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Code: 22MBA3001

SET-I

**ADITYA INSTITUTE OF TECHNOLOGY AND MANAGEMENT, TEKKALI
(AUTONOMOUS)**

**MBA III Semester Regular & Supplementary Examinations, November, 2024
STRATEGIC MANAGEMENT AND BUSINESS ETHICS**

(MASTER OF BUSINESS ADMINISTRATION)

Time: 3 Hrs

Max. Marks: 60

**Answer any Five questions
All questions carry EQUAL marks
Question No. 8 is Compulsory**

1. What is strategy? Discuss the strategic management process in brief? 12M
2. a) Explain the significance of Strategic Management in the present context of intense competition. 6 M
b) Analyze the different components of Industry analysis with reference to any specific industry. 6 M
3. a) Describe how SWOT analysis helps in assessing Business opportunities. 6 M
b) How are Cost Leadership strategies different from Differentiation? 6 M
4. a) Analyze the various quantitative and qualitative criteria for measuring performance. 6 M
b) Elucidate the significance of Organizational Culture on implementation of any strategy. 6 M
5. a) Describe the different ethical factors influencing Business Ethics in today's context. 6 M
b) What are the common arguments against Business Ethics? 6 M
6. a) Discuss the different practices adopted by companies to prevent sexual harassment at work place. 6 M
b) Comment on the ethical issues in the present marketing environment. 6 M
7. a) Explain any two functional strategies in brief. 6 M
b) Describe how the Core Competence of a Company, you know and how it has been transformed to offer Competitive Advantage to the Company. 6 M

In September 1998, the Procter & Gamble Company, Cincinnati, USA, announced a major global structural change Program, "Organization 2005". The mission of the program was to take P&G's global turnover from \$38 billion to \$70 billion by 2005. The objective was to raise profitability by changing the work culture at P&G. The change drivers identified were the attributes of Stretch, Innovation and Speed (SIS). The structural changes to be initiated included setting up of four global business units based on product lines, eight market development organizations based on regions and one global business service Centre. A fourteen member cross functional team named as the Culture team was set up to oversee the management of change.

The achievements of the "Organization 2005" Program were to be seen in terms of :

1. Changing P&G from being a misaligned organization to one aligned on common goals, with trust as the foundation.
2. Involve from an intense inspection-led organization where everything is kept under control to one that is a team- collaborating unit.
3. Shift from risk-avoiding culture to a stretch-taking one.
4. Move from running down on complexities to taking on challenges.
5. Heave from a slow-moving organization to one which hurtles through stretch, innovation and speed to breakthrough goals.

As the news of Organization 2005 program reached the P&G Hygiene and Health Care headquarter in Mumbai, India, there was a lot of apprehension among the employees. Uncertainty and suspicion arose with regard to their own future and related to the continued existence of the business division they worked in. It took about a year for the apprehensions to fade away and be replaced by clarity and confidence.

P&G, India adopted the global motto of SIS of its parent. A cultural team was set up to communicate the goals of SIS internally to the employees and seek their involvement in creating a new P&G. The team set out to identify projects to help achieve the goals of SIS and to get employee feedback periodically. Outdoor meetings of all P&G employees were conducted to drive home the SIS message. Weekly indoor meetings were held both department wise and across categories. Team members were made responsible for communicating formal and informal feedback to and from their department. Monthly updates and communication through newsletters were extensively used. Question and answer sessions were held to clarify doubts of employees. Reassurance of employees thus became an ongoing continuous process.

Says a P&G employee: "Initially, when global changes were announced, we were a little skeptical as to what will be its impact on the Indian operations. Now after so much communication and interaction at all levels, we are confident and look forward to this change."

Questions :

- a. Comment on whether the cultural changes at P&G are supportive of the strategy being implemented.
- b. What in your opinion, are the chances of the cultural change being successful?
- c. What needs to be done additionally to ensure success?

**Answer any Five questions
All questions carry EQUAL marks
Question No. 8 is Compulsory**

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|----|----|--|-------------|
| 1. | a) | Define Digital Marketing? Explain its importance at present marketing scenario. | 8 M |
| | b) | In detail discuss various functions of Digital Marketing Manager. | 4 M |
| 2. | a) | What is a Keyword in digital marketing? How important is it from the point of SEO? | 8 M |
| | b) | Explain on page optimization in brief. | 4 M |
| 3. | | Explain the Scope and Importance of SMO. | 12 M |
| 4. | | Define SEM? In detail discuss about Social media metrics and Pay per click metrics. | 12 M |
| 5. | a) | Explain how Google AdWords work? | 8 M |
| | b) | In brief discuss the process of bidding for CPC. | 4 M |
| 6. | a) | Narrate the role of Social Media Platforms in generating leads. | 6 M |
| | b) | Explain various techniques for lead Generation. | 6 M |
| 7. | | Discuss the trends of digital marketing in contemporary digital world. | 12 M |
| 8. | | CASE STUDY:
Assume that you are a Marketing manager for an online medical assistance company. The company has assigned you free hands to promote companies products and services globally, particularly in this contemporary digital revolution. | 12M |

Questions

- (a) Prepare a detailed digital marketing plan for this above project.
- (b) List and discuss the challenges and opportunities in this project.
- (c) Give valuable suggestions to overcome the challenges.

**Answer any Five questions
All questions carry EQUAL marks
Question No. 8 is Compulsory**

1. a) Discuss about E-Market places and what are their advantages and disadvantages? **6M**
b) Describe the framework and history of Ecommerce. **6M**
2. Explain the different types of e-commerce business models and how do they work? **12M**
3. Describe the major drivers of E-commerce. **12M**
4. Elaborate various EC Activities and Support Mechanisms that help the Online Purchasing Process on different E-Marketplaces. **12M**
5. Describe the different types of web store malls in present scenario which enhances the consumer shopping experience. **12M**
6. Define Supply chain management (SCM)? What are the major supply chain improvements in ecommerce? Discuss the Process of the Supply Chain in Speeding Up Deliveries. **12M**
7. a) Explain Mass customization Handling Returns (Reverse Logistics) and **6M**
b) Explain Order Fulfillment in Make to order. **6M**
8. **CASE STUDY:** **12M**
Spencers is a leading retail firm in retail industry. By implementing different offensive strategies in market place achieved strong customer base and sales volume. Suddenly sales of firm coming down, to retain their sales firm is trying to implement different strategies but it could not get their customer back. Then its R&D team was decided to go for market research. They identified root cause of sales decline that the customers are being attracted to online shopping due to this all the Brick and Mortar sales were dropped down. To survive in the market place Spencers wants to enter in to E-retailing and decides to start new virtual malls in online market place along with Brick and mortar.
So suggest to management how they start new virtual mall in online market place
Questions:
 - a) What are the strategies need to implement to convert the “Brick and Mortar “to “Brick and Click”
 - b) What types of virtual malls need to maintain in online to get good customer base.

**MBA III Semester Regular & Supplementary Examinations, November, 2024
INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT
(MASTER OF BUSINESS ADMINISTRATION)****Time: 3 Hrs****Max. Marks: 60****Answer any Five questions
All questions carry EQUAL marks
Question No. 8 is Compulsory**

1. a) What are key differences between Investor and Speculator? **6M**
b) Describe briefly the features money market instruments in India. **6M**
2. a) What are the criticisms of variance as a measure of risk? **6M**
b) What are the key challenges that lie ahead of SEBI? **6M**
3. a) Describe briefly the Bombay Stock Exchange Sensitive Index (Sensex) and the S&P CNX Nifty Index(Nifty). **6M**
b) Discuss the features of the Corporate Debt market in India. **6M**
4. a) Explain the different models of Valuation of equity and Preference Shares. **6M**
b) Differentiate between Market value and Intrinsic value. **6M**
5. a) Explain technical analysis. How is it different from fundamental analysis? **6M**
b) Explain dow theory. Discuss its relevance in analysis of securities **6M**
6. a) Explain the three forms of Efficient market hypothesis. **6M**
b) Describe EMH and passive Investing. **6M**
7. a) Mention the assumptions underlying the standard Capital asset pricing model. **6M**
b) Explain efficient frontier and Markowitz portfolio theory. **6M**
8. **CASE STUDY:** **12M**

The rates of return on stock A and market portfolio for 15 periods are given below:

Period	Return on Stock A(%)	Return on market Portfolio(%)	Period	Return on Stock A(%)	Return on market Portfolio(%)
1	10	12	9	-9	1
2	15	14	10	14	12
3	18	13	11	15	-11
4	14	10	12	14	16
5	16	9	13	6	8
6	16	13	14	7	7
7	18	14	15	-8	10
8	4	7	-	-	-

- a. What is the beta for stock A?
- b. What is the characteristic line for stock A?

Answer any Five questions**All questions carry EQUAL marks****Question No. 8 is Compulsory**

1. a) How Constitution of India plays an important role on Industrial Relations? 6M
b) Explain the Dunlop's theory on Industrial relations. 6M
2. a) Write a note on Labor Administration Machinery. 6M
b) Examine the changing role of Trade Unions in the recent past. 6M
3. a) Define Collective bargaining, explain how it can be useful in preventing the Industrial disputes? 6M
b) What are the different levels of Employee Participation? 6M
4. a) Explain different causes of Industrial Dispute? 6M
b) What are the Authorities of Dispute Settlement Machinery? 6M
5. a) Explain the concept of Strike and Lockout. 6M
b) What are the Health and Occupational Safety programs? Explain with examples. 6M
6. a) Discuss important provisions under Employee Compensation Act. 6M
b) Write a note on Minimum wage and Living wage with suitable examples. 6M
7. a) Explain the Role of ILO in maintaining the Industrial Peace. 6M
b) What are the future directions of Industrial Relations? 6M

8. CASE STUDY:**12 M**

A.S.R. Ltd. is an electronics company that has been in business for more than 20 years and has production facilities spread over five distinct locations in India. About 15,000 worker, including managerial and supervisory staff, are employed by the company. Although the majority of workers pay the minimal union fee, there are three to five trade unions in each unit, and on average, 10 to 15% of the workforce is actively participating in trade union work. Although union leaders are a mix of internal and external workers, external factors with political motivations frequently influence union decision-making.

A.S.R. Ltd. previously had challenging labor relations situations that resulted in three significant strikes that lasted longer than two weeks each. All three strikes began shortly after the company struck a deal with one of the unions, and they were all put an end to by the Labour Commissioner's intervention, who was able to bring all of the unions in the relevant unit together for a settlement. In one of the units, the current arrangement will expire in December of this year.

Questions:

- a. How do multiple unions in a plant disturb industrial relations and peace?
- b. Suggest suitable measures for improving the industrial relations climate in the company.

**Answer any Five questions
All questions carry EQUAL marks
Question No. 8 is Compulsory**

1. a) Elucidate key considerations to be taken in Forecasting. 6M
b) List out the critical objectives focused in forecasting. 6M
2. a) Discuss in detail about the EDA types and techniques. 6M
b) Explain different types of variables and their significant role in analysis. 6M
3. Define regression analysis and discuss its relevant areas in business analysis with suitable examples. 12M
4. Explain time series forecasting models and their applications in business. 12M
5. Explain the strategic role of CLTV (Customer Lifetime Value) in business and calculation approaches. 12M
6. Discuss Credit Scoring Models and its significance in Business Analytics. 12M
7. Explain in detail about Customer Acquisition Cost (CAC) optimization strategies. 12M
8. **CASE STUDY:** 12M

A major mortgage lender, ABC Mortgage Services, sought to improve its risk assessment process for loan approvals. The company was dealing with an increasing number of loan applications from a diverse demographic, which included individuals with varying credit histories and backgrounds. Traditional, manual underwriting methods were proving to be time-intensive and challenging, especially when it came to objectively assessing creditworthiness.

To address these challenges, ABC Mortgage Services decided to implement FICO scoring model. Support the company's decision in implementing the model considering below aspects.

- a. Standardization of Credit Assessments
- b. Automation of the Decision-Making Process
- c. Tailored Loan Terms for Risk Levels

**MBA III Semester Regular & Supplementary Examinations, November, 2024
MANAGING BANKS AND OTHER FINANCIAL INSTITUTIONS
(MASTER OF BUSINESS ADMINISTRATION)****Time: 3 Hrs****Max. Marks: 60**

**Answer any Five questions
All questions carry EQUAL marks
Question No. 8 is Compulsory**

1. Describe the role of commercial banks in the Indian economy. 12M
2. Outline the main provisions of the Banking Regulation Act, 1949. 12M
3. Define the concept of bank capital and explain its significance in bank operations. 12M
4. Explain the principles of asset and liability management in banks. 12M
5. Define collateral management and explain its significance in banking operations. 12M
6. Describe the historical evolution of central banking in India, focusing on the RBI. 12M
7. Evaluate the performance of major financial institutions like IDBI, ICICI, and IFCI in recent years. 12M
8. **CASE STUDY:**
A regional bank, XYZ Bank, is under pressure to increase its clientele and boost profitability in a developing economy. The bank offers a range of goods, such as credit cards, mortgages, and personal loans. In an effort to lower default rates, they have recently been enhancing their credit risk management systems and branching out into more sophisticated services like money market dealing and hedging. However, XYZ Bank is struggling with a growing cost of capital and shifting demand for its credit products as a result of heightened competition and the central bank's recent tightening of monetary policy.
The risk management team at XYZ Bank has been working to enhance its credit evaluation procedures, particularly in light of the bank's loan portfolio's little rise in defaults. In order to mitigate interest rate risk, the bank has also begun trading in the money markets and is closely observing the yield curve. Despite these initiatives, they are nonetheless worried about striking a balance between retaining steady growth and profitability and luring new clients with affordable prices.
 - a) Discuss the key challenges in the above case
 - b) How can the bank enhance its credit risk management system, and what part does credit assessment play in managing credit risk?
 - c) How can the bank manage interest rate risk by comprehending and applying the yield curve and money markets?

**MBA III Semester Regular & Supplementary Examinations, November, 2024
HUMAN RESOURCE METRICS & ANALYTICS
(MASTER OF BUSINESS ADMINISTRATION)**

Time: 3 Hrs

Max. Marks: 60

**Answer any Five questions
All questions carry EQUAL marks
Question No. 8 is Compulsory**

1. a) What is the People Analytics Advantage, and how does it differ from traditional business analytics? 6M
b) How do advanced Business Analytics and advanced People Analytics differ in terms of methods, data, and applications? 6M
2. a) What are the Seven Pillars of People Analytics Success, and how do they contribute to building a data-driven HR strategy? 6M
b) How does the Workforce Planning Analytics Pillar help organizations align their workforce with strategic goals? 6M
3. a) What are the key components of Workforce Planning Analytics, and why are they essential for effective workforce management? 6M
b) How can Workforce Planning Analytics help organizations forecast talent needs and manage workforce capacity? 6M
4. a) How has big data and advanced technology transformed the process of talent sourcing? 6M
b) What is the role of mobile technology in the modern talent sourcing process, and how can organizations take advantage of it? 6M
5. a) How can organizations use analytics to align new hires with company culture and improve their initial experience? 6M
b) What metrics can be used to measure the success of onboarding programs, particularly in terms of time to productivity? 6M
6. a) Given that "Time to Productivity" is a key metric in onboarding, how can organizations differentiate between genuine lag in productivity versus factors like role ambiguity, team dynamics, or resource limitations that may affect new employee performance? 6M
b) What strategies can organizations adopt to effectively integrate data from various departments (HR, IT, finance, etc.) to create a comprehensive people analytics framework that supports decision-making across all Seven Pillars? 6M
7. a) What are the key components of Talent Engagement Analytics, and how do they help in improving employee retention? 6M
b) How can predictive modeling be used to identify employees at risk of attrition, and what interventions can be implemented? 6M

Pratham Cements is a 25 – year – old company that has been following the traditional methods of performance appraisal. But with the changing business environment, the CEO, felt that the company should change its performance appraisal system. The Company's employee strength was 5000 plus and implementing an appraisal system that catered to employees across different areas was not a simple task. The company held its monthly review meetings at which all the departmental heads discuss their current problems and future strategies. These meetings provided a forum for the managers in various departments to interact.

During one such meeting, the CEO emphasized the importance of changing the appraisal system to sustain in a highly competitive industry, it needed to appraise its employees effectively so that they would put in their best efforts. He felt that HR department must change its functioning to more strategic functions like resource planning, organization planning etc. apart from the traditional functions like recruitment, selection etc., The new initiative was proposed in a meeting. For the effective implementation of these initiatives HR manager suggested that

- The company need to change the base of its variable pay incentives
- The processes in their operations had to be standardized and so the HR department had to play a vital role in training incentive plan, etc., The HR goals had to be in congruence with organizational goals so that performance management could be effectively designed.
- The management had to be flattened and a culture of empowerment brought in so that it could change the corporate culture.
- The employees had to be made more competitive and individual goals aligned with organizational goals.
- The HR department had to play an important role in reengineering the firm, as it had to create the base for all the staff and development activities.
- The promotion system had to emphasize on internal hiring so that employees would get the opportunity to apply for the job of their choice. This would also encourage the employees to make themselves marketable and overcome their shortcomings so as to qualify for particular vacant positions. The CEO asked all the departmental heads to go through the above recommendations and suggest any changes.

Questions:

- a. The case suggests that the HR manager was interested in implementing a performance management system. What is the difference between a performance appraisal system and a performance management system and how it will be useful for the firm?
- b. What steps should the management take to convince the employees about the implementation for the performance management system?

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**ADITYA INSTITUTE OF TECHNOLOGY AND MANAGEMENT, TEKKALI
(AUTONOMOUS)**

MBA III Semester Regular & Supplementary Examinations, November, 2024

**HUMAN RESOURCE ANALYTICS
(MASTER OF BUSINESS ADMINISTRATION)**

Time: 3 Hrs

Max. Marks: 60

**Answer any Five questions
All questions carry EQUAL marks
Question No. 8 is Compulsory**

1. a) Discuss the need and importance of HR analytics and strategic HR decision making. **6M**
b) Describe the role and its perspectives of Human Capital Management in capitalizing the strengths of the organization. **6M**
2. a) Summarize what constitutes an effective Employee Value Proposition (EVP) in today's competitive job market? **6M**
b) Define Retention? How to retain the employees now and from the future generations? **6M**
3. a) Write a detailed note on components of executive compensation and issues in executive compensation? **6M**
b) Elucidate the latest methods in training and explain its significance. **6M**
4. a) How has workforce planning evolved in response to changes in the labor market and workplace dynamics? **6M**
b) Frame the criteria that should be considered when categorizing employees into different skill segments? **6M**
5. a) Write about the key dimensions or components that define employee engagement? **6M**
b) Discuss some observable behavior-based signs that an employee might be planning to leave the company? **6M**
6. a) How do Human Capital Performance Metrics help organizations measure and improve workforce productivity? **6M**
b) Compare and Contrast the second generation of Human Capital Metrics from the first generation? **6M**
7. a) Discuss how predictive analytics helps to identify potential leaders or high-performing employees within an organization? **6M**
b) Summarize the role of technology and data analytics in tracking and improving human capital performance? **6M**

Toyota today is cradled with quality problems. Quality was one of the prime USP of this company. The problem evaluated to such a critical level that the company had to recall almost 9 million cars worldwide. Obviously, this lead to significant lowering of the brand value of the company and drop in sales. John Sullivan (2010) attributes such failure of Toyota to poor HRM function of the company. Sullivan added that while hull design flow contributed to this catastrophe, the root cause of the problem was human error, human error at times caused for factors which could be beyond the control of employees. It cascades for the actions of the senior management; people at operational level may have inadequate and poor job training.

Toyota's poor HR practices, which Sullivan classified under eight categories, attributed to such mechanical failure, causing recalling of their supplies. Such HR practices are reward and recognition, training, hiring, performance management process, corporate culture, leadership development and succession, retention and risk assessment. In all these HR practices, the company failed to integrate with business goals. Moreover, HR decisions were not backed with data, rather it were in accordance with existing system and standards. Hence systematic failure of management contributed to quality problems and subsequent recalling of cars, resulting several Billion – dollars loss to the company. It clearly indicates company lacked data driven HR decisions.

Questions:

- a. Identify the major problem of the company?
- b. Do you think HR managers failed to foresee quality problems?
- c. Do you think Toyota could make a difference with HR analytics?
If yes, substantiate your answer?

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SET-I

**ADITYA INSTITUTE OF TECHNOLOGY AND MANAGEMENT, TEKKALI
(AUTONOMOUS)
MBA III Semester Regular & Supplementary Examinations, November, 2024
MANAGERIAL COMMUNICATION & SOFT SKILLS
(MASTER OF BUSINESS ADMINISTRATION)**

Time: 3 Hrs

Max. Marks: 60

**Answer any Five questions
All questions carry EQUAL marks
Question No. 8 is Compulsory**

1. Discuss the skills necessary for good leadership. Explain JOHARI window with neat diagram. **12M**
2. Differentiate between Interpersonal skills and Intrapersonal skills. Discuss the barriers to Intrapersonal skills. **12M**
3. Explain Kinesics, Proxemics, Haptics, and Paralanguage. **12M**
4. Write a newspaper report on a rising unemployment among youth 150-200 words. **12M**
5. Illustrate the pre requisite skills necessary for presentation skills. Explain 4P's of presentation skills **12M**
6. Describe business etiquette to be followed in the business world **12M**
7. Explain 6 problem solving skills with neat diagram. **12M**
8. Draft a resume for the post of HR in an MNC company **12M**