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MBA I & III SEM

END EXAMINATION QUESTION PAPERS

SUPPLEMENTARY

OCT. 2025

Narasaraopeta Engineering College (Autonomous)
Kotappakonda Road, Yellamanda (P.O), Narasaraopet- 522601, Guntur District, AP.

Subject Code: 19MBA3TH01

MBA - III Semester Supple Examinations, October-2025
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 X 12 = 12

1. McDonald's wanted to grow in emerging markets like India and China. They faced cultural and dietary differences (e.g., beef is not eaten in India). McDonald's adapted its menu, operations, and marketing to suit local tastes while maintaining its core identity. What type of international strategy did McDonald's apply? Explain. How did this strategy help McDonald's achieve competitive advantage? Suggest one strategic risk and one strategic benefit of this approach.

PART-B

4X 12 = 48

2. (a) List and explain any four internal factors that influence a company's strategy.
   (b) Discuss the relationship between a company's vision, mission, and objectives.

3. (a) What is the purpose of industry analysis. Differentiate between industry analysis and competitor analysis.
   (b) Differentiate between internal and external elements of SWOT analysis. Give examples.

4. (a) Define strategic leadership. How is it different from operational leadership?
   (b) Define human capital and explain its importance in strategic management.

5. (a) Name and briefly describe the main categories of activities in Porter's value chain.
   (b) List and explain the common entry barriers faced by new firms in an industry.

6. (a) Explain how organizational values influence strategic decision-making.
   (b) What are the key challenges companies face when competing in global markets?

7. (a) Discuss the steps involved in the strategy evaluation process.
   (b) What are the main components of a strategic audit? Explain.

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Narasaraopeta Engineering College (Autonomous)

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

Subject Code: 19MBA3TH02

MBA - III Semester Supple Examinations, October-2025

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**

Enron Corporation, once one of America's most admired companies, operated in the energy, commodities, and services sectors. Headquartered in Houston, Texas, Enron was ranked **7 on the Fortune 500 list in 2000** for its innovation and rapid growth. However, by **December 2001**, Enron collapsed spectacularly, revealing one of the largest corporate frauds in history.

Enron's success story was built on complex financial innovations and aggressive accounting methods. Its leaders projected an image of brilliance and success, but beneath the surface, the company's financial statements were misleading. The culture within Enron emphasized profits and stock prices over ethics, accountability, and transparency.

Ethical Issues:

1. **Deceptive Accounting Practices**

Enron used **mark-to-market accounting**, allowing it to record expected future profits as current income. This practice inflated the company's financial results and misled investors about its true performance.

The company also created **Special Purpose Entities (SPEs)** to hide debts and losses, keeping the balance sheet artificially strong.

2. **Conflict of Interest**

The Chief Financial Officer, **Andrew Fastow**, managed several of the SPEs and personally gained from these deals. This was a serious **ethical and professional conflict of interest**, as his personal interests conflicted with Enron's financial health.

Corporate Governance Failures:

- The **Board of Directors** failed to question Enron's complex financial structures and approved risky and unethical financial transactions.
- The **Audit Committee** ignored warning signs and allowed the external auditor, **Arthur Andersen**, to provide both auditing and consulting services to Enron—compromising auditor independence.

Consequences

When the fraud was exposed, Enron filed for **bankruptcy in December 2001**, the largest in U.S. history at that time.

- **Investors** lost nearly **$74 billion.**
- **Thousands of employees** lost their jobs and retirement savings.
- **Executives**, including CEO **Jeffrey Skilling** and CFO **Andrew Fastow**, were convicted and imprisoned.
- **Arthur Andersen**, Enron's auditing firm, lost its license to audit public companies.

Reforms and Lessons Learned:
In response to the scandal, the **Sarbanes-Oxley Act (2002)** was passed to strengthen corporate governance and restore investor confidence. Key provisions included:

- Certification of financial reports by CEOs and CFOs.
- Stricter rules for auditor independence.
- Creation of the **Public Company Accounting Oversight Board (PCAOB).**

Companies also introduced **stronger ethics policies, whistleblower protections,** and **greater board oversight** with independent directors and audit committees to ensure accountability and transparency.

Questions:

1. How could stronger corporate governance have prevented the Enron scandal?
2. Are current laws and reforms sufficient to prevent similar scandals today?

PART-B

4X 12 = 48

2. Describe Indian ethical considerations with illustrations

3. Explain the reasons for unethical practices among Indian companies

4. Elucidate various measures against frauds in Insurance sector

5. Discuss the principles of Sarbanes- Oxley Act 2002 relating to corporate Governance

6. Explain the duties and responsibilities of Auditors with respect to implementation of Corporate Governance

7. Briefly explain the corporate governance practices in transiting economies

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Narasaraopeta Engineering College (Autonomous)

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

Subject Code: 19MBA3TH03

MBA - III Semester Supple Examinations, October-2025

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. NovaTech Solutions Pvt. Ltd., a fast-growing IT services firm with 1,200 employees, has been facing challenges in employee retention, workforce planning, and performance measurement. The HR team noticed that attrition rates among software engineers had reached 18%, and there was a shortage of project managers for international assignments. To address these issues, the company adopted HR Analytics to make evidence-based decisions. By analyzing workforce data, HR planned to hire 150 engineers and 30 project managers while also upskilling 300 employees in AI and Cloud technologies. For performance management, NovaTech implemented multiple appraisal methods, including ranking, grading, paired comparison, BARS (Behaviorally Anchored Rating Scales), cost accounting, and 360° feedback. The analytics revealed an average employee productivity score of 78/100, with 50 top performers identified across departments. On the compensation side, NovaTech used both individual incentive plans (bonuses linked to coding deadlines and sales targets) and group incentive plans (profit-sharing for project teams), distributing a total of ₹5 crores in incentives. The company also measured the ROI of its training programs, which stood at 1.5x, showing that investments in skill development were yielding returns. HR Analytics thus helped NovaTech gain deeper insights into workforce efficiency, training effectiveness, and incentive alignment with company goals.

Questions

a. What is HR Analytics, and why was it important for NovaTech to adopt it?

b. How did workforce planning through analytics help NovaTech address attrition and skill shortages?

c. Compare the effectiveness of BARS and 360° appraisal in ensuring fair performance evaluation at NovaTech.

d. If ₹2 crores were spent on training with an ROI of 1.5x, calculate the financial return and explain its significance for the company.

PART-B

4X 12 = 48

2. (a) Explain the evolution of Business Analytics and discuss how it transformed from traditional decision-making methods to modern data-driven approaches.

(b) Illustrate how Decision Theory and Decision Models assist managers in problem solving using analytics.

3. (a) Explain the differences between data sets, databases, and big data, and discuss how they contribute to Business Analytics.
   (b) Demonstrate the importance of Prescriptive and Diagnostic Analytics in identifying root causes and recommending business solutions.

4. (a) Explain the key components of financial analytics and their role in assessing business performance.
   (b) Demonstrate the different ways to analyse financial statements and interpret profitability, liquidity, and solvency.

5. (a) Explain the importance of HR Analytics in workforce planning and employee retention strategies.
   (b) Demonstrate the role of different performance appraisal methods such as BARS, ranking, and 360° appraisal in evaluating employees.

6. (a) Identify and explain the steps in creating a marketing plan and how analytics supports decision-making in each step.
   (b) Analyse how tools like SWOT analysis, BCG Matrix, and Balanced Scorecard support marketing analytics and strategy formulation.

7. (a) Explain the importance of data visualization tools such as tabulation, charting, and filtering for business reporting.
   (b) Analyse how HR functions like recruitment, training, and compensation are improved through analytics.

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Narasaraopeta Engineering College (Autonomous)

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

Subject Code: 19MBA3THF1

MBA - III Semester Supple Examinations,October-2025

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**

Examine the following information for mutual funds. L, M & N and the market index. The mean risk-free rate was 7%. Calculate the Treynor measure, Sharpe measure and Jensen measure for the four mutual fund and the market Index.

Fund	Return (%)	σ	β
L	24	22	1.8
M	16	14	1.2
N	12	13	0.8
Market Index	10	10	1.0

PART-B

4X 12 = 48

2. (a) Compare and contrast investment, speculation and gambling.
   (b) Explain various investment avenues/alternatives available to Indian investors in financial marketing.
3. (a) Explain the meaning of technical analysis and fundamental analysis. Illustrate the difference between the technical analysis and fundamental analysis.
   (b) An Investor finds the following position in X respect of two bonds I and II. Given That coupon interest is payable annually and the required rate 9% find out the value of both bonds which one is better to invest.

	Face Value	Coupon Rate	Life	Market Price
Bond I	Rs.50000	8.50%	3 Years	Rs.4950
Bond II	Rs.10000	8.75%	4 Years	Rs.9900

4. (a) Explain the difference between P/E ratio, Intrinsic value & Value earnings ratio.

   (b) Illustrate the difference between Dividend capitalization model and single period

5. Explain the meaning of Capital asset pricing model and Arbitrage Pricing theory.

(b) Assume yourself as portfolio manager and with the help of the following details, analyse out the securities that are overpriced and underpriced in terms of SML.

Security	Expected Return	Beta	Alpha
A	0.33	1.70	0.50
B	0.13	1.40	0.35
C	0.26	1.10	0.40
D	0.12	0.95	0.24
E	0.21	1.05	0.28
F	0.14	0.70	0.18
Nifty Index	0.13	1.00	0.20

6. (a) Two securities X and Y have the following data returns on X and Y are 17% and 23% standard deviation of X and Y are 12% and 18%. Analyse minimum risk portfolio with X and Y. The correlation coefficient between their returns is (i) +1 and (ii)-0.36 for these minimum risk portfolios what would be the portfolio return and risk.

(b) Explain the concept of risk and return in detail. Apply the concept of portfolio and portfolio management, Identify the various steps involves in the process of portfolio management

7. (a) Explain Various Schemes that exists in mutual funds

(b) State the methods of portfolio performance evaluation? Explain Sharpe's reward to variability Model.

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Narasaraopeta Engineering College (Autonomous)
Kotappakonda Road, Yellamanda (P.O), Narasaraopet- 522601, Guntur District, AP.

Subject Code: 19MBA3THF3

MBA - III Semester Supple Examinations, October-2025

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. HDFC Bank (a leading private sector bank in India) partnered with HDFC Life Insurance to provide integrated banking + insurance solutions. Customers could buy insurance products directly through the bank's digital platforms without visiting a branch. However, HDFC Life Insurance facing these problems
   - Many retail banking customers had savings but low awareness of insurance products.
   - Traditional selling methods (branch visits, paperwork) discouraged younger customers.
   - Insurance penetration in India was only about 4% of GDP (2022), much lower than developed nations.

Answer the following questions:

a) What was the main problem HDFC Bank faced in selling insurance products?

b) Why do you think insurance penetration is low in India compared to developed countries?

c) Suggest one more way HDFC could integrate insurance with banking services.

PART-B

4X 12 = 48

2. Discuss in detail the various ways in which commercial banks contribute to the economic development of a country, with examples.
3. Define Non-Performing Assets (NPAs). Discuss the major causes behind the rising level of NPAs in banks and explain the measures taken for their recovery.
4. Critically examine Basel Norms – II with reference to risk management in banks. How do these norms address credit risk, operational risk, and market risk?
5. Discuss the products and services offered under retail banking. How has digitalization (mobile banking, UPI, internet banking) transformed retail banking services in recent years?
6. Explain the principles of insurance with practical examples from life insurance, health insurance, and general insurance.
7. "Life insurance products are not just about risk coverage but also about savings and investment". Illustrate different types of life insurance products with real-world examples of how they support families in times of need.

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Narasaraopeta Engineering College (Autonomous)

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

Subject Code: 19MBA3THH1

MBA - III Semester Supple Examinations, October-2025

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. ABC Textiles Ltd., a mid-sized company in Mumbai, has been facing frequent complaints from its workers regarding delayed overtime payments, unclear leave policies, and inconsistent promotion practices. Several employees submitted formal grievances, but management failed to address them promptly. Frustrated, the workers threatened to go on strike.

The company's HR department decided to handle the situation using the grievance settlement process. They reviewed the standing orders, employee code of conduct, and consulted the provisions under the Industrial Disputes Act, 1947. A conciliation officer was appointed to mediate between the workers and management. However, after several sessions, certain issues remained unresolved, leading the case to arbitration.

Questions for discussion:

1. Identify the possible causes of grievance in this scenario.
2. Explain the steps involved in settling employee grievances as demonstrated in the case.
3. Discuss how conciliation, arbitration, and adjudication play a role in resolving industrial disputes.

PART-B

4X 12 = 48

2 (a) Examine the present scenario of Industrial Relations in India, highlighting key challenges and emerging trends in the labour market.
(b) Identify and explain the major factors influencing Industrial Relations in contemporary organizations. Provide suitable examples.

4. (a) Trace the evolution of Industrial Relations in India and explain how historical, social, and economic factors have shaped its development.
(b) Explain the nature and objectives of Trade Unions in India. How far have they succeeded in protecting the interests of workers?

4. (a) Discuss the main provisions of the Trade Union Act, 1926, with special reference to union recognition and registration.
(b) Examine the problems faced by Trade Unions in India and analyze the role of employer associations and management in shaping the trade union movement.

5. (a) Define collective bargaining and discuss its nature, objectives, and process.
(b) Examine the changes in labour–management relations in post-liberalized India.

6. (a) Evaluate the role of bipartite and tripartite bodies in India. How effective have they been in promoting public sector bargaining and maintaining industrial harmony?

   (b) Explain the different levels of participation and highlight the significance of quality circles in improving organizational performance.

7. (a) Examine the nature of wages and various types of incentive schemes and fringe benefits.

   (b) Discuss the nature and types of employee security. Explain the health and occupational safety measures implemented in India to protect workers.

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Narasaraopeta Engineering College (Autonomous)

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

Subject Code: 19MBA3THH2

MBA - III Semester Supple Examinations, October-2025

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. Stellar Tech Solutions, a mid-sized IT company based in Bengaluru, has been facing increasing employee turnover over the past year. Exit interviews revealed that many skilled employees left for competitors offering better pay packages and clearer growth opportunities.

The company's current compensation system is largely seniority-based, with annual increments of 5–7%, regardless of performance. Performance bonuses exist but are minimal, and employees feel that the evaluation process is opaque.

Recently, the HR Director proposed moving to a **performance-based compensation system.**

The new plan would include:

Variable pay linked to individual and team performance,

Market-based salary benchmarking every two years,

Non-monetary rewards such as recognition programs and flexible work benefits, and

Transparent communication about compensation criteria.

However, some senior managers argue that the new system could create unhealthy competition, stress, and dissatisfaction among employees who feel unfairly evaluated.

The company must decide how to balance fairness, motivation, and cost control while designing the new compensation strategy.

Questions:

1. What are the key problems in Stellar Tech Solutions' current compensation system?
2. How can performance-based pay improve employee motivation and retention?
3. What potential challenges might arise from implementing a performance-linked compensation system?

PART-B

4X 12 = 48

2. (a) Explain various types of Compensation?
   (b) Discuss various theories of wages?

3. (a) Elucidate strategic perspectives towards compensation?
   (b) Explore various steps in developing a compensation strategy?

4. (a)Illustrate various enterprise incentive plans in detail?
   (b)Explain various strategic reasons for preparing incentive plans?

5. (a) Elucidate the nature and types of employee benefits?
   (b)Explain various strategic issues involved in designing employee benefits?

6. (a)Illustrate the dynamics of wage and salary administration?
   (b) Explain various Methods of wage determination in India?

7. (a)Explore the concept of compensation practices in different industries?
   (b)Identify the compensation practices of multinational and global organizations?

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Narasaraopeta Engineering College (Autonomous)

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

Subject Code: 19MBA1TH03

MBA - I Semester Supple Examinations, October-2025

ACCOUNTING FOR MANAGERS

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 = 12M

1. From the following particulars calculate the liquidity ratios (a) current ratio, (b) Quick Ratio or Acid-test Ratio And (c) net working capital ratio.

Particulars	Amount
Inventory	140000
Sundry Debtors	280000
Cash	50000
Bills receivable	20000
Creditors	300000
Bank Overdraft	50000

PART-B

4 X 12 = 48M

2. (a) List the accounting principles. Write briefly about accounting concepts and conventions with suitable examples.
   (b) Write steps of the accounting cycle. State the importance of accounting cycle.

3. (a) Write the key differences between journal and ledger. List the types of accounting journals.
   (b) Explain the methods of preparing trial balance.

4. (a) Describe the purpose of the profit and loss account and balance sheet? Explain why both are necessary.
   (b) Define final account? List the objectives of final accounts preparation. Write the importance and use of final accounts.

5. (a) List the causes of depreciation. Mention the reasons to provide depreciation.
   (b) Explain the methods of depreciation with examples.

6. (a) State the objectives of inventory valuation. Write about components and types of inventory systems.
   (b) Explain common inventory valuation methods with examples.

7. (a) Identify the common analysis techniques used for financial statement analysis. Describe its scope.
   (b) Write the preparation steps followed in financial statements. List the analytical methods for financial statements.

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