

Roll No. _____

Total No. of Pages : 03

Total No. of Questions : 10

MBA (Sem.-4)

CORPORATE STRATEGY

Subject Code : MBA401/18

M.Code : 77807

Date of Examination : 07-05-2024

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students have to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.

SECTION-A

1. Answer the following :
- a) What do you understand by the term 'Environment'?
 - b) What is Corporate restructuring?
 - c) What is Industry analysis?
 - d) What is Concentric Diversification?
 - e) What are the steps in formulation of a strategy for a business?
 - f) What is BCG Model?
 - g) What is a Joint Venture?
 - h) Define TOWS.



SECTION-B

UNIT-I

2. What is Environmental Analysis? How would you carry it out for setting up a new garment business in Punjab? Discuss.
3. Write notes on the following :
 - a) Mission Statement
 - b) Objectives versus Goals

UNIT-II

4. Discuss any Business Level Strategy in detail with some real-world examples.
5. Discuss the major features and uses of VRIO Framework in detail.

UNIT-III

6. What are the implications of Strategic outsourcing for a business? Discuss.
7. Elaborate in detail the Product life cycle Matrix.

UNIT-IV

8. Explain the role of Leadership for any large-scale business.
9. What is Strategy Evaluation? Explain its relevance.

SECTION-C

10. Read the following case study and answer the below mentioned questions:

In our opinion, it does not make much difference if the resources raised from disinvestment strategy of public enterprises are used as receipts to be spent on education, health and employment generation schemes or used for retiring a part of the past public debt. In the case of disinvestment receipts being used for making worthwhile expenditure will result in a lower borrowing by the Government, that is, less increment in public debt; Disinvestment, especially the strategic privatisation of public sector enterprises, will ensure that the working of these enterprises will be governed by professional managers guided by market mechanism instead of being administered by bureaucrats. Functioning of these enterprises in the competitive environment of free markets will lead to higher



efficiency and productivity. Privatisation will also lead to the closing down of unviable and sick public sector enterprises. A private company which buys such sick public sector units will benefit only from the real estate and assets of the sick public sector units. Privatisation of public enterprises through public sector disinvestment is also beneficial because this will enable these enterprises to attract private foreign investment in setting up joint ventures. It may be noted that capital inflow through private direct foreign investment is better than that procured through foreign aid or commercial borrowing from abroad. In support of privatisation of public enterprises it is also argued that it will end state monopolies in certain industries. State monopoly is said to be as bad and undesirable as private monopolies. The privatisation of some monopolistic public enterprises would infuse competition which will lead to increase in efficiency and productivity. As a result of privatisation underutilized capacity will be fully utilised. Disinvestment, especially privatisation of public sector enterprises, will ensure that the working of these enterprises will be governed by professional managers guided by market mechanism instead of being administered by bureaucrats.

Questions :

- a) Summarize the case in your own words.
- b) Discuss the advantages of Disinvestment Strategy.
- c) Give your views against the Disinvestment Strategy.
- d) As per the case, how Privatization Strategy is beneficial?

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Total No. of Questions : 10

MBA (Sem.-4)

WORKSHOP ON INDIAN ETHOS

Subject Code : MBA403/18

M.Code : 77821

Date of Examination: 27-04-2024

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

- INSTRUCTIONS TO CANDIDATES :**
1. SECTION-A contains EIGHT questions carrying TWO marks each and students have to attempt ALL questions.
 2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and students have to attempt any ONE question from each Subsection.
 3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

SECTION-A

1. **Write Short notes on:**
- a) Ethos vs Ethics
 - b) Secular vs Spiritual Values
 - c) Indian vs Western Management
 - d) Nishkama Karma
 - e) Qualities of Karta
 - f) Types of stress
 - g) Brainstorming
 - h) Management lessons from Bible



SECTION-B

UNIT-I

2. Explain the concept of Indian Ethos. Discuss features of Indian Ethos.
3. Discuss management lessons based on Vedas and Mahabharata.

UNIT-II

4. Explain in detail, different levels of work ethos. Discuss the steps involved in process of Work Ethos.
5. Explain different values for Indian Managers. What is the relevance of value-based management in global change?

UNIT-III

6. Discuss in detail the importance of mental health in management. Elaborate on techniques for Managing Stress.
7. Discuss pre-requisites of meditation. Elaborate on the benefits of meditation.

UNIT-IV

8. What is the importance of Karma to Managers? Discuss in detail the various Laws of Karma.
9. Discuss in detail the methodologies and guidelines for good corporate karma

SECTION -C

10. A manufacturing company provides jobs for many people in a small town where employment is not easy to find. The company has stayed in the town even though it could find cheaper workers elsewhere, because workers are loyal to the company due to the jobs it provides. Over the years, the company has developed a reputation in the town for taking care of its employees and being a responsible corporate citizen. The manufacturing process used by the company produces a by-product that for years has flown into the town river. The by-product has been considered harmless but some people who live near the river have reported illnesses. The by-product does not currently violate any anti-pollution laws. Considering the principles of ethos relating to sustainability, capitalism and duties of leadership in Indian and Western ethos comment on what the company should do.

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Total No. of Pages : 03

Total No. of Questions : 17

MBA (Sem.-4)

MERGERS, ACQUISITION AND CORPORATE RESTRUCTURING

Subject Code : MBA/914/18

M.Code : 77813

Date of Examination : 25-05-2024

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students have to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and students have to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY consists of ONE Question carrying TWELVE marks.

SECTION-A

Write short notes on :

1. Define corporate restructuring.
2. What is vertical merger?
3. What is share exchange ratio?
4. What is reverse merger?
5. What is spin-off strategy?
6. What is Synergy?
7. What is buy-back of shares?
8. List various takeover strategies.



SECTION-B

UNIT-I

9. Define the term merger. What are the motives behind merger and acquisition? Also, discuss different types of mergers.
10. Why mergers and acquisitions often fail? Discuss its reasons with examples.

UNIT-II

11. Write short notes on following :
 - a. Demerger
 - b. LBO.
12. What is value creation? Discuss various approaches for valuation of merger and acquisitions.

UNIT-III

13. Discuss methods of accounting for amalgamations. Also, explain the difference between pooling of interest method and purchase method.
14. Discuss various financing options available to acquiring company.

UNIT-IV

15. Write short notes on :
 - a. Due diligence in merger and acquisition
 - b. International mergers and acquisitions.
16. Discuss various regulatory aspects of mergers and acquisitions.



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Total No. of Pages : 03

Total No. of Questions : 10

MBA (Sem.-4)

INTERNATIONAL FINANCE & FINANCIAL DERIVATIVES

Subject Code : MBA-915-18

M.Code : 77814

Date of Examinaiton : 04-05-2024

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students have to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and students have to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.

SECTION-A

1. Write short notes on the following :

- a) BOP
- b) Secondary Market
- c) Difference between Future and Forward
- d) GDR
- e) Fisher Effect
- f) Calendar Spreads
- g) Hedging Technique
- h) Country risk analysis.



SECTION-B

UNIT-I

2. Write a short note on Bretton Wood System and Floating Rate System.
3. What are the various transaction conducted in the foreign exchange market? Explain.

UNIT-II

4. Explain the guidelines regarding External Commercial Borrowings (ECB).
5. What do you mean by Purchasing Power Parity (PPP)? Explain with the help of an example.

UNIT-III

6. What is the difference between exchanges traded derivative and OTC market derivatives?
7. What do you mean by option contracts? Explain spread including butterfly spread in detail.

UNIT-IV

8. What is economic exposure? Explain the significance of economic exposure in foreign exchange market.
9. What do you mean by credit derivative? Explain pricing model of credit derivative in detail.

SECTION-C

10. Case Study:

A Company's Expansion into Emerging Markets Background :

ABC. Inc. is a US-based multinational company that produces and sells consumer electronics. The company has been experiencing slow growth in its home market and is looking to expand into emerging markets to increase its revenue and profitability. The company's management team has identified Brazil and India as potential markets for expansion.

Questions:

- a) What factors should ABC Inc. consider when deciding to expand into emerging markets such as Brazil and India?
- b) How can ABC Inc. assess the political and economic risks associated with doing business in Brazil and India?



- c) What are the potential financial risks associated with expanding into emerging markets?
- d) What measures can ABC Inc. take to ensure that its expansion into emerging markets is sustainable and profitable in the long term?

INTERNATIONAL FINANCE & FINANCIAL DERIVATIVES

Subject Code : 395-396-39

M. Code : 77814

Date of Examination : 22-05-2024

Time : 3 Hrs.

Max. Marks : 100

INSTRUCTIONS TO CANDIDATES :

- SECTION-A contains TWENTY questions carrying TWO marks each and students have to attempt all questions.
- SECTION-B contains FIVE questions carrying FIVE marks each and students have to attempt TWO questions out of FIVE carrying TWENTY marks each and students have to attempt any TWO questions from each Section.
- SECTION-C contains FIVE questions carrying FIVE marks each and students have to attempt any TWO questions out of FIVE carrying TWENTY marks each.

SECTION-A

Answer any FIVE questions out of the following

Q.1. Define

Q.2. Define

Q.3. Define

Q.4. Define

Q.5. Define

Q.6. Define

Q.7. Define

Q.8. Define

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MBA (Sem.-4)

INTEGRATED MARKETING COMMUNICATION AND SALES MANAGEMENT

Subject Code : MBA-923-18

M.Code : 77808

Date of Examination : 13-05-2024

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students have to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and students have to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

SECTION-A

1. Write short notes on :
- i. What is advertising?
 - ii. How selection of appropriate media help in media planning?
 - iii. What is creativity in advertising?
 - iv. What is the purpose of preparing sales budget?
 - v. Define the concept of marketing communication?
 - vi. Briefly explain the steps involved in IMC process.
 - vii. What is advertising appeals?
 - viii. What do you understand by advertising designs?



SECTION-B

UNIT-I

2. Explain the IMC model in detail.
3. What are the various kinds of appeals? Give examples

UNIT-II

4. Describe the features, advantages and disadvantages of direct marketing.
5. How do you measure advertising? Explain the pre and post testing.

UNIT-III

6. Explain the various methods of sales forecasting.
7. What is the objective of sales management? Describe the role of sales executive as a coordinator in business.

UNIT-IV

8. What is a sales territory? How do we set sales quotas?
9. What are sales contest? Why are they needed? Give examples of popular sales contests.

SECTION-C

10. Case Study :

Everything seemed to be going well for Harley-Davidson. Sales have steadily increased every year-since 1985. New models such as Electra Glide®, Sportster® and the Fat Boy® are selling like hot cakes through their network of 130Q.dealers across the world. Even the Hog's bad biker image has gone wayside.

Despite all the good news, the company faces an aging market. As people age, especially people over the age of 55 are less likely to replace their Hog or take up the hobby. The median age of a Harley buyer was 46 in 2001 up from 37 in 1990. Moreover, because the current motorcycle market is growing so rapidly and Harley has limited production capacity, Harley look-a-likes from competitors such as Honda, Yamaha, Suzuki and Kawasaki are gradually taking some of the market share.



Harley had to take a close look at current customers and potential customers through a more formalized research process. While the old research process of talking to the more than 4000 employees, who own a Hog, or going to rallies to talk to owners, were quite effective in the past, a new system was needed. The research question was straightforward: Is there a general appeal that would speak to current owners and also resonate with younger, potential owners.

A two-stage research process was employed. Stage one involved some very unusual focus groups. Each focus group included current Harley owners, potential owners and owners of competing bikes. Participants were provided with old magazines, paste and construction paper and were asked to create a collage that expressed their feelings about Harley-Davidson. Expert judges evaluated the collages and three major themes emerged: enjoyment, the great outdoors and freedom.

In stage two, the survey was mailed to more than 16,000 owners, potential owners and owners of other bikes. Questions included standard demographics, psychographics and behavioral variables and several original questions based on the information derived from the focus groups. The response rate was 30%, quite high for a questionnaire offering no incentive.

The data was submitted to a statistical technique that clusters respondents by similarity in answers and/or characteristics. Seven clusters or segments resulted: 1) Adventure loving traditionalist; 2) the sensitive pragmatist; 3) the stylish status seeker; 4) the laid-back camper; 5) the classy capitalist; 6) the cool-headed loner; and 7) the cocky misfit. In addition the final customer groups were measured in respect to their loyalty to Harley-Davidson. In some cases, scores were in the 90-plus category.

Ultimately these research findings proved useful in a number of strategic aspects of marketing, especially advertising. Rather than being overly concerned with existing customers, who were clearly committed to the brand, Harley was able to target the 24 to 45 year-old age group. In this case, good research produced real strategic benefits.

Questions :

- i. What major research questions did Harley-Davidson address?
- ii. How could the answers to the-survey questions help create better advertising?

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MBA (Sem.-4)

RETAIL MANAGEMENT

Subject Code : MBA-924-18

M.Code : 77809

Date of EXAMINATION :14-05-2024

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students have to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and students have to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

SECTION-A

1. Write short notes on :

- I. What is MotiChain integration?
- II. Define service quality .
- III. Concept of atmospherics in retail.
- IV. Retail management decision process.
- V. Motivational factors for retail staff E-retailing.
- VI. E-retailing.
- VII. International retailing.
- VIII. Food retailers.



SECTION-B

UNIT I

2. Describe the retailing and what are the opportunities in retailing. What is its economic significance?
3. Discuss the evolution of retail in India. What are the challenges to retail development in India?

UNIT-II

4. How store retail is different from non-retail stores? What are the various ownerships in the retail sector?
5. What are the theories of retail development? Discuss the life cycle in retail, features under each stage of RLC.

UNIT-III

6. Define the concept of store management. Discuss the recruitment and selection strategies in retailing.
7. What is the role of store layout? What is space planning and objectives of good store design?

UNIT-IV

8. Describe the process of customer evaluation of service quality. Discuss the GAPS model of retailing.
9. What is role of IT in retailing? Discuss the applications of IT for various retail sector.

SECTION-C

10. Case Study :

Whole Foods Market is a supermarket chain with less than two-hundred stores selling healthy, gourmet products such as organic vegetables, free-range poultry, foods without artificial ingredients or hydrogenated fats, and many environment-friendly products such as non-polluting detergents and chlorine free diapers. The company began in the 1970s as a natural-food stores that catered to hippies. Through the purchase of small health food stores in major cities, the company gained more exposure and access distribution channels for natural foods. During the late 1980s and the 1990s, the company's growth was fuelled by the upsurge's in Americans' desire for healthy living and their interest in gourmet cooking. Whole Foods does very little advertisements but receives constant free media exposure because it is often mentioned in popular TV series, praised by celebrities

on talk shows, and featured in newspapers and magazines as a business success story. The company educates consumers about foods, provides recipes, and even arranges trips where consumers meet with local fishermen. Its supermarket cashiers and stock personnel receive education about foods and earn above average-wages. Whole Foods' prices are significantly higher than products in traditional supermarkets because the keys to its profitability and higher profit margins for products that traditionally yield slim margins, and much larger than per-square-foot sales than that of conventional supermarkets. But as the company's CEO pointed out, Americans spend far less of their income on food than other nations and that's why most of it doesn't taste very good; if they want to eat higher-quality foods, they have to pay for them. In 2005, Whole Foods stated its numbers to double the number of its stores by 2015.

Questions :

- I Discuss the promotion strategy of Whole foods. Why or why not is it appropriate? Elaborate.
- II Discuss the Positioning of Whole Foods.
- III Do you think doubling the number of stores is a sound strategy when "*Americans spend far less of their income on food than other nations*". Explain your point of view.

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MBA (Sem.-4)

INTERNATIONAL AND SOCIAL MEDIA MARKETING

Subject Code : MBA/925/18

M.Code : 77810

Date of Examination : 24-05-2024

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students have to attempt ALL questions.
2. SECTIONS-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and students have to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.

SECTION-A

1. Write short notes on :
- i. Online payment system
 - ii. Big data analysis
 - iii. International trade barrier
 - iv. Political influence in International Market
 - v. Pricing policy
 - vi. Promotion Mix
 - vii. Social commerce
 - viii. Social media marketing framework.



SECTION-B

UNIT-I

2. What are the main causes for going International market? What are the international market entry strategies?
3. Describe the International marketing research. What are the factors affecting the marketing research in International market? Discuss the process of marketing research.

UNIT-II

4. Discuss the EXIM policy of India. What documents are required for export? What is the role of export promotion organisations?
5. Discuss the role of International communication policy. What will be the marketing mix for International market and how its decided?

UNIT-III

6. How traditional marketing is different from modern marketing? What are the various platforms for social media marketing and what are their features?
7. Discuss the consumer behavior on the internet. Highlight the Social Media Marketing strategies.

UNIT-IV

8. What is SEO and how its different from the SEM? What are the strategies of SEO?
9. Critically comments on the Blogging, Streaming Video, Podcasts and Content creation and sharing.

SECTION-C

10. Case Study :

Godrej as a brand has been already established as a household name. However, its pedigree is that of stability rather than innovation, especially in the appliances segment. To break free of this impression they devised a branding + personification strategy. Literally the appliances would speak for themselves.

Godrej Indispensables, an online web sitcom starring various products. Why Indispensables? Well, they are confident that the products abilities to handle all that is



thrown at them in a day-to-day functioning of a household. They are the silent protectors of a family's home, the behind-the-scenes heroes of everyday chores. Every episode shows them faced with a daily plight which they resolve in a way unique to their persona. Using 3D animation, we brought to life these selfless helpers and given them a wide variety of quirks and personalities.

So far, the videos have garnered cumulatively over 50000+ views on Youtube. A special hashtag called #TheIndispensables was created to launch the first series of videos. In it they asked out followers to list out their gadgets which they felt were indispensable to them. This #tag trended globally and gave the campaign a sizable boost in impressions. The products themselves will dispense some much-needed advice on how to better operate them. Going Ahead - The Indispensables will continue to thwart household crisis, and keep audience entertained and informed.

Questions :

- i. *How does an appliance brand enhance brand presence in an already cluttered social space?*
- ii. Online consumers read reviews and recommendations when making a purchase. Justify.
- iii. What advantages Godrej can enjoy if they are successful in Online Marketing?

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Total No. of Pages : 03

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MBA (Sem.-4)

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Subject Code : MBA-933-18

M.Code : 77816

Date of Examination : 20-05-2024

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTIONS-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and student has to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.

SECTION-A

1. Write briefly :

- a) Explain scope of International Human Resource Management.
- b) What is geocentric staffing? Outline the nature of international staffing.
- c) What are the effective ways to manage repatriation process?
- d) Why do some multinationals appear reluctant to provide basic pre-departure training?
- e) Why Performance of Appraisal is important for the International Employees?
- f) Discuss the various approaches to International Compensation.
- g) Differentiate between Tacit and Explicit knowledge.
- h) What do you mean by Social Dumping?



SECTION-B

UNIT-I

2. Define IHRM. What are the main similarities and differences between domestic and international HRM?
3. Explain the problems of Women in the context of international assignments.

UNIT-II

4. What is Repatriation? Why the Repatriation Program is so important in International Assignments?
5. Explain cross-culture training and its methods of cross culture training.

UNIT-III

6. Define Performance Management. What is the basic role of Performance Management of International Employees?
7. What should be the main objectives for a multinational firm with regard to its compensation policies?

UNIT-IV

8. What do you mean for Organizational Knowledge? Also, differentiate between the Tacit and Explicit Knowledge.
9. Discuss the key issues in International Industrial Relations.

SECTION-C

10. Case Study :

When a major international software developer needed to produce a new product quickly, the project manager assembled a team of employees from India and the United States. From the start the team members could not agree on a delivery date for the product. The Americans thought the work could be done in two to three weeks; the Indians predicted it would take two to three months. As time went on, the Indian team members proved reluctant to report setbacks in the production process, which the American team members would find out only when work was due to be passed to them. Such conflicts, of course,



may affect any team, but in this case, they arose from cultural differences. As tensions mounted, conflict over delivery dates and feedback became personal, disrupting team members' communication about even mundane issues. The project manager decided that he had to intervene with the result that both the American and the Indian team members came to rely on him for direction regarding minute operational details that the team should have been able to handle itself. The manager became so bogged down by quotation issues that the project careened hopelessly off even the most pessimistic schedule, and the team never learned to work together effectively.

Questions :

- a) What mistakes did the project manager commit while constituting a team?
- b) Which of the strategies do you recommend to bring the team back on track?

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MBA (Sem.-4)

STRATEGIC HUMAN RESOURCE MANAGEMENT

Subject Code : MBA/934/18

M.Code : 77817

Date of Examination : 22-05-2024

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
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3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.

SECTION-A

1. Write short notes on :

- a) Traditional vs Strategic HRM
- b) Best Practices Approach
- c) Strategic key elements of Reward System
- d) Work-Life-Balance as strategy for retaining employees
- e) Disadvantages of using Democratic style of Leadership in strategic implementation
- f) Future trends of HR strategy
- g) Ethnocentric Approach of Global Staffing
- h) Impact of Culture Shock on HR strategies



SECTION-B

UNIT-I

2. *"An integrated HR strategy helps the company adhere to industry standards and regulations while improving the organization's profitability"*. Comment on the statement.
3. What is Human Resource System? State the various-types of HR systems in detail.

UNIT-II

4. What is meant by Performance Management? Discuss the performance management cycle in detail.
5. *"Reward strategy involves designing and implementing reward policies and practices support your organisation's objectives, delivering a motivated and effective workforce"*. Comment on the statement.

UNIT-III

6. How are the leaders and the leading process key factors for formulating and implementing strategy? State the basic factors of strategic leadership.
7. What is meant by strategic evaluation and control in HRM? Discuss the steps used in evaluation of HR strategies.

UNIT-IV

8. *"With more and more companies hiring talent from around the globe, training employees has become quite a challenge"*. Comment on the statement. State the process of training the global workforce.
9. Discuss the major Global Compensation Strategies. State the factors that affect the Global Compensation.

SECTION-C

10. Case Study :

A Captive unit is a business unit of a company functioning offshoring as an entity of its own while retaining the work and close operational ties ups within the parent company. Fintech HQ is based out of San Francisco USA. In 2020, they opened their first Captive shared services centre in Bangalore. They are defining the scope of the work to be off-



shored in India. The scope will primarily include software Development and Business Operations Support.

Consider yourself as a consultant with a role to design Training Modules to build the aforementioned capabilities.

Questions:

- a) What would be your key Design Principles for building Training Modules?
- b) Explain your approach in Designing Training Programs.

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Total No. of Questions : 10

MBA (Sem.-4)

DATA VISUALIZATION FOR MANAGERS

Subject Code : MBA-963-18

M.Code : 78031

Date of Examination : 16-05-2024

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTIONS-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and students have to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

SECTION-A

1. Write briefly:

- a) What are the applications of Pie Charts?
- b) What is a Pivot Grid?
- c) What is ELT?
- d) What is a Semantic Layer?
- e) What is the importance of KPI?
- f) What is a storyboard?
- g) What are the applications of Infographics?
- h) What is a snowflake schema?



SECTION-B

UNIT-I

2. Discuss the need and relevance of Data Visualization. Explain by citing examples.
3. **Write notes on:**
 - a) Exploratory Visualization
 - b) Various visualization techniques.

UNIT-II

4. Discuss the need for Data Warehouse. Also, explain the components of the Data Warehouse.
5. **Write notes on:**
 - a) Difference between Star and Snowflake schema
 - b) Need for Predictive Modeling.

UNIT-III

6. Why proper selection of KPI's is important for accurate data visualization?
7. Discuss the need and relevance of Shaffer's 4C's of Data Visualization.

UNIT-IV

8. Why does storytelling matter the most in Data Visualization? Explain by citing examples.
9. **Write notes on:**
 - a) Importance of context in Data Visualization
 - b) How to choose an effective visual tool?

SECTION-C

10. Data visualization is a field that has inputs from many disciplines. Psychology studies data perception or the impact of some elements on perception, such as colors and shapes. Computer science and statistics developed several new areas like machine learning and data mining techniques. Graphical and multimedia designs are critical to building infographic dashboards. It may be materialized in the production of infographics and dynamic dashboards. These dashboards are materialized in several elements: data, scales, lines, bars, and colored and shaped sizes. These elements by specifying that data aims to measure things (quantitative data) and to classify (categorical data). Scales, on the other hand, can be nominal, ordinal, and interval. Nominal scales have no particular order; they can be represented to categorize a population, for instance. Ordinal scales have an intrinsic order; usually, numerical and interval scales are a result of quantitative and



ordinal scales. Lines are used to representing connections or series of points. Lines help the audience to understand the trend, for example. Bars have a visual impact on the weights of some phenomena, dividing those phenomena into groups and giving different perceptions of quantitative measures or quantitative data. The use of shapes and colors also helps the audience to interpret qualitative values rather than quantitative data. Although shapes and colors are important in infographics, when using them, one must pay attention to avoid some pitfalls. For example, the misuse or overusing of certain colors may have a contrary effect; they might mislead the interpretation. Another common pitfall is to highlight unimportant information rather than focus attention on the aim of the measured reality. Most visualization designs are to aid decision-making and serve as tools that augment cognition. In designing and building a data visualization prototype, one must be guided by how the Visualization will be applied. Data visualization is more than just representing numbers; it involves selecting and rethinking the numbers on which the Visualization is based. Visualization of data is an important branch of computer science and has a wide range of application areas. Several application-specific tools have been developed to analyze individual datasets in many fields of medicine and science. Large, time-varying datasets pose a great challenge for data visualization because of the enormous data volume. Real-time data visualization can enable users to respond proactively to issues that arise. The animation generation approach is used for the interactive exploration process of time-varying data. It visualizes temporal events by mimicking the composition of storytelling techniques. Users differ in their ability to use data visualization and make decisions under tight time constraints. It is hard to quantify the merit of a data visualization technique. This is the reason for having a multitude of visualization algorithms and associated software. Most of this software has not taken advantage of the new devices multi-touch interactions and direct manipulation capabilities. Big data, structured and unstructured, introduces a unique set of challenges for developing visualizations. This is due to the fact that we must take into account the speed, size, and diversity of the data. A new set of issues related to performance, operability, and degree of discrimination challenge large data visualization and analysis. It is difficult and time-consuming to create a large simulated data set. It is also difficult to decide what visual might be the best to use.

Case Study Questions

- a) "Data visualization is a field that has inputs from many disciplines". Comment on this statement.
- b) "Large, time-varying datasets pose a great challenge for data visualization because of the enormous data volume". Comment on this statement.

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.



Roll No.

Total No. of Pages : 03

Total No. of Questions : 10

MBA (Sem.-4)

BUSINESS FORECASTING

Subject Code : MBA-964-18

M.Code : 78032

Date of Examination : 15-05-2024

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students have to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and students have to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

SECTION-A

1. Write short notes on :
 - a. What is Demand Analysis?
 - b. What is the Elasticity of Demand?
 - c. What is Time Series Analysis?
 - d. What are consumer clinics?
 - e. What is meant by stochastic time series?
 - f. What is meant by linear time series?
 - g. What is exogeneity?
 - h. What is meant by causality?



SECTION-B

UNIT-I

2. Why do managers need to know demand forecasting techniques to manage business organizations in the present era? Explain by citing examples.
3. **Write notes on :**
 - a. Determinants of demand forecasting.
 - b. Role of types of users in demand forecasting.

UNIT-II

4. Discuss in detail the advantages and limitations of time series and cross-sectional data collection methods. Explain by citing examples.
5. **Write notes on :**
 - a. Unconditional forecasting.
 - b. Time Series Regression.

UNIT-III

6. **Write notes on :**
 - a. What are the properties of Stochastic Time Series?
 - b. Applications of ARIMA model.
7. Discuss in detail the applications of Time-Series Analysis. Explain by citing examples.

UNIT-IV

8. Discuss in detail the ARCH process. Compare it with GARCH process.
9. **Write notes on :**
 - a. Smoothing technique.
 - b. Short and long-term forecasting.



SECTION-C

10. Case Study :

The results of previous researchers show that combining different forecasts will significantly improve demand forecasting performance. Although a significant amount of research has been published on combining forecasts, the choice of which method should be used in a particular situation is not always clear. Over the last forty years, many combining methods have been proposed. These methods range from the simple average to much more sophisticated approaches to determine optimal combinations. The simple average is reported to perform well in many published studies. The simple average has the advantage of being uncomplicated and robust, which, in a context where hundreds or thousands of items have to be periodically forecast, is a very attractive feature. Another approach, known as outperformance, gives different weights to individual forecasts. Each weight is made proportional to the probability that the respective forecasting method will have the best individual performance. Each probability may be estimated on the basis of the past performance of the alternative forecast methods and can be revised using a Bayesian analysis. It has the advantage of being robust and having an intuitive meaning. Researchers proposed an approach where weights are calculated to minimize the combination's error variance, assuming that each forecast is unbiased. Moreover, this method is equivalent to a least squares regression in which the constant is suppressed, and the weights are constrained to sum to one. Researchers thus proposed a regression method, where individual forecasts are used as repressors, and the combining weights are not restricted, arguing that this has the advantage of producing an unbiased, combined forecast even when individual forecasts are biased.

Question :

How do you support the statement that combining different forecasts will significantly improve demand forecasting performance? From your subject knowledge, give justification with relevant examples to support this statement.

NOTE : Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the Student.

