept aside. The new culture ion the fast changing environment, emphasised customer service and the importance of measuring and rewarding staff according to their performance. The new performance related reward system was introduced at the board meeting held in June 2002. Mr N.K. Singh, Chairman and managing Director of the bank said that the proposed reward system would be a key strategy to ' maintain our reputation and market share'. He outlined that in future, the salary of bank managers would be tied to their leadership skills and quality of customer services. Accordingly, the reward system would link manager's salary to behaviour traits that relate to leadership and customer service. The variable pay for both managers and staff would be based on what is accomplished because customer service is central to Corp bank's strategic plan, a three category rating system that involves' not meeting' customer expectations, ' meeting' them or 'far exceeding' them, is the essence of the reward system.

PART-B   4 X 12 = 48

2.	Outline the assumptions of various Compensation Theories. Classify the various types of Compensation.
3.	Evaluate the Sources of Competitive Advantage. Summarize the strategic perspectives of Compensation Management
4.	Describe the key advantages of Employees Stock Option Plan. Differentiate between Piece Rate System and Hourly Rate System.
5.	Elucidate the various types of Employee Benefits. Discuss the key considerations in designing the Benefit Package.
6.	Elaborate the various Methods of Wage Determination in India. Discuss the Pay Revision Committees.
7.	Highlight the key trends in Global Compensation. Discuss the Multinational Compensation.

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Subject Code: 19MBA3THM1

MBA - III Semester Regular & Supple Examinations, January-2024

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.

PART-A (CASE STUDY)

1 X 12 = 12

1. A major services company, ABC India Ltd., had many customers churning to a competitor. Thus, customer acquisition and customer retention are two essential metrics identified for this company. Insight was needed into which customers were at risk of leaving, why they were leaving, and what customers to focus the retention effort on. A trend was noticed that customers who contacted a call centre were more likely to leave the company within the next 6 months. Now, the company wanted to confirm whether this trend was genuine and if so, was anything that a customer said or their pattern of contacting call centre indicative of their propensity to leave?. The company also wanted to know at least two months in advance if a customer was likely to leave so that their retention team could contact the customer and attempt to persuade them to stay

Questions:

(a) What are the core issues and challenges faced by ABC India Ltd.?

(b) How can ABC India Ltd. leverage the CRM analytics to identify high value customers to improve customer retention, and develop data-driven customer segments?

(c) Suggest data mining techniques to examine the inbound call centre records of the conversations between customers and staff to identify customers with a high likelihood of churn?

PART-B

4X 12 = 48

2. (a) What are the factors responsible for the evolution of CRM? Mention any four new paradigms of CRM.

  (b) Analyse the significance of CRM to stakeholders in contemporary era.

3. (a) Describe the process of customer profile analysis.

   (b) Why is the lifetime value of a customer important? How to calculate life time value of the customer?

4. (a) Define customer acquisition. Briefly explain strategies for customer acquisition.

   (b) Explain different models of CRM in contemporary era.

5. (a) What are various tools and techniques used for understanding a typical consumer behaviour in emerging economy like India?

   (b) Critically evaluate the decisive role of consumer beaviour in developing effective marketing strategy

6. (a) What are various types of consumer decisions? Explain consumer decision making process with the help of Howard - Sheth model.

   (b) Discuss the influence of cross cultural and socio–cultural influences on consumer behaviour.

7. (a) What is consumer perception? Briefly describe consumer perception process in marketing.

   (b) What is consumer personality? Explain the big 5 model of personality with suitable example

Subject Code: 19MBA3THM3

MBA - III Semester Regular & Supple Examinations, January-2024
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

Cameron -shaw is a leading retail operation consisting of flagship in Dallas and fifteen branches throughout Texas and California. The flagship and its branches are all extremely successful in terms of volume and profits. Its volume ranks among the top in department store organizations in the west.

The stores are operated as high-priced prestigious retailers. The labels and brands that they carry are among the best known and come from all of the major fashion canters in the world.

The company does not offer private labels or brands to its customers. Instead, along with its marquee labels, its mixed in an assortment of little-known brands. Its records show that these lower image labels achieve greater markups and profits than the better-known products. This of course is based on the absence of competition that is the case with its high-profile lines.

With the evidence that with higher markups can be achieved with lesser-known goods, the buyer for bridge collections, Emina Chang, has suggested that the company consider entering into private labelling. This would enable the organization to carry merchandise that it develops and mark it up higher. She reasons that with the company's excellent reputation, and the assistance of an outstanding buying team, private labelling should be a relatively easy task. Ms. Chang suggests that they first begin with some bridge merchandise and slowly add other lines to the model stock.

1. Explain other information would you like to have, in addition to Ms. Chang's opinion, before embarking on a private label?
2. Do you think a store of this nature is appropriate for this type of merchandising?

PART-B

4X 12 = 48

2. (a) Discuss the impact of high real estate costs and the general unavailability of large sites in metropolitan areas on the retail industry in India.
   (b) List the steps involved in managing a retail store for a store manager
3. (a) Explain how the facilities like adequate parking and easy access to public transportation effect the developments of shopping areas.
   (b) Briefly discuss the various layouts of a retail store with examples
4. (a) Discuss the role of atmospherics in store design with suitable example
   (b) "Role of a customer is critical for a Retail Mall", Discuss with example
5. (a) Explain the factors that a retailer needs to take into account while choosing a location for a retail
   (b) Explain the five rights of merchandising and their relevance in modern day retail

6. (a) Define Clutter and Explain its effect on Retail mall.
   (b) Examine the strategies adopted by any two national retailers- what are their strengths, weaknesses, threats and opportunities.
7. (a) Define franchising. Discuss the franchising strategy with a suitable example.
   (b) Discuss the pros and cons of franchising strategy with an example.

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NEC

Subject Code: 19MBA3THH1

MBA - III Semester Regular & Supple Examinations, January-2024
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. In December 2000, the Supreme Court finally passed judgment on the controversial Philips case. It was in favour of the PIL. The judgment dismissed the review petition filed by the workers as a last ditch effort. The judge said that though the workers can demand for their rights, they had no say in any of the policy decisions of the company, if their interests were not adversely affected. Following the transfer of ownership, the employment of all workmen of the factory was taken over by Kitchen Appliances with immediate effect.

   Accordingly, the services of the workmen were to be treated as continuous and not interrupted by the transfer of ownership. The terms and conditions of employment too were not changed. Kitchen Appliances started functioning from March 2001.

   This factory had been designated by Videocon as a major centre to meet the requirements of the eastern region market and export to East Asia countries.

   The Supreme Court decision seemed to be a typical case of 'all's well that ends well.' Ashok Nambissan, General Counsel, PIL, said, "The decision taken by the Supreme Court reiterates the position which Philips has maintained all along that the transaction will be to the benefit of Philips' shareholders." How far the Salt Lake workers agreed with this would perhaps remain unanswered.

   QUESTIONS FOR DISCUSSION:
   a) Changes taking place in PIL made workers feel insecure about their jobs.' Do you agree with this statement? Give reasons to support your answer.
   b) Highlight the reasons behind PIL's decision to sell the Salt Lake factory. Critically comment on PIL's arguments regarding not accepting the union's offer to buy the factory.
   c) Comment on the reasons behind the Salt Lake workers resisting the factory's sale. Could the company have avoided this?

PART-B

4X 12 = 48

2. Define Industrial Relations? Explain evolution of IR.

3. Describe Trade Union Act 1926? Analyse why do workers join in Trade Unions?

4. Define collective bargaining? Explain process of bargaining in public sector in India.

5. (a) Explain quality of work life with workers' participation management.
   (b) Discuss about wages, incentives and fringe benefits?

6. Differentiate social security and social assistance. Elaborate employee's state insurance act 1948.

7. Define industrial dispute? Explain the dispute settlement procedure in India.