Roll No. | | | | | | | | | | | | | Total No. of Pages : 03

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MBA (Sem.–4)

CORPORATE STRATEGY

Subject Code : MBA401-18

M.Code : 77807

Date of Examination : 28-04-2025

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. **Write short notes on:**

   a) Levels of strategy

   b) Goals and Objectives

   c) Strategic group mapping

   d) Critical Success Factors (CSF)

   e) Corporate restructuring

   f) BCG Matrix

   g) Types of corporate culture.

   h) Balanced Score Card

SECTION – B

UNIT - I

2. *"The Seven-S frame work provides insight into an organization's working and help in formulating plans for improvement"*. In the light of the statement, explain McKinsey's framework with the help of a diagram.

3. What are the components of external environment? Discuss various environmental scanning techniques in detail.

UNIT - II

4. a) Explain how porter's five forces analysis is useful in analyzing competition within an industry?

   b) What are the cores competencies for a successful organization? Suggest the measures to avoid failure and sustain competitive advantage.

5. What are business level strategies? Explain various focused and differentiation strategies with example.

UNIT – III

6. What is Diversification? What are its types? Explain reasons for diversification.

7. Write a detailed note on Product life cycle matrix with suitable examples.

UNIT - IV

8. What is strategic change? Explain the change process proposed by Kurt Lewin that can be useful in implementing strategies.

9. Describe the evaluation and control process of an organization. Also explain its importance. Is evaluation and control process appropriate for an organization that emphasizes creativity? Discuss.

SECTION - C

10. **Case Study on Tata Motors Nano to Roll out-**

The world's cheapest car, the widely awaited Nano, will be launched on 23-03-2009. Tata Mdtors will display the Nano at dealership from the first week of April 09 and will accept bookings from the second week of April 09. The launch of Nano whose potential to revolutionize the automobile industry has been widely acknowledged in India and abroad, will be one of the bride spots in a bleak landscape for the global automobile Industry. Sales have plunged by double-digit percentages, or worse, in markets across the world from US to China. In India, Nano's entry might lead to growth in the domestic market. The car may also find a niches abroad, as cash-strapped consumers are likely to look for bargains. In 2008, Tata Motors displayed the Nano at the Geneva Motor Show and plans to present the European version at the Show in March, 2009. It plans to sell Nano in Europe at 5000 Euros. Tata Motors will roll out 60000-80000 units of the Nano from another plant in Pantnagar in Uttrakhand till the Sanand unit is geared upto produce 2.5 lakh units a year. Tata Motors has began aggressively gearing up its distributions network to sell a car, which will primarily focus on semi-urban and rural areas. The base version of the Nano, which will be without an A.C. will be priced at around Rs. One lakh while the A.C. model will carry a higher price tag.

It is learnt that Tata Motors Finance is working on various packages through SBI and HDFC Bank, to offer competitive interest rates. Dealer of Tata Motors said that Company might take full payment for booking. Sona Koyo Steering Systems Executive Chairman said, "Nano is the awaited car, and therefore, its launch is welcomed by the world".

Questions :

a. Carry out an Environment analysis for Tata Motors.

b. With the launch of Nano car, will Tata Motors have Sustainable Competitive Advantage (SCA)? Justify your answer.

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Total No. of Questions : 09

MBA (Sem.–4)

WORKSHOP ON INDIAN ETHOS

Subject Code : MBA403-18

M.Code : 77821

Date of Examination: 02-05-2025

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 the role of Indian ethos in business?

b) Discuss the key management lessons derived from Kautilya's Arthashastra.

c) What do you understand by Corporate Karma?

d) What are the different levels of work ethos and how do they impact organizational performance?

e) Explain the concept of Trans-Cultural Human Values.

f) What are the various types of workplace stress?

g) How can meditation be used as an effective tool for stress management?

h) What are the key features of the Gurukul system of learning?

8-04

SECTION - B

UNIT - I

2. Discuss the principles of Indian Ethos practiced by Indian companies and their relevance to modern management.

3. Analyze the management lessons drawn from Vedas and their application in today's business context.

UNIT - II

4. Examine the importance of value-based management in the context of global change, highlighting the key stakeholder impacts.

5. Discuss the differences between secular and spiritual values and their implications for management practices.

UNIT - III

6. Define workplace stress and outline its various causes and consequences on employee performance and well-being.

7. Evaluate the role of yoga and meditation as techniques in managing stress within organizations.

UNIT - IV

8. What are the advantages and disadvantages of the Gurukul system of learning and how can it influence modern educational practices?

9. Discuss the laws of Karma relating to the management practices, especially the concepts of Nishkama Karma and Corporate Karma.

SECTION - C

10. **Case Study : Indian Ethos in Managerial Practices**

Vikram Sharma is the CEO of "Sattvik Organics," a rapidly growing organic food company in India. The company follows traditional Indian ethos in its business operations, ensuring ethical sourcing, fair trade and sustainable production. Inspired by the Bhagavad Gita and Kautilya's Arthashastra, Vikram believes in Nishkama Karma - working selflessly without focusing solely on the personal gains.

Despite the company's success, Vikram faces several challenges:

1. Employees often struggle to balance work and personal lives, leading to stress and reduced productivity.

2. The younger workforce is inclined towards Western management styles, questioning the relevance of Indian ethos in modern business.

3. Competitors who follow aggressive profit-driven strategies are capturing market share, putting pressure on Sattvik Organics.

To address these challenges, Vikram introduces stress management programs including meditation and yoga sessions, integrates value-based management and reinforces ethical decision-making based on Indian scriptures. However, resistance remains among some employees and stakeholders.

Questions :

a. How can Vikram use Indian ethos and values to enhance employee motivation and work ethics in Sattvik Organics?

b. Analyze the role of Nishkama Karma in managerial decision-making and its impact on long-term business success.

c. Suggest strategies that blend Indian and Western management approaches to create a balanced and effective leadership style.

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Total No. of Questions : 10

MBA (Sem.–4)

MERGERS, ACQUISITION AND CORPORATE RESTRUCTURING

Subject Code : MBA-914-18

M.Code : 77813

Date of Examination : 09-06-2025

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

1. **Write short notes on :**

   a. Takeover Defence Strategies.

   b. Give any two reasons of failures of Mergers and Acquisitions.

   c. LBO (Leveraged Buy Out).

   d. Buyback of Shares.

   e. Any two Financing options in Mergers and Acquisitions Deal.

   f. Impact of Mergers and Acquisitions on EPS.

   g. Process of Integration in Mergers and Acquisitions.

   h. Due Diligence in Mergers and Acquisitions.

SECTION – B

UNIT - I

2. What do you mean by Corporate Restructuring? Discuss in brief the various forms of Corporate Restructuring.

3. Explain the rationale behind value creation through Mergers and Acquisitions. Do you think that the value creation is always there in such transactions?

UNIT - II

4. What do you mean by Strategic Alliance? Discuss the various problems in Strategic Alliance. What are the provisions relating to Buyback of Shares in India?

5. Discuss in detail about the various factors affecting the deal valuation in Mergers and Acquisitions.

UNIT - III

6. Discuss in detail about the various determinants of Mergers and Acquisitions Financing Decisions.

7. BYD Ltd. is contemplating taking over the business of Tesla Ltd. The summarized Balance Sheet of Tesla Ltd. as on March 31, 2025 was as follows :

LIABILITIES	Amount (in Rs.)	ASSETS	Amount (in Rs.)
Equity Share Capital (100 lakh @ Rs. 10)	1000	Land and Buildings	600
General Reserve	500	Plants and Machinery	1160
P & L Account	240	Inventories	140
13% Debentures	200	Debtors	70
Current Liabilities	60	Bank	30
TOTAL	**2000**	**TOTAL**	**2000**

ADDITIONAL INFORMATION :

a. BYD Ltd. agrees to takeover all the current assets at their book values but the fixed assets were to be valued as under :

   Land and Buildings : Rs. 1000 Lakh

   Plant and Machinery : Rs. 1000 Lakh

   Apart from these sums, BYD Ltd. is required to pay Rs. 100 Lakh for goodwill.

b. Purchase consideration is to be paid as Rs. 260 Lakh, in case, to pay for 13% Debentures and other liabilities and the balance is to paid in term of shares of BYD Ltd.

c. Expected Benefits (FCFF) accruing to BYD Ltd. are as follows :

Year 1	Year 2	Year 3	Year 4	Year 5
400	600	520	400	200

Further, it is estimated that the FCFF are expected to grow at 5%p.a. after 5 years.

d. Cost of capital for the purpose of analysis is to be 15%.

Give P.V. Factor at 15% :

Year 1	Year 2	Year 3	Year 4	Year 5
0.870	0.756	0.658	0.572	0.497

You are required to analyze whether the acquisition should be acceptable or not?

UNIT – IV

8. Describe in detail the main tax implication of Mergers and Acquisition in India.

9. **Write a descriptive note on :**

a. Regulatory Framework of Mergers and Acquisition.

b. Critical Issues in International Mergers and Acquisition.

SECTION – C

10. **Case study :**

The following information is provided related to the acquiring firm Jio Limited and the target firm IIFL Limited :

Particulars	Jio Limited	IIFL Limited
Profits after tax (PAT)	Rs. 4000 lakhs	Rs. 800 lakhs
Number of shares Outstanding	400 lakhs	200 lakhs
P/E ratio (times)	20	10

On the basis of above, answer the following questions :

a. What is the swap ratio based on current market price?

b. What is the EPS of Jio Limited after acquisition?

c. What is the expected market price per share of Jio Limited after acquisition, assuming P/E ratio of Jio Limited remains unchanged?

d. Determine the market value of the merged firm.

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MBA (Sem.–4)

INTERNATIONAL FINANCE & FINANCIAL DERIVATIVES

Subject Code : MBA-915-18

M.Code : 77814

Date of Examination: 19-05-2025

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. What is the role of the Bretton Woods system in international finance?

   b. Explain the factors that influence foreign exchange rates.

   c. Describe the Interest Rate Parity Theory.

   d. What are Global Depository Receipts (GDRs)?

   e. What is speculation and how does it differ from hedging?

   f. Explain the concept of swaps.

   g. What are different types of option trading strategies?

   h. Describe the regulatory framework for derivatives contracts in India.

SECTION - B

UNIT - I

2. What was Gold Standard? Explain the evolution of Monetary System from Gold Standard to Bretton Wood System.

3. Explain the structure of the foreign exchange market, identifying key participants. Discuss the role of the interbank market in determining exchange rates and ensuring liquidity.

UNIT - II

4. Explain Fisher Effect and International Fisher Effect. Elaborate the relationship between forward and future spot rate.

5. Explain the international financial instruments for raising funds. Differentiate between EURO Bonds and Foreign Bonds.

UNIT - III

6. What are future contracts? Explain pricing of future contracts.

7. Elaborate Black-Scholes Model of Pricing Option Contract. Explain different factors determining option pricing.

UNIT - IV

8. What are credits Derivatives? Elaborate Pricing Models of Credit Derivatives.

9. Explain different types of Exposures involved in International financial Market. Elaborate strategies to manage each type of Risk Exposures.

SECTION - C

10. Case study

Country X, an emerging economy, has been experiencing persistent trade deficits over the last five years. While its exports primarily consist of raw materials and agricultural products, its imports include high-value manufactured goods and energy resources. As a result, the country has been running a current account deficit, leading to increased borrowing from international markets. Additionally, fluctuations in Foreign Direct Investment (FDI) and Foreign Portfolio Investment (FPI) have caused instability in its financial account. The government is considering policy interventions such as export incentives, import restrictions and foreign exchange reserve management to improve its Balance of Payments (BoP). However, economists warn that excessive intervention might distort market forces and reduce investor confidence.

Questions:

a. What are the key components of the Balance of Payments (BoP)? How do current account and capital account imbalances impact economic stability?

b. Analyze the potential risks and benefits of imposing import restrictions to control trade deficits.

c. How does Foreign Capital Inflow (FDI and Foreign Portfolio Investment) influence the BoP? What strategies should Country X adopt to ensure sustainable capital inflows?

d. What role do exchange rate policies and foreign exchange reserves play in stabilizing a country's BoP? Should Country X allow a free-floating exchange rate or intervene in currency markets?

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Total No. of Pages : 03

Total No. of Questions : 10

MBA (Sem.–4)

INTEGRATED MARKETING COMMUNICATION AND SALES MANAGEMENT

Subject Code : MBA-923-18

M.Code : 77808

Date of Examination: 29-05-2025

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 IMC programme?

   b. What is Advertising appeal?

   c. Difference between Advertisement and publicity.

   d. Define Internet advertisement.

   e. Explain the meaning of personal selling.

   f. What are the objectives of sale management?

   g. What is a sales budget?

   h. What is sales Quota?

2. Discuss the steps in

3. Explain the import

4. Explain the differen
of public relations?

5. What is Direct Mar

6. What are the objec
types of sales organ

7. Explain the differen

8. Explain the impor
operation.

9. Explain Ps

10. ABC Company m
missing. Initially,
For example, the
replaceable one- y

From customer fe
product because th
missing. This disc

The new messaging on the homepage read, "Keep your pet safe and prevent heartbreak. ABC Company Smart Tags help you find your missing pet automatically."

Revenue increased 53% increase following the change in messaging. "We immediately saw an increase in engagement on our website, with a lower bounce rate, higher click-through rate and a higher conversion rate. There were also a few people who messaged us on social media saying how our new message resonated with them," said the founder of the Company.

Answer the following questions:

a. Initially why the sales revenue of SmartTags for pets were less?

b. What change in advertisement strategy helped the company gain an increase in sales revenue?

c. Based on the case elaborate how advertisement appeal and message have a crucial role to play in brand building of any company.

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Total No. of Questions : 10

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MBA (Sem.–4)

INTERNATIONAL AND SOCIAL MEDIA MARKETING

Subject Code : MBA-925-18

M.Code : 77810

Date of Examination: 05-06-2025

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 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:**

   a. International trade tariff

   b. Market segmentation

   c. Promotion mix

   d. Social media marketing mix

   e. Product standardization

   f. Strategic communication

   g. Blogging

   h. SEM versus SEO.

SECTION - B

UNIT- I

2. What are the barriers for international marketing? Discuss in details the STP for international market.

3. Describe the international marketing environment. What are the factors affecting the international marketing strategies?

UNIT - II

4. Discuss the EXIM policy of India. What are the actions taken by government for the export and import?

5. What is pricing and how the price is decided by the business organization in international market? What are the factors affecting the pricing strategies?

UNIT - III

6. What is social media marketing and what are the strategies for SMM?

7. Describe the consumer behaviour in online market and what are the factors affecting the consumer behaviour in social media market?

UNIT - IV

8. Describe the social media campaign and what are its elements? What are the sources of revenue for social media marketing?

9. Describe in details the emerging trends in social media marketing and what are their features?

SECTION – C

10. **Case study**

E-commerce transactions in India are gaining popularity at the very fast pace majorly due to its attributes of ease of shopping, good discounts, social media integration, cash on delivery mode of payment etc. The industry is all set to grow and beat the records considering the recent show of strength of several E-commerce companies of India Inc in their capability to raise funds as well. Flipkart - one of the leading Indian E-commerce companies headquartered in Bangalore, Karnataka. The overall brand value of FLIPKART is good, but it is facing tough competition from its global as well as local competitors. But in India, it is the most superior E-business portal which is aggressively expanding and planting its roots deep into the Indian market and at the same time shifting the mindset of the people i.e. from going and shopping from physical stores to online stores, which is enormous.

Question :

a. Discuss the initial challenges faced by Flipkart.

b. How Flipkart succeeded in Building the Trust of Online customers?

c. How can Social media be used to increase the market share of the Brand?

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Roll No. [ ] Total No. of Pages : 02

Total No. of Questions : 10

MBA (Sem.–4)

INTERNATIONAL HUMAN RESOURCE MANGEMENT

Subject Code : MBA-933-18

M.Code : 77816

Date of Examination : 05-05-2025

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 short notes on the following:**

   a) Language Training

   b) Domestic Vs. International HRM

   c) Industrial Peace

   d) Sensitivity Training

   e) Dual career couples

   f) Industrial Relations

   g) Managerial Know -how

   h) Re-entry

SECTION – B

UNIT - I

2. What are the various steps required for a truly international conception of HRM?
3. What are the main similarities and difference between domestic and international HRM?

UNIT - II

4. ***"Extensive training is must for international employees before sending on an international assignment".*** Elucidate.
5. Give various components of effective pre-departure training programs.

UNIT - III

6. What should be the main objectives for a multinational firm with regard to its compensation policies?
7. What are the challenges to performance management to organization in today's business scenario?

UNIT - IV

8. Discuss the significant issues and concerns of international IR.
9. What are the characteristics of multinationals that give labour unions cause for concern?

SECTION - C

10. **Case study**

Imagine you're the Vice-President of human resources for a Fortune 500 company. You've spent your entire career attempting to enhance the workplace for employees to support their productive work in the organization. You aligned the hiring process to serve the strategic needs of the organization, as well as implemented an effective performance management system. However, the performance management process is becoming less effective because managers are inflating employee ratings. Under this system, managers are evaluated as a 1, 2, 3 or 4 with 1 being the highest rating and 4 the lowest. In many cases, managers are required to give a 4 rating to the lowest 10 percent of employees each year. Those individuals receiving a rating of 4 for two consecutive years are often let go from the organization. The intent behind this system is that throughout the two-year process, evaluators are to meet frequently with the employees, counsel them and provide necessary development opportunities.

Question :

a) What type of evaluation process would you say is being used in this case?

b) Do you see these effects as positive or negative? Defend your position.

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Roll No. [ ] Total No. of Pages : 03

Total No. of Questions : 10

MBA (Sem.–4)

STRATEGIC HUMAN RESOURCE MANAGEMENT

Subject Code : MBA-934-18

M.Code :77817

Date of Examination:04-06-2024

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 short notes on :**

   a) Traditional HRM vs. Strategic HRM

   b) Best Practices Approach

   c) Workforce Diversity

   d) Key Components of well-designed Reward system.

   e) HR manage resistance to strategic change.

   f) Role of culture in Strategy implementation.

   g) Factors HR must consider when recruiting for global assignments.

   h) Importance of cross-cultural training for employees on international assignments.

SECTION-B

UNIT-I

2. Discuss the challenges HRfaces in aligning its strategies with corporate businessstrategies in a globalized environment. How do HR managers overcome these challenges?

3. *"SWOT analysis is a key tool in strategic HRM for understanding an organization's strengths, weaknesses, opportunities, threats in relation to its human capital."* Do you agree with this statement? If yes, discuss the role of SWOT analysis in strategic HRM.

UNIT-II

4. ExaminetheroleofHRstrategiesand practices in Indian industries and the service sector. How do they differ from global HR practices?

5. *"Performance management strategies play a pivotal role in aligning individual performance with organizational goals."* Critically assess this statement and discuss the key components of performance management strategies in achieving strategic objectives.

UNIT-III

6. *"Talent management and retention strategies are the cornerstone of a successful HR strategy. Without' proper" "talent "management, organizations struggle to meet their strategic goals."* Do you Agree? Discuss.

7. *"Leadership plays a pivotal role in the success of strategic change implementation. What leadership styles are most effective in driving successful strategy implementation and why?*

UNIT-IV

8. *"Global HRM is a crucial element of multinational strategy, as it ensures the alignment of human resources with global business objectives."* Evaluate this statement, discussing the importance of HR's role in aligning with global business strategies and the challenges associated with managing a global workforce.

9. *"Global staffing approaches such as polycentric, ethnocentric, geocentric, and region-centric are vital for managing talent across different regions."* Highlight their strengths, weaknesses and suitability in different contexts.

SECTION-C

10. **Case Study: READ THE CASE AND ANSWER THE FOLLOWING QUESTIONS**

Tesla, led by Elon Musk, demands high commitment and long working hours from employees. The company's fast-paced work environment leads to innovation but also burnout. Many employees leave Tesla within 2-3 years due to stress and uncertain job security. Despite these-challenges, Tesla remains a top employer for engineers and designers. The company's HR team is now focusing on employee well-being initiatives, like flexible work hours and mental health support.

Questions

a) What are the main reasons for Tesla's high employee turnover?

b) How does Tesla's work culture contribute to its innovation?

c) What HR strategies can Tesla implement to reduce burnout?

d) How can Tesla balance high performance with employee satisfaction?

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MBA (Sem.–4)

DATA VISUALIZATION FOR MANAGERS

Subject Code : MBA-963-18

M.Code : 78031

Date of Examination: 27-05-2025

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. 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. **Answer briefly :**

   a) What is meant by Cross filtering?

   b) What are histograms?

   c) What is the relevance of ELT?

   d) What are the applications of star schema?

   e) What is the relevance of KPI in an organization?

   f) What is meant by Data Modeling?

   g) What is the relevance of Infographics in Data Visualization?

   h) What are the parameters for effective storytelling?

SECTION-B

UNIT-I

2. *"From basic graphs to intricate dashboards, data visualization has changed over time."* Justify this statement by providing a detailed explanation while providing context for the data science and management fields.

3. Explain the applications of the following concepts in data visualizations:

   a) What are the applications of Bar Chart?

   b) Discuss the need and relevance of Exploratory Visualization.

UNIT-II

4. Discuss in detail the various techniques of data integration and transformations. Explain by citing examples.

5. Explain the following terms by giving relevant examples.

   a) What is a Snowflake Schema? Also, explain the applications of Snowflake Schema.

   b) Discuss the need and relevance of Predictive Modelling.

UNIT-III

6 What is meant by KPI? Make a detailed list of KPIs for students and teachers at your university/college. Also, provide justification for the listed KPIs.

7. **Write notes on :**

   a) What are critical data modelling fundaments for analytics?

   b) Discuss the procedure of selecting data for KPIs in an organization.

UNIT-IV

8. Discuss in detail the role and relevance of the following aspects in storytelling using visualization:

   a) Context b) Visual tool

9. What are key features that differentiate Dashboards, Storyboards and Infographics from each other? Explain by stressing the advantages of dashboards, storyboards and infographics.

SECTION-C

10. CASE STUDY:-

Data visualization tools have come a long way from their origins as static counts to interactive displays composed of multiple data sources. While data visualization is a relatively new discipline, many currently used techniques were developed during the industrial revolution, and the field advanced significantly by the middle of the nineteenth century. However, to truly understand the impact and evolution of data visualization, it is important to look further into history. Visualizations have been used by mankind since the dawn of time to instruct, convey meaning, and tell stories. Maps, in particular, have a long history and were used by ancient civilizations to navigate and communicate important information. Over time, visualizations have become increasingly sophisticated and specialized, with cartography, statistics, and science practitioners using them to understand complex information better. Businesses and people benefit greatly from data visualization because it makes it possible to quickly identify and comprehend important data characteristics such as trends, outliers, and patterns. A good data visualization strikes a fine balance between aesthetics and utility, presenting data in a way that is accessible to a wide audience while yet drawing attention to the most important findings. Data visualization tools enable fast decision making and provide access to understanding patterns and trends.

Many data visualization tools are available today, each with unique strengths and weaknesses. Out of all tools, Tableau, which is best for interactive charts. Tableau is frequently used in data analytics due to its usefulness in visualizing data. Using Table are, a popular data visualization tool has benefits and drawbacks.

Questions:-

a) Justify the following statement mentioned in the case study by citing relevant examples:-

A good data visualization strikes a fine balance between aesthetics and utility, presenting data in a way that is accessible to a wide audience while yet drawing attention to the most important findings".

b) Discuss in detail the benefits and drawbacks of Tableau. Explain by citing examples.

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Total No. of Questions : 10

MBA (Sem.–4)

BUSINESS FORECASTING

Subject Code : MBA-964-18

M.Code : 78032

Date of Examination : 22-05-2025

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 a short notes on :**

   a) Elasticity of demand

   b) Types of users of forecasted information.

   c) Focus groups

   d) Conditional forecasting

   e) Stationarity in time series

   f) Random walk in time series

   g) Composite indexes

   h) Long term forecast

SECTION - B

UNIT - I

2. What do you understand by the term forecasting? Explain the relationship between forecasting and demand and the significance of demand analysis in forecasting.

3. What are the various techniques of forecasting? How to select the best technique for forecasting the demand?

UNIT - II

4. Explain the difference between quantitative and qualitative research techniques in detail.

5. Elaborate how to estimate the parameters and interpret the results of regression analysis with suitable examples.

UNIT - III

6. What is time series analysis? What are the properties of stochastic time series?

7. Explain the various types of homogenous non-stationary processes in time series.

UNIT - IV

8. What are barometric techniques of forecasting? How these are different from other techniques?

9. Explain the use of software packages for forecasting. Also explain the pros and cons of these packages.

SECTION - C

10. **Study the following case and answer the question(s) that follow :**

In this case, the client was the Australian federal government, who needed to forecast the annual budget for the Pharmaceutical Benefit Scheme (PBS). The PBS provides a subsidy for many pharmaceutical products sold in Australia, and the expenditure depends on what people purchase during the year. The total expenditure was around A$7 billion in 2009, and had been underestimated by nearly $1 billion in each of the two years before we were asked to assist in developing a more accurate forecasting approach.

In order to forecast the total expenditure, it is necessary to forecast the sales volumes of hundreds of groups of pharmaceutical products using monthly data. Almost all of the groups have trends and seasonal patterns. The sales volumes for many groups have sudden jumps up or down due to changes in what drugs are subsidized. The expenditures for many groups also have sudden changes due to cheaper competitor drugs becoming available.

Thus, we needed to find a forecasting method that allowed for trend and seasonality if they were present and at the same time was robust to sudden changes in the underlying patterns. It also needed to be able to be applied automatically to a large number of time series.

Questions :

a) What are the specific challenges in using traditional time series forecasting methods for this case, given the presence of both regular patterns (trends/seasonality) and irregular changes (policy shifts)?

b) What criteria should be used to determine whether a time series model is "robust" enough to handle sudden changes in drug subsidization patterns?

c) What validation approach would be appropriate for evaluating forecast accuracy, considering the previous $1 billion underestimation problem?

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