

Registration No.:

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Total Number of Pages: 02

Course: MBA  
Sub\_Code: 18MBA301A

3<sup>rd</sup> Semester Regular/Back Examination: 2024-25

SUBJECT: Consumer Behaviour

BRANCH(S): MBA, MBA (A & M), FM&HRM, LSCM, MBA (M & F), RM, BA, FM, GM, HRM, IB, MM

Time: 3 Hours

Max Marks: 100

Q.Code: R002

Answer Question No.1 (Part-1) which is compulsory, any eight from Part-II and any two from Part-III.

The figures in the right-hand margin indicate marks.

Part-I

Q1 Answer the following questions:

(2 x 10)

- Define consumer behaviour (CB).
- What is distributive approach in CB?
- What is VALS?
- What is family life cycle?
- Who are opinion leaders?
- What is social group?
- Define Blackbox.
- What is omni channel Behaviour?
- What are cultural values in consumer Behaviour?
- Define perception.

Part-II

Q2 Only Focused-Short Answer Type Questions-(Answer Any Eight out of Twelve) (6 x 8)

- What is the role of reference groups in influencing consumer Behaviour?
- Social media plays a major role in shaping consumer Behaviour. Explain.
- How does social class help the marketers to formulate strategies of CB?
- Write your views on changing consumer Behaviour and its dynamics.
- What is psychoanalytic theory?
- Explain the process of consumer decision making.
- What is selective exposure, selective retention, and selective distortion in CB?
- Discuss the importance of attitude components in consumer Behaviour.
- How is the consumer Behaviour different in online and offline market?
- What are the triggers of cognitive dissonance?
- What are the factors affecting diffusion of innovation?
- Briefly explain cross-cultural consumer analysis.

**Part-III**

**Only Long Answer Type Questions (Answer Any Two out of Four)**

- |           |  |             |
|-----------|--|-------------|
| <b>Q3</b> | Critically evaluate the Howard Sheth Model.                      | <b>(16)</b> |
| <b>Q4</b> | What is the relevance of Pavlov's theory in consumer Behaviour?  | <b>(16)</b> |
| <b>Q5</b> | Discuss the role of Maslow's theory in consumer Behaviour.       | <b>(16)</b> |
| <b>Q6</b> | How do marketers apply gestalt psychology on consumer Behaviour? | <b>(16)</b> |

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Total Number of Pages: 02

Course: MBA  
Sub\_Code: 18MBA301B

3<sup>rd</sup> Semester Regular/Back Examination: 2024-25

SUBJECT: Security Analysis and Portfolio Management

BRANCH(S): MBA, FM&HRM, LSCM, MBA (M & F), RM, BA, FM, GM, HRM, IB, MM

Time: 3 Hours

Max Marks: 100

Q.Code: R034

Answer Question No.1 (Part-1) which is compulsory, any eight from Part-II and any two from Part-III.

The figures in the right-hand margin indicate marks.

Part-I

Q1 Answer the following questions:

(2 x 10)

- What is Purchase power risk?
- What is Systematic risk? Give examples
- What is short sale? Explain with example.
- What are Business risk and financial risk?
- Who is a genuine investor?
- Who is a speculator? What strategy does he follow in stock market?
- What is margin trading? Does it bring profit to investor? Explain.
- What is Efficient Market Hypothesis?
- What is breadth of market? What does it indicate?
- What is the need for revising a portfolio?

Part-II

Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) (6 x 8)

- a) KK invested in equity shares of Wipro. Its anticipated returns over 6 years are given below. You are required to calculate the expected rate of return and risk in terms of standard deviation and variance

Return%	12	15	18	20	24	26	30
p	0.05	0.10	0.24	0.26	0.18	0.12	0.05

- Given  $R_p = 15\%$  and  $R_q = 20\%$  and  $\delta p = 50\%$  and  $\delta q = 30\%$  and  $r_{pq} = -0.60$ . Find the risk and return of the portfolio if the portfolio is 40% p and 60% q.
- As a Technical Analyst what are your likes and dislikes and considerations?
- Write a short note on Support and Resistance level with diagrams.
- Write the operation of Elliot Wave Theory with diagram.
- Explain in detail the DOW theory with diagram.
- Explain the concept of Markowitz Model with a diagram. Discuss its limitations.
- Explain the Sharpe's Single index model with its assumptions.

- i) The estimated rates of return,  $\beta$  values and  $\delta$  are given below. The risk-free return is 6%. The market return is expected to be 15%. Determine which share is overpriced or underpriced?

Security	Estimated return (%)	$\beta$	$\delta$ in percent
A	35	1.6	50
B	28	1.4	40
C	21	1.1	30
D	18	0.9	25
E	15	0.7	20

- j) What do you mean by formula plan? Discuss the 3 plans used for portfolio revision.
- k) The following information pertains to the price of Indian Oil stock for the last 8 trading sessions. You are required to calculate the RSI of the stock of Indian Oil and interpret the result so obtained.

Day	0	1	2	3	4	5	6	7
Stock price	180	160	190	210	300	290	210	160

- l) Distinguish between Fundamental Analysis and Technical Analysis.

### Part-III

#### Only Long Answer Type Questions (Answer Any Two out of Four)

**Q3** Discuss in detail the elements of portfolio management. (16)

**Q4** Given below are the likely returns in case of shares of VCC Ltd. and LCC Ltd. in the various economic conditions. Both the shares are presently quoted at Rs. 100 per share. Find which of the two companies are risky investments? (16)

Economic conditions	Probability	Returns of VCC	Returns of LCC
High Growth	0.3	100	150
Low growth	0.4	110	130
Stagnation	0.2	120	90
Recession	0.2	140	60

**Q5** What is EIC analysis? What are the objectives of going for this analysis? Discuss the parameters to be considered in Fundamental analysis (16)

**Q6** The following details are given for the stocks of X Ltd. and Y Ltd. and the Sensex for a period of one year. Calculate the Systematic and Unsystematic risk for the companies' stocks. If equal amount of money is allocated for the stocks, then what would be the portfolio risk? (16)

	X Ltd.	Y Ltd.	Sensex
Average Return	0.15	0.25	0.06
Variance of Return	6.30	5.86	2.25
Beta	0.71	0.27	

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Course: MBA

Sub Code: 18MBA301C

3<sup>rd</sup> Semester Regular/Back Examination: 2024-25

Manpower Planning

BRANCH(S): MBA, FM&HRM, LSCM, RM, BA, FM, GM, HRM, IB, MM

Time: 3 Hours

Max Marks: 100

Q.Code: R050

Answer Question No.1 (Part-1) which is compulsory, any eight from Part-II and any two from Part-III.

The figures in the right-hand margin indicate marks.

**Part-I**

**Q1 Answer the following questions:**

**(2 x 10)**

- a) How selection is different from recruitment?
- b) Write a short note on underutilization of manpower.
- c) How employee turnover can be measured?
- d) Write a short note on behavioral interviews.
- e) What do you mean by potential mapping?
- f) How succession planning crucial for an organization?
- g) What are various methods used in HRP?
- h) How employees' dashboard helpful for manpower planning?
- i) What do you mean by workforce trend analysis?
- j) How manpower control and reviews work?

**Part-II**

**Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)**

**(6 x 8)**

- a) What are the prerequisites of effective Human Resource Planning?
- b) Elucidate the use of technology in manpower planning.
- c) "The process of HR planning is within the business system". Comment.
- d) What are the obstacles towards seamless manpower demand forecasting?
- e) "Manpower planning is helpful in strategic management". Analyze.
- f) How the market or external factors influence workforce planning?
- g) How job analysis helps manpower planning?
- h) Explain the process of organizational competency building.
- i) Explain the significance of strategic staffing.
- j) Explain the process cohort analysis in brief.
- k) Distinguish demand forecasting from supply forecasting.
- l) How the employee data useful in competency management?

**Part-III**

**Only Long Answer Type Questions (Answer Any Two out of Four)**

- Q3** Discuss the necessity of HR planning. What are the narrow and broad implications of manpower planning? (16)
- Q4** What is the procedure of potential mapping? How competencies of individuals can be resulted in to performance? (16)
- Q5** Discuss some statistical methods and mathematical techniques often useful in manpower forecasting. (16)
- Q6** Human resource should be approached as a business process to manage successfully. Critically examine. (16)

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Total Number of Pages: 02

Course: MBA

Sub\_Code: 18MBA301D

3<sup>rd</sup> Semester Regular/Back Examination: 2024-25  
Sub: Supply Chain Management and Logistics  
BRANCH(S): MBA, FM&HRM, BA, FM, GM, HRMIB, MM  
Time: 3 Hours  
Max Marks: 100  
Q.Code: R084

Answer Question No.1 (Part-1) which is compulsory, any eight from Part-II and any two from Part-III.

The figures in the right-hand margin indicate marks.

**Part-I**

**Q1 Answer the following questions: (2 x 10)**

- a) What are the types of Reverse Logistics Flows?
- b) Differentiate between centralized and decentralized supply chain.
- c) Explain the supply chain management value chain system.
- d) What is inbound logistics?
- e) What is supply chain security?
- f) What is warehouse management system?
- g) Write two disadvantages of Vendor management Inventory.
- h) What do you mean by Psychic stock?
- i) How does 4PL differs from 3PL?
- j) Write the benefits of warehouses.

**Part-II**

**Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of twelve) (6 × 8)**

- a) What are the various drivers of SCM?
- b) Diagrammatically show the various flows in supply chain.
- c) Discuss various causes of Bullwhip effect.
- d) Why most of the manufacturing companies have adopted outsourcing as source of supply chain?
- e) Discuss the various factors impacting road transport cost?
- f) Discuss the role of CRM initiatives to support SCM system for a company with example.
- g) Write a note on various criteria for evaluation of vendor's performance.
- h) What is cross docking method? Discuss the situations suited for application of cross docking.
- i) Why Vendor management is essential? Explain.
- j) Write short notes on the factors affecting strategic fit.
- k) Write advantages and disadvantages of Containerization.
- l) "IT plays a critical role for supply chain management". Do you agree with this statement? If yes, why? Highlight the concepts to support your answer.

**Part-III**

**Only Long Answer Type Questions (Answer Any Two out of Four)**

**(16x2)**

- Q3** (a) Explain the significance of Effective Supply chain Management. **(8)**  
(b) Write short notes on challenges of Supply chain Management. **(8)**
- Q4** Describe the SCOR model for the performance measurement of a supply chain. **(16)**
- Q5** What are the factors influencing Network design decision.? Explain. **(16)**
- Q6** (a) Briefly Explain impact of Forecasts on Supply chain management. **(8)**  
(b) How to select appropriate forecasting techniques in Supply chain management? **(8)**



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Course: MBA  
Sub\_Code: 18MBA302A

3<sup>rd</sup> Semester Regular/Back Examination: 2024-25

SUBJECT: Sales & Distribution Management

BRANCH(S): MBA, MBA (A & M), FM&HRM, LSCM, MBA (M & F), RM, BA, FM, GM, HRM, IB, MM, MBA(PT)

Time: 3 Hours

Max Marks: 100

Q.Code: R106

Answer Question No.1 (Part-1) which is compulsory, any eight from Part-II and any two from Part-III.

The figures in the right-hand margin indicate marks.

**Part-I**

**Q1 Answer the following questions: (2 x 10)**

- What is the main objective of the Sales & Distribution Management course?
- What is the purpose of setting up a sales organization?
- How does sales force motivation and compensation play a role in sales management?
- What is the importance of sales forecasting and territory design in sales management?
- What is the role of designing customer-oriented marketing channels in Distribution Management?
- How are channel member behavior and channel conflict addressed in Distribution Management?
- What is the role of supply chain management in online marketing?
- What is the purpose of distribution analysis in distribution management?
- What is the significance of training for a newly recruited sales force?
- Describe the concept of sales analytics.

**Part-II**

**Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) (6 x 8)**

- Explain the concept of Omni Channel distribution and its importance in modern marketing.
- Discuss the depth and width of distribution analysis in Distribution Management.
- What is the significance of Percentage Dealer Stocking and Per Dealer Off-take in Distribution Management?
- How does Stock Turnover Ratio and Weighted Distribution impact distribution decisions?
- Describe the role of Vertical marketing system and Horizontal Marketing system in Distribution Management.

- f) Discuss the objectives and importance of Logistics Management in the context of Online Marketing and Retailing.
- g) Explain the key decisions involved in Logistics planning and Inventory management.
- h) What are the critical transportation decisions covered in the Logistics Management?
- i) How does Supply Chain Management contribute to effective Online Marketing and Retailing?
- j) Discuss the types and causes of channel conflicts in distribution management.
- k) Define Weighted Distribution and its significance in assessing market reach.
- l) Give a brief note on horizontal marketing system.

### **Part-III**

#### **Only Long Answer Type Questions (Answer Any Two out of Four)**

- |           |  |             |
|-----------|--|-------------|
| <b>Q3</b> | Discuss the impact of consumer behavior on sales and distribution strategies. How can understanding consumer preferences enhance sales performance?  | <b>(16)</b> |
| <b>Q4</b> | Evaluate the role of technology and digital channels in modern sales and distribution management. Suggest ways in which it can be further enhanced to address the evolving industry trends.  | <b>(16)</b> |
| <b>Q5</b> | Discuss the importance of integrating the various aspects of sales management, distribution management, and logistics management for effective supply chain operations. Provide examples to illustrate the interconnections between these domains. | <b>(16)</b> |
| <b>Q6</b> | Analyze the challenges faced by sales and distribution managers in a global market. What strategies can be implemented to overcome these challenges?   | <b>(16)</b> |

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Total Number of Pages: 02

Course: MBA  
Sub\_Code: 18MBA302B

3<sup>rd</sup> Semester Regular/Back Examination: 2024-25

SUBJECT: FINANCIAL DERIVATIVE

BRANCH(S): MBA, FM&HRM, LSCM, MBA (M & F), RM, BA, FM, GM, HRM, IB, MM

Time: 3 Hours

Max Marks: 100

Q.Code: R126

Answer Question No.1 (Part-1) which is compulsory, any eight from Part-II and any two from Part-III.

The figures in the right-hand margin indicate marks. Non programable calculator allowed

**Part-I**

**Q1 Answer the following questions: (2 x 10)**

- What are derivatives? Give examples.
- Which types of derivative instruments are traded over the counter?
- What is the purpose of initial margin and maintenance margin?
- Explain long future positions and short future position.
- What are the roles of Clearing house in derivative market?
- What do you mean by normal backwardation and normal contango?
- What do you mean by theoretical value of futures contract?
- Explain the terms: Option writer, Option holder, and maturity date.
- What are the different types of options in terms of exercising the same.
- What is a covered call strategy?

**Part-II**

**Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) (6 x 8)**

- Who are the major players of derivative market? Explain their functions in brief.
- The share of Z Ltd. is currently trading at Rs. 300. The risk free rate of interest is 8% p.a.. A three month futures contract is selling for Rs. 312. Is the future contract correctly valued? What shall be the strategy of an arbitrageur to derive profit, if any?
- Discuss the key factors that have an effect on the value of a call option.
- Consider the following data about calls on share A. Classify each of the options and show their intrinsic values and time values. ( Price in Rupees)

Options	Exercise Price	Stock Price	Call Option Price
1	70	72.50	7.75
2	75	72.50	2.50

- e) Consider the stock index is currently at 250. The dividend yield is 4% p.a., and the risk free rate is 6% p.a. A three month European call option on the index with a strike price of Rs. 245 is currently worth Rs. 10. What is the value of a three month put option on the index with a strike price of Rs. 245?
- f) Distinguish between a derivative market and cash market.
- g) Write a short note on the workings of stock index future.
- h) Explain the concept of convergence and divergence of Futures and Spot prices with diagram.
- i) "Options and futures are zero-sum games". Do you agree? Justify your answer.
- j) Discuss with diagram straddle as a simple option trading strategy.
- k) What are the differences between strangle and spread?
- l) Derive the value of a call option in the binomial world using the replicating portfolio method and risk-neutral method.

### Part-III

#### Only Long Answer Type Questions (Answer Any Two out of Four)

- Q3** Identify which of the following options are ITM, ATM, OTM for the buyer of the options. Which of these options will be exercised? Treat each case individually. (16)
- a. RIL 1260 call when the price on expiry is 1300
  - b. L&T 820 put when the price on expiry is 820
  - c. ACC 490 call when the price on expiry is 450
  - d. TISCO 390 call when the price on expiry is 490
  - e. TTech 760 put when the price on expiry is 400
  - f. WIPRO 1370 call when the price on expiry is 1300
  - g. ITC 270 put when the price on expiry is 350
  - h. HUL 970 call when the price on expiry is 970.
- Q4** Who are the users of derivative market? Discuss the advantages in trading in a derivative market. (16)
- Q5** What is a swap? Explain the procedure involved in a swap involving a banking transactions and export and import of items. (16)
- Q6** Discuss in short the following option Greeks: (16)
- a. Delta
  - b. Gamma
  - c. Theta
  - d. Vega.

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Course: MBA/MBAP

Sub Code: 18MBA302C/ 18PTMBA501C

3<sup>rd</sup> / 5<sup>th</sup> Semester Regular/ Back Examination: 2024-25

Employee Relations

BRANCH(S): MBA, FM&HRM, LSCM, RM, BA, FM, GM, HRM, IB, MM, MBA(PT)

Time: 3 Hours

Max Marks: 100

Q.Code: R145

Answer Question No.1 (Part-1) which is compulsory, any eight from Part-II and any two from Part-III.

The figures in the right-hand margin indicate marks.

**Part-I**

**Q1 Answer the following questions:**

**(2 x 10)**

- a) What do you mean by a strike?
- b) Do you think government has played an impact role for healthy industrial relations?
- c) What do you mean by employer's union?
- d) Why social dialogue is important?
- e) What do you mean by a craft union?
- f) How neoliberalism impact employee relations?
- g) What are the levels of strategy in an organization?
- h) What do you mean by employee relations?
- i) How Gandhi's thought impact labour welfare?
- j) Why workers' participation is important?

**Part-II**

**Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)**

**(6 x 8)**

- a) How conventional approached shaped industrial relations system?
- b) Elucidate the structure and functions of ILO.
- c) Discuss the main and auxiliary functions of trade unions.
- d) Elucidate how proactive HR policies shape the industrial harmony.
- e) Distinguish the approach of bipartism and tripartism.
- f) Different between code of conduct and code of discipline.
- g) How workers' participation can be beneficial for both employers and employees?
- h) How strategic decisions influence industrial relations?
- i) Discuss the benefits and prerequisites of collective bargaining.
- j) Why the concept of "psychological contract" is gaining significance these days?
- k) How globalization influenced industrial relations?
- l) Distinguish industrial relations from employee relations.

**Part-III**

**Only Long Answer Type Questions (Answer Any Two out of Four)**

- Q3** What are the roles of different stakeholders in industrial harmony in India? Elucidate in brief the alternatives to dispute management. (16)
- Q4** What do you mean by trade unions? Explain the process of formation and functioning of workers' unions. (16)
- Q5** What do you mean by strategic employee relations? Explain the process and provisions of grievances management in Indian legislations? (16)
- Q6** What are the main causes and how the paradigm shifts of employee relations witnessed in recent years? (16)

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Total Number of Pages: 02

Course: MBA  
Sub Code: 18MBA302D

**3<sup>rd</sup> Semester Regular/Back Examination: 2024-2025**  
**SUBJECT: Pricing and Revenue Management**  
**BRANCH: MBA, FM & HRM, BA, FM, GM, HRM, IB, MM**  
**Time: 3 Hours**  
**Max Marks: 100**  
**Q.Code: R186**

**Answer Question No.1 (Part-1) which is compulsory, any eight from Part-II and any two from Part-III.**

**The figures in the right-hand margin indicate marks.**

**Part-I**

**Q1 Answer the following questions: (2 x 10)**

- What is mark-up pricing and state its advantage to the company?
- What is the difference between revenue and price?
- How do you see price-demand relationship for any product?
- Write two methods by which a company can increase its revenue?
- Why discounts and allowances are preferred by the seller instead of reducing the price?
- Write briefly about price skimming.
- What do you mean by dynamic pricing strategy? Give an example.
- Why companies bundle their products and price them together?
- What do you mean by 'economies of scale'?
- Name any one software which is being used in revenue management in hotel industries.

**Part-II**

**Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) (6 × 8)**

- Explain the relationship among price, average revenue, and marginal revenue in a situation with perfectly elastic demand.
- Scale of operation plays a pivotal role in between revenue and price. Justify this statement.
- A perfectly competitive firm earn only normal profits in the long run. Explain the cause with example.
- Explain the measures to be taken in managing revenues in case of multi-product and multi-source pricing.
- Given, variable cost of a product per unit = Rs. 100, Fixed cost = Rs. 4,00,000, expected unit sales = 4000. Compute the sales price with mark-up profit of 20 %.
- Explain briefly about two alternative strategies of a monopoly seller.

- g) Explain the mechanism for charging variable pricing in service sector taking example of booking rooms in hotels having demand throughout the year.
- h) Explain the relationship between bid price and the opportunity cost.
- i) Explain the concept of experience curve. How experience of production over a period of time helps the firm financially?
- j) Explain any two price adjustment strategies preferred by sellers to reward the consumers.
- k) Scale of operation plays a pivotal role in between revenue and price. Justify.
- l) Explain various objectives of revenue management.

### **Part-III**

#### **Only Long Answer Type Questions (Answer Any Two out of Four)**

- |           |   |             |
|-----------|---|-------------|
| <b>Q3</b> | Revenue management can be controlled through three ways like; capacity management, discount allocation, and duration control. Analyse this statement.       | <b>(16)</b> |
| <b>Q4</b> | Analyse various steps of pricing process giving suitable recommendation to increase profit through more revenue generation.                                 | <b>(16)</b> |
| <b>Q5</b> | Draw and evaluate the Break-even point concept and justify its importance in guiding sellers to generate profit as well as revenue in service sector.       | <b>(16)</b> |
| <b>Q6</b> | Describe the revenue management practices by Airlines and compare the effectiveness of dynamic pricing method over fixed pricing method in aviation sector. | <b>(16)</b> |



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Courses: MBA/MBAP  
Sub\_Codes: 18MBA303A/18PTMBA502A

3<sup>rd</sup> / 5<sup>th</sup> Semester Regular/Back Examination: 2024-25

SUBJECT: Digital Marketing

BRANCH(S): MBA, MBA (A&M), FM&HRM, LSCM, MBA (M&F), RM, BA, FM, GM, HRM, IB, MM, MBA(PT)

Time: 3 Hours

Max Marks: 100

Q.Code: R197

Answer Question No.1 (Part - I) which is compulsory, any eight from Part- II and any two from Part- III.

The figures in the right-hand margin indicate marks.

**Part – I**

**Q1 Answer the following questions: (2 x 10)**

- What do you mean by Search Engine Optimization?
- Give at least two differences between traditional marketing and digital marketing.
- What is PPC advertisement?
- What do you mean by Click-through Rate (CTR)?
- What is email marketing?
- What do you mean by Bounce Rate?
- What do you understand by POEM framework?
- What do you understand by UX in digital marketing?
- What is mobile marketing?
- What do you mean by consumer 2.0?

**Part - II**

**Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) (6 x 8)**

- Briefly describe different Ad placement techniques.
- How do you manage CRM and CX in digital marketing?
- Briefly describe different types of SEO.
- Write a short note on factors to be considered before creating a digital community.
- How will you carry out Audience Analysis and Acquisition Analysis?
- Write a short note on digital marketing landscape.
- How consumer segmentation and positioning is done through online tools?
- Briefly describe the on page and off page SEO techniques.
- What is web analytics? Explain the content strategy that works for LinkedIn.
- Explain the process of creating a Google ad campaign.
- Write a brief note on campaign bid and Ad Rank.
- Briefly describe the advantages of affiliate marketing.

**Part - III**

**Only Long Answer Type Questions (Answer Any Two out of Four)**

- Q3** Describe content marketing. Explain its importance with an example. (16)
- Q4** Explain reach, response, relevance, scheduling, CPM, frequency and ROI in the context of digital media planning. (16)
- Q5** Describe the 6S digital marketing implementation strategy. (16)
- Q6** What are the benefits of email marketing? Explain the tasks involved in making email marketing communication more effective. (16)

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Total Number of Pages: 02

Course: MBA  
Sub\_Code: 18MBA303B

3<sup>rd</sup> Semester Regular/Back Examination: 2024-2025

SUBJECT: Advanced Management Accounting

BRANCH(S): MBA, FM, GM, MBA (M&F), MBA (FM & HRM), RM, HRM, IB, MM

Time: 3 Hours

Max Marks: 100

Q.Code: R222

Answer Question No.1 (Part-1) which is compulsory, any eight from Part-II and any two from Part-III.

The figures in the right-hand margin indicate marks.

**Part-I**

**Q1 Answer the following questions: (2 x 10)**

- a) What is the objective of management accounting for an organization?
- b) Define management accounting.
- c) What do you understand by contribution margin?
- d) How do you calculate cost of production?
- e) Write short note on sales variance.
- f) What is contract costing. Give suitable example.
- g) Briefly define direct and indirect costs with examples.
- h) What are responsibility acts?
- i) Define cost unit and cost center. Give examples for each.
- j) What is key factor?

**Part-II**

**Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) (6 x 8)**

- a) What is cost accounting? Discuss its important objectives in a business entity.
- b) Distinguish between fixed cost and variable cost. With a suitable example explain how these costs do affect the price of the goods.
- c) Explain social cost benefit analysis. What factors are taken to calculate it?
- d) How do you apportion the overhead expenses? Illustrate with examples.
- e) Explain cost-volume-profit analysis.
- f) Compare between Performance Budgeting and Zero-based Budgeting.
- g) Explain few ways of controlling cost in project management.
- h) Briefly explain ABC method of inventory management and its advantages for the organization.
- i) What are the problems associated with marginal costing?
- j) Given, Fixed cost is Rs 2 lakh, Profit volume ratio is 25 %. Compute the production quantity (in units) at which it reaches Break Even point.

- k) Given, Quantity of Production = 10000 units, Fixed cost = Rs. 2,00,000/-, Variable cost = Rs. 10 per unit, Compute Profit amount using technique of marginal costing.
- l) Describe briefly the main features of Process Costing.

### Part-III

#### Only Long Answer Type Questions (Answer Any Two out of Four)

- Q3** "Management accounting is an extension of financial accounting". Discuss this statement. (16)
- Q4** The standard cost of material for a manufacturing unit producing a unit of product is estimated as follows: (16)
- 15 kg raw material @ 1.50 per kg
  - On the completion of the unit, it was found that 20 kg of raw material costing @ Rs 2 per kg has been consumed.
- Compute material cost variance.
- Q5** Evaluate various methods of absorption of overhead expenses in a manufacturing unit. Justify apportionment of common expenses into different heads giving appropriate reasons. (16)
- Q6** ABC company desires to enter a capital project with the following information. (16)
- |   |          |
|---|----------|
| Investment outlay   | Rs. 5000 |
| Project life  | 5 years  |
| Salvage value   | 0        |
| Annual revenue  | Rs. 6000 |
| Annual cost (excluding depreciation, interest and taxes) Rs. 4000 |          |
| Depreciation straight line.                                       |          |
| Tax rate  | 40 %     |
| Debt equity ratio   | 4:5      |
| Cost of equity  | 18 %     |
| Cost of debt  | 9 %      |
- Calculate EVA of the project over its life.

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Total Number of Pages: 02

Course: MBA/MBAP

Sub\_Code: 18MBA303C/18PTMBA502C

3<sup>rd</sup> / 5<sup>th</sup> Semester Regular/Back Examination: 2024-25

SUBJECT: Compensation and Benefit Management

BRANCH(S): MBA, FM&HRM, LSCM, RM, BA, FM, GM, HRM, IB, MM, MBA(PT)

Time: 3 Hours

Max Marks: 100

Q.Code: R243

Answer Question No.1 (Part-1) which is compulsory, any eight from Part-II and any two from Part-III.

The figures in the right-hand margin indicate marks.

**Part-I**

**Q1 Answer the following questions: (2 x 10)**

- Define Compensation in your own words.
- What is Wage Policy? Is it essential for the organization?
- What is merit-based Pay? Define.
- Write a short Note on Employee Stock Ownership plans?
- What are the new trends in compensation?
- Incentive plans are important. Why?
- What do you understand by Bargaining Theory?
- What do you understand by payment by results?
- How cost of living index affects the wage policy?
- Outline the various types of fringe benefits.

**Part-II**

**Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) (6 x 8)**

- What are the consequences of pay dissatisfaction?
- What are the pre-requisites of Effective Incentive Schemes? Explain.
- Employee welfare is as important as Employee salary. Justify with your own view.
- Salary Administration is a sensitive matter which needs to be handled carefully. Justify.
- TATA is a better Organization as far as welfare of the employees concerned. Do you agree and why?
- The incentive scheme is more required in Manufacturing Organization as compared to Educational Institute. Give your own view points on the above statement.
- What is internal and external equity? How both of these significant in pay determination?
- "People join and stay in a firm because of pay." Comment.
- Analyze the argument in favor of and against merit-based pay.

- j) How Executive benefits are different from typical remuneration and pay?
- k) Explain 3 P compensation management approach.
- l) Why do different companies practice different pay systems?

### **Part-III**

#### **Only Long Answer Type Questions (Answer Any Two out of Four)**

- |           |   |             |
|-----------|---|-------------|
| <b>Q3</b> | The concept of compensation is as old as industrialization. How it changed over the period of time? Discuss.  | <b>(16)</b> |
| <b>Q4</b> | Discuss the emerging trends in compensation management. How global market and structural adjustment impacted Organizational compensation policy?            | <b>(16)</b> |
| <b>Q5</b> | Elucidate the process of job evaluation. How effective job evaluation facilitates accomplishment of compensation objectives?                                | <b>(16)</b> |
| <b>Q6</b> | Classify different incentive schemes of an organization and their suitability in different context. Discuss the characteristics of ideal incentive schemes. | <b>(16)</b> |

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Total Number of Pages: 02

Course: MBA  
Sub\_Code: 18MBA303D

3<sup>rd</sup> Semester Regular/Back Examination: 2024-25  
SUBJECT: Operations Strategy  
BRANCH(S): MBA, FM&HRM, BA, FM, GM, HRM, IB, MM  
Time: 3 Hours  
Max Marks: 100  
Q.Code: R273

Answer Question No.1 (Part-1) which is compulsory, any eight from Part-II and any two from Part-III.

The figures in the right-hand margin indicate marks.

**Part-I**

**Q1 Answer the following questions: (2 x 10)**

- Define Operations Strategy.
- Give an example of quality as a performance objective.
- Give two examples of decision area for "Capacity" for a hotel chain.
- Give two advantages of focused operations.
- What do you mean by capacity strategy.
- Give two points in favor of using the traditional market relationships with suppliers.
- Give an example of process technology provides something better or different which customer values.
- How can you manage your suppliers over time?
- What do you mean by modular design?
- What is "offshoring" in global operations strategy?

**Part-II**

**Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) (6 x 8)**

- Give an overview of content of operations strategy.
- Explain how do the requirements of market influence operations strategy.
- Explain the order winning and qualifying competitive factors.
- Discuss the factors influencing the timing of capacity change.
- Discuss some advantages and disadvantages of outsourcing.
- Explain any two elements of partnership relationships in details.
- How do the market volume and variety influence process technology?
- Differentiate between the breakthrough and continuous improvement.
- Discuss the way supplier can be involved in product/service development process.
- Explain the way the concept of Total Quality Management (TQM) fits into operations strategy.
- What do you mean by supply chain instability?
- Discuss the static or defensive approaches to sustainability.

**Part-III**

**Only Long Answer Type Questions (Answer Any Two out of Four)**

- Q3** What do you mean by operations performance objectives? Discuss in details the internal and external effects of the performance objectives. **(16)**
- Q4** What is supply network strategy? Explain in details the elements of partnership relationship. **(16)**
- Q5** What do you mean by performance measurement? Discuss the factors that can be included as performance targets. **(16)**
- Q6** What do you mean by sustainable alignment? Explain the dynamic or offensive approaches to sustainability. **(16)**



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Total Number of Pages: 02

Course: MBA/MBAP

Sub\_Code: 18MBA304A/18PTMBA503A

3<sup>rd</sup> / 5<sup>th</sup> Semester Regular/Back Examination: 2024-25

SUBJECT: Service Marketing

BRANCH(S): MBA, MBA (A & M), FM&HRM, LSCM, MBA (M & F), RM, BA, FM, GM, HRM, IB, MM, MBA(PT)

Time: 3 Hours

Max Marks: 100

Q.Code: R292

Answer Question No.1 (Part-1) which is compulsory, any eight from Part-II and any two from Part-III.

The figures in the right hand margin indicate marks.

**Part-I**

**Q1 Answer the following questions: (2 x 10)**

- What are the additional 'P's in Service Marketing? How do they differentiate products and services?
- Is packaging of service difficult? Justify your answer.
- Write the advantages of service recovery paradox.
- How remote encounter is different from face-to-face encounter?
- What do you mean by moments of truth?
- Differentiate between augmented service and potential service. Give example.
- What are the components of service marketing triangle? Sketch their relationship.
- What do you mean by zone of tolerance?
- What constitutes the service blueprint?
- Differentiate between standardization and customization.

**Part-II**

**Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) (6 x 8)**

- The service scape creates a mood, an attraction or a desire to visit the service provider. Explain with examples.
- Explain the important characteristics of services with suitable examples. Discuss what challenges they pose to the service marketer.
- "Matching capacity and demand are difficult in Service Marketing as services cannot be stored". Explain different strategic approaches for Managing Supply and demand for services.
- What is single window service concept? Explain.
- Why extra 3Ps are required in addition to the traditional marketing-mix for the marketing of services? Explain your answer keeping in view the recent condition of telecommunication services.

- f) What is the importance of distribution channel for the marketing of services? Explain different types of channel conflict.
- g) Explain the process of service delivery by "Zomato".
- h) The process of service delivery can be mapped with a flow chart or a service blueprint. Justify the statement in the context of preparing a Demand draft in a bank.
- i) Discuss the service provided by Government to its consumers through Direct Benefit Transfer and its impact on the consumer satisfaction.
- j) Define service quality. Explain the GAP Model of service quality in the context of Indian Railways.
- k) Explain the different types of intermediaries in service distribution channel.
- l) Why service provider link employee satisfaction and customer satisfaction to company's profit? Justify the inter-relatedness with example.

### **Part-III**

#### **Only Long Answer Type Questions (Answer Any Two out of Four)**

- |           |   |             |
|-----------|---|-------------|
| <b>Q3</b> | "Services are deeds, acts or Performances". Explain the statement in the perspective of Service Marketing. Make a comparative analysis between Goods and Services highlighting the characteristics of services. | <b>(16)</b> |
| <b>Q4</b> | What is SERVQUAL? Using this scale how can you measure and compare public and private hospitals of your city? Explain appropriate components of each scale.   | <b>(16)</b> |
| <b>Q5</b> | Give important reasons behind the huge growth of service economy in India with justifications.  | <b>(16)</b> |
| <b>Q6</b> | Companies often find pricing of services more difficult than pricing of goods. Why? Explain various approaches for pricing of services.   | <b>(16)</b> |

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Total Number of Pages: 02

Course: MBA  
Sub\_Code: 18MBA304B

3<sup>rd</sup> Semester Regular/Back Examination: 2024-25

SUBJECT: Project Appraisal and Financing

BRANCH(S): MBA, FM&HRM, LSCM, MBA (M & F), RM, BA, FM, GM, HRM, IB, MM

Time: 3 Hours

Max Marks: 100

Q.Code: R313

Answer Question No.1 (Part-I) which is compulsory, any eight from Part-II and any two from Part-III.

The figures in the right-hand margin indicate marks.

**Part-I**

**Q1 Answer the following questions: (2 x 10)**

- What do you mean by project feasibility study?
- Explain UNIDO approach for project appraisal.
- What are the pre-requisites for the successful implementations of a project?
- What do you mean by social cost benefit analysis?
- What do you mean by benefit cost ratio? How do you calculate it?
- Discuss the tools & techniques of project management.
- What is project appraisal?
- List any four techniques of Risk Analysis.
- Explain the key element of good project plan.
- Describe the purpose and importance of project evaluation.

**Part-II**

**Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) (6 x 8)**

- How is the investment projects in India evaluated from the social cost benefit point of view?
- Briefly discuss the importance of pre-feasibility and feasibility studies in ensuring success in operation phase of the project.
- What do you understand by a Detailed Project Report (DPR)? What are its contents?
- Explain the different key issues in project analysis with a suitable example of your choice.
- What are the steps involved in project appraisal by financial institutions?
- Explain different factors that you consider in environmental appraisal.
- Explain the various sources of finance available for the projects in India.
- What are critical success factors in Project Management? Explain the key elements of Control Process in a project.
- Why the project risk analysis is required? Discuss the procedure for analyzing the project risk.

- j) What is a project execution plan? Explain with an example.
- k) Interpret the different ways in which society will be divided while using UNIDO approach.
- l) Explain in detail the technical parameters of appraising the project.

### **Part-III**

#### **Only Long Answer Type Questions (Answer Any Two out of Four)**

- Q3** What aspects are considered in technical analysis of a project? What factors have a bearing on choice of technology? **(16)**
- Q4** What types of information are required to study the commercial feasibility of a project? As a project manager how will you analyze these in formations? Discuss. **(16)**
- Q5** What do you mean by Project risk analysis? Discuss the various methods to calculate the risk. **(16)**
- Q6** What are critical success factors in Project Management? Explain the key elements of Control Process in a project. **(16)**

Registration No.:

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Total Number of Pages: 02

Course: MBA/MBAP

Sub Code: 18MBA304C/18PTMBA503C

3<sup>rd</sup> / 5<sup>th</sup> Semester Regular/Back Examination: 2024-25

SUBJECT: Performance Management System

BRANCH(S): MBA, FM&HRM, LSCM, RM, BA, FM, GM, HRM, IB, MM, MBA(PT)

Time: 3 Hours

Max Marks: 100

Q.Code: R328

Answer Question No.1 (Part-I) which is compulsory, any eight from Part-II and any two from Part-III.

The figures in the right-hand margin indicate marks.

**Part-I**

**Q1 Answer the following questions: (2 x 10)**

- a) How recognition is an important incentive?
- b) How non-financial rewards have long term impact?
- c) What is the use of team bonuses?
- d) What do you mean by high performance culture?
- e) Write a short note on performance feedback.
- f) How MBO works?
- g) Differentiate between proactive and reactive performance management.
- h) What do you mean by organization performance assessment?
- i) How benchmarking works in performance management?
- j) What is the purpose of performance assessment for training department?

**Part-II**

**Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) (6 x 8)**

- a) Explain the prerequisites of performance assessment.
- b) How communications determine the success of performance management?
- c) Performance standards inevitable for success. Analyze.
- d) What are the performance indicators useful for sustainable organization?
- e) How competency management is helpful at all levels of an organization?
- f) Explain customized reward aligned with performance management.
- g) "Management of performance is more crucial and wide reach than assessment." Comment.
- h) "Balance score card method assesses the performance of an entire organization." Elaborate.
- i) How assessment center works?
- j) Potential appraisal is the basis of career development. Comment.

- k) Discuss the use of 360- and 720-degree feedback.
- l) Discuss how performance management helps both organization and employees to excel continuously.

**Part-III**

**Only Long Answer Type Questions (Answer Any Two out of Four)**

- |           |   |             |
|-----------|---|-------------|
| <b>Q3</b> | Elucidate different individual and team pay for performance plans with suitable example.  | <b>(16)</b> |
| <b>Q4</b> | How internal and external barriers affect performance management in an organization? Explain the measures to curb these barriers. | <b>(16)</b> |
| <b>Q5</b> | How potential mapping is done effectively? Discuss the benefits for individuals and organization.                                 | <b>(16)</b> |
| <b>Q6</b> | Discuss the effective strategies of performance management in any service sector organization with a suitable example.            | <b>(16)</b> |

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Total Number of Pages: 02

Course: IMBA  
Sub\_Code: 18MBA304D

3<sup>rd</sup> Semester Regular/Back Examination: 2024-25  
SUBJECT: Sales and Operation Planning  
BRANCH(S): MBA, FM&HRM, BA, FM, GM, HRM, IB, MM  
Time: 3 Hours  
Max Marks: 100  
Q.Code: R353

Answer Question No.1 (Part-1) which is compulsory, any eight from Part-II and any two from Part-III.

The figures in the right-hand margin indicate marks.

**Part-I**

**Q1 Answer the following questions: (2 x 10)**

- a) Give two benefits of operations planning and control.
- b) Give four objectives of operations control.
- c) What is the need for demand forecasting?
- d) What is forecasting error?
- e) What do you mean by 'loading' in scheduling activities?
- f) Give an expression for capacity utilization rate.
- g) What do you mean by design capacity?
- h) How do you interpret the critical ratio (CR) value?
- i) What is the purpose of scheduling?
- j) Give two advantages of ERP implementation in an organization.

**Part-II**

**Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) (6 x 8)**

- a) Discuss the need for operations planning and control.
- b) Draw a difference between the operations planning and operations control.
- c) What are the objectives of demand forecasting?
- d) Explain the Delphi method for demand forecasting.
- e) Discuss the need for capacity planning.
- f) Discuss the objectives of materials requirement planning (MRP).
- g) Explain the top-down aggregate planning.
- h) Write a note on master production scheduling (MPS).
- i) Draw a difference between the forward scheduling and backward scheduling.
- j) What do you mean by labor-intensive operation?

- k) For the following data, calculate the mean flow time and average tardiness using (i) FCFS and (ii) EDD method

Job	1	2	3	4	5
Time	6	2	3	4	5
Due	9	6	18	11	8

- l) Write a note on Theory of Constraints (TOC).

### Part-III

#### Only Long Answer Type Questions (Answer Any Two out of Four)

- Q3** Discuss the factors influencing the operations planning. Draw a comparison between the operations planning and control activities in manufacturing and service Organisation. **(16)**
- Q4** Discuss the importance of capacity planning. What are the various reasons for the failure of capacity planning. **(16)**
- Q5** What do you mean by aggregate planning? Discuss in details the various aggregate planning strategies. **(16)**
- Q6** Discuss the role of ERP in operations planning and control. **(16)**