

Roll No.

Total No. of Pages: 2

Total No. of Questions: 10

MBA, Semester-4th
WORKSHOP ON INDIAN ETHOS

Subject Code: MBA 403-18

M.Code: 77821

Date of Examination: 16/12/2025

Time: 3 Hrs.

Max. Marks:60

INSTRUCTIONS TO CANDIDATES:

1. SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.
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 consists of ONE Case Study carrying TWELVE marks.

Q. No.	Question	Course Outcome	Bloom's Level
SECTION-A			
1.	Answer briefly:		
a.	Define the term Indian Ethos in management.	CO1	L-1
b.	Explain the management lessons learned from Mahabhartar.	CO3	L-2
c.	What do you mean by Work Ethos?	CO1	L-1
d.	Illustrate any two secular values important in Indian work culture.	CO2	L-2
e.	Define stress and mention one of its causes at the workplace.	CO4	L-1
f.	Explain the importance of Gurukul System of Learning.	CO5	L-2
g.	Why it is important to understand the concept of Karma in today's scenario.	CO6	L-1
h.	Outline any two Laws of Karma with brief meaning.	CO6	L-2
SECTION-B			
UNIT-I			
2.	Identify how principles from Kautilya's Arthashastra can be applied to modern corporate governance.	CO3	L-3
3.	Compare and contrast Indian and Western management philosophies with suitable examples.	CO1	L-4
UNIT-II			
4.	Identify the relevance of value-based management in the globalized business environment.	CO2	L-3

5.	Conclude how trans-cultural human values influence managerial decision-making in multinational organizations.	CO2	L-5
UNIT-III			
6.	Identify the role of meditation and yoga in enhancing managerial effectiveness and reducing workplace stress.	CO4	L-3
7.	Analyze the leadership qualities of a Karta in a Joint Hindu Family business and their applicability in modern corporations.	CO4	L-4
UNIT-IV			
8.	Examine the key features of the Gurukul System of Learning and discuss its relevance to modern management education.	CO5	L-4
9.	Explain the concept of Corporate Karma. Suggest methods through which organizations can cultivate good corporate karma.	CO6	L-5
SECTION-C			
10.	<p>Case Study</p> <p>Sattva Foods Pvt. Ltd. is a mid-sized organic food company inspired by Indian heritage and Vedic principles. Its founder, Ananya Rao, believes that profit should be a by-product of ethical and value-based practices. The firm promotes "Ahimsa in Business" by ensuring cruelty-free supply chains and supporting rural women farmers. However, when competition increased, a few managers suggested cutting costs by sourcing cheaper ingredients of uncertain origin. Ananya was torn between maintaining ethical purity and sustaining the company's market position.</p> <p>a) Appraise the Indian Ethos principles reflected in Sattva Foods' philosophy.</p> <p>b) Determine the ethical dilemma faced by Ananya Rao using the concept of Nishkama Karma.</p> <p>c) Recommend strategies rooted in Indian management ethos to help balance business growth with ethical practices.</p>	CO6	L-5

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Total No. of Pages:02

Total No. of Questions: 10

MBA, Semester-4th

INTERNATIONAL FINANCE AND FINANCIAL DERIVATES

Subject Code: MBA 915-18

M.Code: 77814

Date of Examination: 26-11-2025

Time: 3 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

1. SECTION-A is **COMPULSORY** consisting of **EIGHT** questions carrying **TWO** marks each.
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 consists of **ONE** Case Study carrying **TWELVE** marks.

Q. No.	Question	Course Outcome	Bloom's Level
SECTION-A			
1.	Answer briefly:		
a.	Define Classical Gold Standard Monetary System.	CO1	L1
b.	Explain the scope of International Finance.	CO1	L2
c.	List the sources of International Finance.	CO2	L1
d.	Outline the functions of IMF.	CO3	L2
e.	Define the Covered Call Option Strategy.	CO4	L1
f.	Compare Put Option and Call Option.	CO4	L2
g.	What do you mean by Swapation?	CO5	L1
h.	Interpret the meaning of Interest Rate Derivative.	CO5	L2
SECTION-B			
UNIT-I			
2.	Examine the concept of Balance of Payment with its components in detail.	CO1	L4
3.	Apply the concept of foreign transactions and organize the types of foreign transactions.	CO2	L3
UNIT-II			
4.	Explain the following: a) Exim Bank of India b) Factoring vs Forfaiting	CO2	L5
5.	Identify International Parity Theory of Exchange Rate Determination with example along with the limitations of this theory.	CO3	L3
UNIT-III			
6.	Analyze the meaning of Derivatives and categorize in detail the types of derivatives with its importance.	CO4	L4
7.	Organize any four optional strategies for hedging the risk.	CO4	L3

UNIT-IV			
8.	Distinguish between Operating and Economic Exposure. Examine the different methods for the Management of Economic Exposure.	CO5	L4
9.	Assess the meaning of Swaps and classify types of swaps in detail.	CO5	L5
SECTION-C			
10.	<p>The International Monetary System (IMS) has undergone significant transformations over the past century, shaped by global economic shifts, political decisions, and financial crises. Initially anchored by the Gold Standard in the late 19th century, countries maintained fixed exchange rates by tying their currencies to gold. While this system promoted stability, it lacked flexibility and collapsed during the Great Depression. In 1944, the Bretton Woods Agreement established a new framework, pegging currencies to the US dollar, which was convertible to gold. Institutions like the International Monetary Fund (IMF) and the World Bank were created to support global financial stability. However, rising US inflation and trade deficits led to the collapse of Bretton Woods in 1973, ushering in the era of floating exchange rates.</p> <p>Since then, the IMS has operated under a decentralized model where currencies fluctuate based on market forces. This system offers flexibility but has also exposed economies to volatility and speculative attacks. Crises such as the 1997 Asian Financial Crisis and the 2008 Global Financial Crisis revealed vulnerabilities in global financial governance, prompting calls for reform. The rise of digital currencies and geopolitical tensions further challenge the IMS's ability to ensure stability and cooperation. Today, the IMF still plays an important role in helping countries deal with financial crises, work together on economic policies, and monitor global economic health. However, there are still concerns about whether the system is strong enough and fair enough for a world with many powerful countries.</p> <p>Questions:</p> <p>(a) Interpret the effectiveness of the IMF's role in managing global financial crises since the collapse of the Bretton Woods system.</p> <p>(b) Compare the stability and adaptability of fixed versus floating exchange rate systems in the context of recent financial crises.</p>	CO1	L5

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Total No. of Pages: 02

Total No. of Questions: 10

MBA, Semester -4th**INTEGRATED MARKETING COMMUNICATION AND SALES MANAGEMENT**

Subject Code: MBA 923-18

M.Code: 77808

Date of Examination: 02-12-2025

Time: 3 Hrs.

Max. Marks:60

INSTRUCTIONS TO CANDIDATES:

1. SECTION-A is **COMPULSORY** consisting of **EIGHT** questions carrying **TWO** marks each.
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 consists of **ONE** Case Study carrying **TWELVE** marks.

Q. No.	Question	Course Outcome	Bloom's Level
SECTION-A			
1.	Answer briefly:		
a.	List any two purposes of IMC.	CO1	L1
b.	Explain the steps involved in developing an IMC programme.	CO2	L2
c.	Define creativity in advertising with one element of creative strategy.	CO2	L1
d.	Infer the term media evaluation.	CO2	L2
e.	What is Public Relations and list any two PR tools.	CO3	L1
f.	Interpret the meaning of Internet Advertising and illustrate any two of its types.	CO5	L2
g.	Recall the meaning of sales organization.	CO5	L1
h.	Outline the term sales quota.	CO6	L2
SECTION-B			
UNIT-I			
2.	Identify the components of IMC and discuss the effectiveness of marketing communication.	CO1	L3
3.	Classify various advertising agencies, their functions and the role in designing effective advertising campaigns.	CO1	L4
UNIT-II			
4.	Identify the importance and tools of promotion and stating push and pull strategies with examples.	CO2	L3

5.	Explain the advantages and disadvantages of Internet advertising in a global environment.	CO5	L5
UNIT-III			
6.	Build the insight into the purpose of sales management and choose the roles of sales executives in developing, organizing, and utilizing strategies for planning and controlling sales operations.	CO4	L3
7.	Distinguish among product, pricing and distribution policies in sales-related marketing decisions.	CO4	L4
UNIT-IV			
8.	Examine the significance of sales budgets, sales contests and showroom displays in sales operations.	CO5	L4
9.	Compare different types of salesmen and their role in influencing customer psychology.	CO6	L5
SECTION-C			
10.	<p>FreshLife, a leading FMCG brand, is aiming to boost its market share through a comprehensive Integrated Marketing Communications (IMC) plan. The company plans to use a mix of traditional and digital media channels, including advertising, public relations (PR), direct marketing, sales promotions, and a strong digital media presence. The IMC strategy will focus on enhancing brand visibility and building deeper connections with consumers through personalized messaging and targeted campaigns. Alongside this, FreshLife is restructuring its salesforce to ensure more efficient operations. This includes reassigning territories, setting clear quotas, and implementing rigorous sales training programs to enhance team performance. The company will also invest in sales technology, such as CRM tools, to streamline processes and improve customer relationship management. The ultimate goal is to increase market share by 5% over the next year, achieve a 10% rise in sales, and enhance customer engagement across digital platforms. Through a combination of effective marketing strategies and a well-trained, efficient sales team, FreshLife aims to strengthen its position in a highly competitive market.</p> <p>Questions</p> <p>(a) Elaborate the relevance and effectiveness of FreshLife's IMC tools and promotional strategies.</p> <p>(b) Develop a complete IMC and sales operations plan including media strategy, online promotions, and salesforce design, budgeting and evaluation mechanisms.</p>	CO6	L6

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UNIT-III			
6.	Analyse social media benefits in international promotional frameworks by inspecting its advantages.	CO3	L4
7.	Explain the following: a) Evolution of the digital consumer b) Rise of internet and E concepts	CO4	L5
UNIT-IV			
8.	Assess SEM and SEO tools drawing a comparative analysis as well as recommend a strategy for both to improve visibility/traffic in a competitive digital landscape.	CO4	L5
9.	Examine the emerging importance of social media in Search Engine Optimization.	CO5	L4
SECTION-C			
10.	<p>VibeSkin, a Delhi-based natural skincare brand, launched “GlowNaturally” in 2024 to capture eco-conscious Gen-Z women (18-24) in Tier-1 and Tier-2 cities. Competing with The Body Shop and Mamaearth, they crafted an emerging social media campaign focused on authenticity and interactivity.</p> <p>The campaign kicked off with Instagram Reels featuring 35 nano-influencers (1K-10K followers) sharing “no-filter” skincare routines using VibeSkin’s aloe-vera range. A #GlowNaturally Pact UGC contest rewarded sustainable packaging hacks with seed-embedded gift boxes. TikTok Duets enabled users to react to ingredient myths, while Instagram Live Q&A with dermatologists built trust. Emerging features included AI skin-analysis quizzes via Stories polls and shoppable AR filters for virtual product trials. WhatsApp Broadcasts sent personalized routine tips post-purchase.</p> <p>Outcomes: 950K impressions, 58K UGC posts, 41% e-commerce growth in 50 days. ROI via Google Analytics and affiliate links hit 3.2x, with 29% conversions from AR interactions. Issues: algorithm shifts reduced organic reach; some UGC lacked brand alignment.</p> <p>Questions -</p> <p>(a) Design a 3-phase social media campaign for VibeSkin incorporating emerging trends like AI quizzes and live shopping to launch a monsoon skincare line.</p> <p>(b) Elaborate VibeSkin’s nano-influencer and UGC approach. Propose two enhancements using content pillars and real-time analytics for a similar brand targeting college students.</p>	CO5	L6

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UNIT-III			
6.	Identify the approaches in International Performance Management.	CO3	L3
7.	Examine the objectives of compensation policies for a multinational firm.	CO4	L4
UNIT-IV			
8.	Simplify the meaning of Organizational Knowledge. Compare the differences between tacit and explicit knowledge.	CO4	L4
9.	Interpret the meaning of International Relations and assess the key issues in International Relations.	CO5	L5
SECTION-C			
10.	<p>Case Study</p> <p>MegaTools Ltd., a multinational company, operates factories in India and Thailand. In India, strong trade unions demanded fair wages and safety improvements. After negotiations, the company agreed to regular joint meetings with union representatives. In Thailand, where unions are weaker, MegaTools introduced individual contracts and performance bonuses to reduce interest in unionization. This led to criticism from global labor groups, who claimed the company was applying different standards in different countries. The situation shows how multinational firms often face varying levels of union influence and must manage industrial relations differently across countries.</p> <p>Questions</p> <p>(a) Interpret the reasons for MegaTools adopting different approaches to trade unions in India and Thailand?</p> <p>(b) Recommend the International HRM strategies that can help MegaTools maintain fair labor practices across countries?</p>	CO5	L5

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MBA, Semester-4th
STRATEGIC HUMAN RESOURCE MANAGEMENT

Subject Code: MBA-934-18

M.Code: 77817

Date of Examination: 13-12-2025

Time: 3 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

1. SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.
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 consists of ONE Case Study carrying TWELVE marks.

Q. No.	Question	Course Outcome	Bloom's Level
SECTION-A			
1.	Answer briefly:		
a.	Define corporate-level HR strategy.	CO1	L1
b.	Explain Best Practice approach in SHRM.	CO1	L2
c.	Classify two components of the HR environment.	CO2	L2
d.	What is meant by strategic reward management?	CO3	L1
e.	Explain the purpose of global HR planning.	CO4	L2
f.	Define expatriate failure.	CO4	L1
g.	What is cross-cultural performance management?	CO5	L1
h.	Outline any two global employee relations challenges.	CO5	L2
SECTION-B			
UNIT-I			
2.	Apply how the concepts of internal and external analysis in SHRM.	CO1	L3
3.	Analyze the differences between traditional HR and strategic HR with real-world examples.	CO2	L4
UNIT-II			
4.	Utilise how HR strategy integrates with business strategy during organizational restructuring.	CO2	L3
5.	Determine the role of compensation and reward strategies in gaining competitive advantage.	CO3	L5
UNIT-III			
6.	Identify the behavioural challenges faced by employees during strategic transformations.	CO3	L3
7.	Analyze the contribution of talent management and retention strategies in strategy implementation.	CO4	L4

UNIT-IV			
8.	Compare ethnocentric, polycentric, region centric, and geocentric staffing approaches used in MNCs.	CO4	L4
9.	Critically evaluate expatriate challenges such as cultural adjustment, performance evaluation, and repatriation.	CO5	L5
SECTION-C			
10.	<p>Orion International, a US-based digital engineering company, has recently expanded into India, Singapore, Poland, and Germany to support its global client base. The company follows a blended staffing strategy by deploying expatriate managers while hiring a large local workforce. However, the expansion has created several HR challenges. Expatriates struggle with cultural differences related to communication styles, leadership expectations, teamwork norms, and workplace etiquette. Limited pre-departure training leaves them unprepared for local cultural and legal environments.</p> <p>Local employees feel that HR policies designed at the US headquarters do not align with regional labour laws, compensation norms, or career expectations, leading to rising turnover. Standardized global training modules fail to address varying skill requirements and language differences across the new regions. Additionally, compensation disparities between expatriates and local staff create perceptions of inequity and tension within teams. These issues threaten Orion's ability to build cohesive global operations.</p> <p>Questions:</p> <ol style="list-style-type: none"> a. Discuss the global HR challenges faced by Orion International during expansion. b. Create a global HR strategy addressing staffing, training, and compensation for Orion. 	CO5	L6

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UNIT-III			
6.	Identify the relevance of KPI's in data visualization by citing example.	CO4	L3
7.	Examine the fundamentals of data modeling for analytics. How do conceptual, logical, and physical models support accurate analysis and reporting?	CO4	L4
UNIT-IV			
8.	Simplify the criteria for choosing an effective visual tool and provide examples of situations where different visual tools (charts, maps, infographics, dashboards) are most appropriate.	CO5	L4
9.	Justify how can data storytellers effectively focus the audience's attention? Explain various visual and narrative techniques used to guide audience perception.	CO6	L5
SECTION-C			
10.	<p>SecureLife Insurance Ltd., founded in 2003 in Maharashtra, gradually expanded nationwide, offering life, health, term, pension, and investment-linked insurance products. Between 2012 and 2018, it acquired several smaller insurers, resulting in a larger customer base and diversified portfolio. Today, the company operates through 600+ branches, employs 15,000 agents, and partners with numerous hospitals and financial institutions.</p> <p>SecureLife introduced digital services such as online policy purchases, mobile premium payments, and claim tracking. However, rapid expansion and digital adoption led to massive data generation from branches, online platforms, customer interactions, hospitals, and external agencies. Existing operational databases—meant only for daily transactions—could not support analytics or strategic decision-making.</p> <p>Issues included inconsistent and redundant data, slow report generation, fragmented systems, and lack of centralized insights for customer trends, policy performance, claim ratios, or fraud detection. Management realized that without a unified, cleansed, and historical data system, the company could not remain competitive. Thus, SecureLife decided to build a Data Warehouse to improve data quality, support business intelligence, and enable timely decisions.</p> <p>QUESTION:</p> <ol style="list-style-type: none"> Discuss the reasons why SecureLife Insurance Ltd. needed to build a Data Warehouse. Elaborate the suggestions would you give SecureLife Insurance Ltd. for successful implementation of the Data Warehouse? 	CO4	L6

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UNIT-IV			
8.	Inspect the differences between long term forecast and short term forecast.	CO 4	L 4
9.	Explain an approach towards Composite Indexes.	CO 5	L 5
SECTION-C			
10.	<p>In this case, we needed to develop a model for forecasting weekly air passenger traffic on major domestic routes for one of Australia's leading airlines. The company required forecasts of passenger numbers for each major domestic route and for each class of passenger (economy class, business class and first class). The company provided weekly traffic data from the previous six years.</p> <p>Air passenger numbers are affected by school holidays, major sporting events, advertising campaigns, competition behavior, etc. School holidays often do not coincide in different Australian cities, and sporting events sometimes move from one city to another. During the period of the historical data, there was a major pilots' strike during which there was no traffic for several months. A new cut-price airline also launched and folded. Towards the end of the historical data, the airline had trialed a redistribution of some economy class seats to business class, and some business class seats to first class. After several months, however, the seat classifications reverted to the original distribution.</p>	CO 5	L 5
(a)	Based upon the above case study, evaluate the concept of revenue and profit of a firm is related with the estimation of demand.		

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