

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

1. a) Discuss the significance of Strategic Intent. 6 M
b) Explain the significance of Strategic Management in the present context of intense competition. 6 M
2. a) Discuss how ETOP may be used for environmental analysis. 6 M
b) Elucidate the use of 7 S Framework in strategy implementation. 6 M
3. a) Discuss the conditions under which expansion strategy is recommended with an appropriate example. 6 M
b) How can BCG Matrix be used in choice of a strategy? 6 M
4. a) Critically analyze the role of leadership in strategy implementation. 6 M
b) Examine the different types of criteria for strategic evaluation and control and their applicability. 6 M
5. a) Discuss the rationale for Business Ethics in the global business environment. 6 M
b) Elucidate the role of whistle blowing in adopting ethical practices in business. 6 M
6. a) Offer your comments on the significance of Ethical Concerns in Financial Management. 6 M
b) Critically analyze the impact of growing Consumerism on Ethics in Marketing Management. 6 M
7. a) How does understanding of Product Life Cycle impact Strategy Choice? 6 M
b) Describe any two important HR Strategies adopted by companies. 6 M

In a market dominated by behemoths like SAIL and TISCO, finding a niche is of crucial importance for a small player. What could a Lloyds do with a meagre annual capacity of making six lakh tonnes of HR coils while SAIL sold over 1600 lakh tonnes in the same time? Should Lloyd follow the market leader or adopt its own unique approach to its business strategy? It is in the context of such questions that Lloyd's attention came to rest on the manufacturing process.

Almost all steel manufacturers adopt blast furnace technology. In this, the process starts with a clear differentiation among the ultimate products to be manufactured. So, manufacturing batch size has to be large enough to take customized orders. The raw material, iron ore, has to pass through several complex stages of manufacturing.

Lloyds looked for an alternative technology that could suit its requirements. The solution lay in the Electric Arc Furnace Technology where the unique feature was that the initial manufacturing stages need not differentiate among different products. Such a differentiation came at a much later stage. Translated into a business proposition, what it meant was that Lloyds could operate with a smaller batch size of, say, 100 tonnes and deliver quickly. For instance, a 1000 tonne small order of specialized product custom-made to buyer's specification could be delivered in as little as 15 days. Such a quick delivery schedule would not be possible for a large, integrated steel manufacturer. In this manner, analogous to small gunboats that could effectively torpedo a large, slow-moving ship, Lloyds carved out a niche in the highly competitive market.

Questions:

- a. Comment on the nature of the business strategy of Lloyds.
- b. What are the conditions under which such a strategy would succeed?
- c. What other strategy would you suggest for Lloyd ?

**MBA III Semester Regular & Supplementary Examinations, November, 2025
DATA ANALYSIS AND BUSINESS FORECASTING FOR MANAGERS
(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) Explain various data types and sources used in forecasting. 6M
b) Discuss the nature and importance of forecasting. 6M
2. a) What are the assumptions to be considered in EDA. 6M
b) List few types of graphical representation used in data analysis. 6M
3. Discuss the significance of Linear and Multiple regression in business analytics along with assumptions. 12M
4. Elucidate different components in time series analysis for accurate forecasting. 12M
5. “Lifetime Value and Average Order Value are essential for maximizing revenue” – Explore and support the statement with suitable examples. 12M
6. Explain in detail about Customer Acquisition Cost (CAC) strategies. 12M
7. Discuss key factors in FICO model and Distinguish between Vantage Score Model and FICO. 12M
8. **CASE STUDY:** 12M

XYZ Subscription Box Company operates in a competitive market with numerous players offering similar products. The company offers subscription boxes that include various beauty products delivered to customers each month.

XYZ Subscription Box Company collected data over a 12-month period from its customer database, focusing on the following metrics:

Metric	Value
Gross Margin (GM)	Rs. 10
Average Order Value (AOV)	Rs. 40
Frequency (F)	6
Churn Rate	70%

Use the above data:

- a. To calculate the CLTV for different customer segments.
- b. To identify the most profitable customer segments.
- c. To implement strategies that increase CLTV through enhanced customer retention and acquisition efforts.

**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 why human capital management crucial for the overall success of an organization? **6M**
b) Explain the key components of the Human Capital Management (HCM) model, and how do they interconnect? **6M**
2. a) Describe the Employee Value Proposition, and why is it essential for attracting top talent? **6M**
b) Elucidate the trends in compensation strategies that organizations should consider for the future? **6M**
3. a) Identify the essential rewards metrics that HR should track to ensure competitive compensation and benefits packages? **6M**
b) Illustrate the key components of a successful Learning and Development (L&D) strategy? **6M**
4. a) Define workforce planning, and why is it critical to an organization's strategic success? **6M**
b) What role does a business playbook play in on-boarding and training new employees? **6M**
5. a) "It's important for a companies to focus on measuring employee engagement", Why? **6M**
b) Explain the types of data or analytics can organizations use to predict employee turnover? **6M**
6. a) Discuss some key examples of Human Capital Performance Metrics used by businesses today? **6M**
b) Examine the features of Second Generation Human Capital Metrics, and how do they improve on traditional metrics? **6M**
7. a) Elaborate the concept of predictive analytics, and how can it be applied to Human Capital Management? **6M**
b) Summarize how Human Capital Performance Metrics be aligned with organizational goals and KPIs? **6M**

8. **CASE STUDY:**

12M

Silvermoon Hotels have been run by the Wadia family since the 1940s. Wadia Group, through its subsidiary companies is also into travel and tourism, event management, and marketing services. Dina Wadia is the present Chief Executive. Her only son and heir apparent, 18 years old Shiraj Wadia recently died in an air crash. Dina has now decided that her successor would be someone outside of her family. As the CEO's position was always held by family members there has been neither internal competition nor grooming of other managers at Silvermoon Hotels for the CEO spot resulting in a deficiency of internal candidates. With the support of the Board, Dina has hired an external firm to lead the search process for her successor, which would consider candidates both inside and outside the company.

Questions:

- a. If you are the external firm consultant, how would you approach the selection of the nonfamily CEO?

Code: 22MBA3005

SET-2

ADITYA INSTITUTE OF TECHNOLOGY AND MANAGEMENT, TEKKALI
(AUTONOMOUS)

MBA III Semester Regular & Supplementary Examinations, November, 2025
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 qualities are required for successful Investor? **6M**
b) Discuss the restrictions that currently apply to the investments of a mutual fund. **6M**
2. a) Define risk and return? What are the features. **6M**
b) Briefly describe various types of risks. **6M**
3. a) Briefly describe the primary market and the secondary market for G-secs in India. **6M**
b) What are the Salient features of repo transactions in India? **6M**
4. a) Explain the models of bond Valuation. **6M**
b) Explain the Pros and Cons of intrinsic Value. **6M**
5. a) 'Fundamental Analysis provides an analytical framework for rational investment decision making'. Explain. **6M**
b) What is the significance of economic forecasting in fundamental analysis? **6M**
6. a) Differentiate between Random walk theory and Efficient market hypothesis. **6M**
b) What are the disadvantages of EMH? **6M**
7. a) Explain Optimal portfolio theory. **6M**
b) Differentiate between Sharpe index model and Markowitz model. **6M**

8. **CASE STUDY:** **12M**
The following table gives an analyst's expected return on two stocks for particular market returns:

Market Return	Aggressive stock	Defensive stock
6%	2%	8%
20%	30%	16%

- a. What are the betas of the two stocks?
- b. What is the expected return on each stock if the market return is equally likely to be 6% or 20%.
- c. If the risk-free rate is 7% and the market return is equally likely to be 6% or 20% what is the SML?
- d. What are the alphas of the two stocks?

**INDUSTRIAL RELATIONS
(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) Explain the importance of Employee Relations for industrial peace 6M
b) Discuss the changing role of Industrial Relations in Modern Era. 6M
2. a) Define Trade Union, What are the Objectives of Trade Union. 6M
b) What are the functions of Trade Union? 6M
3. a) Explain the Problems faced by the Trade unions. 6M
b) Define Collective Bargaining, explain the process of Collective Bargaining. 6M
4. a) Explain the Need of Employee Participation in Management. 6M
b) What are the Consequences of Industrial Disputes? 6M
5. a) Explain the concept of Lay-off and Retrenchment under I.D.Act. 6M
b) What are the benefits a worker will get under the Employee State Insurance Act.? 6M
6. a) Explain the distribution of compensation under Employee's Compensation Act. 6M
b) Discuss the role of Wage boards in Wage and Salary Administration. 6M
7. a) What are the different kinds of Voluntary Retirement Schemes? 6M
b) Explain the International Dimensions of Industrial Relations. 6M

A clothing manufacturer, Delta Textiles Ltd manufactures luxury retail brands. The business works in a highly competitive sector with a lot of cost pressure. With three factories and more than 5,000 employees, it has been in business for more than 25 years. Although Delta Textiles is known for producing high-quality goods, the company has been having trouble keeping up with the rising cost of labor and the pressure from overseas competitors on its profit margins. 12M

Delta Textiles has a unionized workforce, represented by the Delta Textile Workers' Union (DTWU), which was established 18 years ago. Historically, the relationship between management and the union has been cordial, with both sides having a pragmatic approach to negotiations. However, as the company's financial position has worsened in the past five years, tensions have begun to rise.

The Delta Textile Workers' Union (DTWU), which was founded eighteen years ago, represents the unionized workforce at Delta Textiles. Management and the union have historically had a friendly relationship and both parties have approached discussions with pragmatism. Tensions have started to increase, though, as the company's financial situation has gotten worse over the last five years.

The DTWU has demanded a 10% wage increase across the board for all employees, citing inflation rates and the rising cost of living. The union claims that wages have stagnated over the past three years, while executive compensation has increased significantly. Workers are also asking for a bonus structure tied to company performance.

Delta Textiles, on the other hand, is offering a 2% wage increase, arguing that the company is facing significant financial constraints, including increased raw material costs and stronger competition from low-wage countries. Management claims that an increase higher than 2% would lead to job cuts, as the company cannot afford the higher wage bills.

- a. How can both parties engage in good faith negotiations to reach a fair settlement that addresses both the company's financial challenges and workers' demands?
- b. How should Delta Textiles balance its need for cost control with maintaining a motivated and productive workforce?

AR22

Code: 22MBA3014

SET-2

ADITYA INSTITUTE OF TECHNOLOGY AND MANAGEMENT, TEKKALI
(AUTONOMOUS)

MBA III Semester Regular & Supplementary Examinations, November, 2025

ADVANCED DIGITAL MARKETING

(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. How Digital Marketing is adding value to business? Explain how a company evaluates cost effectiveness of digital strategies. **12 M**
2. a) Adhya has a blog of receipt where she writes, Share and Puts Video of World-Wide cuisines. Suggest her method of off-page optimization of SEO. **8 M**
b) Differences between On Page SEO and Off Page SEO. **4 M**
3. a) Recite the meaning of Search Engine optimization (SEO) **4 M**
b) Explain Keywords, Title and Meta tags in brief. **8 M**
4. Comment on how Social media Optimization acts as a golden bridge for communication purposes. **12 M**
5. Discuss the various factors that to be considered for selecting keywords for Search Engine Marketing **12 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. ‘Gamification is the need of the Hour’ Analyze the statement in the context of contemporary digital era. **12 M**

Amazon was founded by Jeff Bezos in Bellevue, Washington, in July 1994. The company initially started as an online marketplace for books but later expanded to sell electronics, software, video games, apparel, furniture, food, toys, and jewelry. In 2015, Amazon surpassed Walmart as the most valuable retailer in the United States by market capitalization. In 2017, Amazon acquired Whole Foods Market for US\$13.4 billion, which vastly increased Amazon's presence as a brick-and-mortar retailer. In 2018, Bezos announced that its two-day delivery service, Amazon Prime, had surpassed 100 million subscribers worldwide. Amazon.com is an Indian e-commerce company headquartered in Bangalore. Amazon.com, India's largest e-commerce player for physical goods started with books in 2007 and entered the consumer electronics category with the launch of mobile phones, in September 2010. Since then, it has grown rapidly with the introduction of innovative features like Cash on Delivery (CoD), 30-day replacement guarantee and its own delivery network. Today, their portfolio is spread across 12 categories – from books to music, mobiles, computers, cameras, home & kitchen appliances, TV & home theatre systems, personal and healthcare products and the newly launched stationery items. In addition to these, Amazon has also made a foray into the emerging digital content market with the recent launch of Flyte, the digital music store. The founders of Amazon have probably conquered their dreams with the amazing success of Amazon. Amazon is something which has really opened up the Indian e-commerce market and that also in a big way. Amazon has recently added a string of electronic items like calculators, water purifiers, microwave ovens, washing machines, dish washers, vacuum cleaners etc. Amazon has opened a music store which sells CD's and DVD's of movies' music releases and music albums. Amazon has also acquired Bollywood movie content from Chakpak. Since digital media is going to rise in near future, Amazon is geared up for the same. Soon it will start offering digital content like movies and songs online, as in the customers can pay and stream online digital content. Amazon will also provide ebooks very soon. Amazon had a revenue of 4 crore in FY 2008 - 2009, 20 crore in FY 2009 - 2010, 75 crore in FY 2010 - 2011, expecting in FY2015 Rs 4500-5000 Crores.

Questions:

- a. Explain Digital Marketing Strategies of Amazon.in.

**MBA III Semester Regular & Supplementary Examinations, November - 2025
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. Identify the key managerial functions of banks and discuss their importance. 12M
2. Discuss the key recommendations of the Narasimhan Committee Report on privatization. 12M
3. Evaluate the importance of credit assessment in managing credit risk. 12M
4. Summarize the challenges banks face in asset-liability management. 12M
5. Describe the strategy-setting process in banks and its implications for risk management. 12M
6. Discuss the role of State Financial Corporations (SFCs) in the Indian economy. 12M
7. Explain the functions of the Export Credit Guarantee Corporation of India (ECGC). 12M
8. **CASE STUDY:**
ABC Bank, a prominent public-sector bank in India, has been facing increased competition in the financial sector with the rise of private and foreign banks. Despite being a key player in India's banking industry, the bank has struggled with efficiency and innovation compared to newer, more agile institutions. In response, ABC Bank has started focusing on enhancing its loan appraisal process, improving risk management, and expanding its lending to sectors such as export financing, particularly in light of India's growing global trade.

As part of a broader effort to modernize and adapt to regulatory changes, ABC Bank has also been reviewing its compliance with the Banking Regulation Act, 1949, and exploring ways to benefit from various banking reforms that have been implemented since the Narasimhan Committee's recommendations. The bank's leadership is particularly interested in the role of development financial institutions (DFIs) such as the Industrial Finance Corporation of India (IFCI), the Industrial Development Bank of India (IDBI), and the Industrial Credit and Investment Corporation of India (ICICI) in financing key sectors, including exports.
Answer the following questions:
 - a. How can ABC Bank improve its loan appraisal process in line with banking reforms and modern financial practices?
 - b. What impact has the Narasimhan Committee and banking sector reforms had on ABC Bank's operations?
 - c. How can the bank effectively use export credit guarantees to expand its lending to export-oriented businesses?

**MBA III Semester Regular & Supplementary Examinations, November - 2025
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 are the main challenges when migrating from Business Analytics to People Analytics? 6M
b) How can organizations leverage people analytics to enhance employee performance and drive business outcomes? 6M
2. a) What challenges do organizations face when trying to implement the Seven Pillars of People Analytics? 6M
b) In what ways can Acquisition/Hiring Analytics improve the recruitment and hiring process? 6M
3. a) What does it mean to "Make an IMPACT" with Workforce Planning Analytics, and what does the IMPACT framework entail? 6M
b) How can data-driven insights improve workforce planning decisions, particularly in terms of skill gaps and talent shortages? 6M
4. a) How can the IMPACT Cycle be applied to optimize talent sourcing and recruitment strategies? 6M
b) What are the key phases of Talent Acquisition Analytics, and how can analytics improve decision-making at each phase? 6M
5. a) How does the OPEN Analytical Framework contribute to effective onboarding and early employee engagement? 6M
b) What are the key stages of the onboarding process, and how can data be used to optimize each stage? 6M
6. a) What are the potential risks of relying too heavily on analytics during the onboarding process, and how can organizations avoid overemphasizing data-driven decisions at the expense of human judgment and emotional intelligence? 6M
b) In the context of the Workforce Planning Analytics Pillar, how can predictive analytics be utilized not only for staffing forecasts but also to anticipate changes in required employee skills, and what are the limitations of relying on such forecasts? 6M
7. a) What is the importance of segmentation in retention strategies, and how can organizations tailor their approach based on employee demographics and engagement levels? 6M
b) How can organizations use data to build proactive retention models and reduce turnover? 6M

Silvermoon Hotels have been run by the Wadia family since the 1940s. Wadia Group, through its subsidiary companies is also into travel and tourism, event management, and marketing services. Dina Wadia is the present Chief Executive. Her only son and heir apparent, 18 years old Shiraj Wadia recently died in an air crash. Dina has now decided that her successor would be someone outside of her family. As the CEO's position was always held by family members there has been neither internal competition nor grooming of other managers at Silvermoon Hotels for the CEO spot resulting in a deficiency of internal candidates. With the support of the Board, Dina has hired an external firm to lead the search process for her successor, which would consider candidates both inside and outside the company.

Questions:

- a. If you are the external firm consultant, how would you approach the selection of the nonfamily CEO?

AR22

Code: 22MBA3016

SET-2

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

**MBA III Semester Regular & Supplementary Examinations, November-2025
E-COMMERCE**

(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 E-Commerce? Briefly Explain the History and Framework of Commerce. **12M**
2. Evaluate the role of E-commerce applications in various industries? What are the main advantages of Online transactions? **12M**
3. a) Explain the Classification of Business Models in E-Commerce. **6M**
b) Explain the following: **6M**
 - a) Social Media and Social Networks
 - b) Electronic Catalogs,
 - c) Intermediaries in E-Market
 - d) Search Engines
4. a) Online Purchasing Process E-Marketplaces **6M**
b) E- Marketplaces Disintermediation and Re intermediation. **6M**
5. What is web2.0 and explain how it contributes to the growth and penetration of e-business in developing countries in future? **12M**
6. Describe how Partnering and Outsourcing can reduce Supply Chain problems in E-Commerce. **12M**
7. Compare and Contrast the Order fulfillment issues in Traditional and electronic way of doing business. **12M**

XYZ's is known for its underwear clothing, but it also sells T-shirts, Sweat Shirts and Boxers. Unlike the under wear business in which the company sells product directly to large retailers such as wall-mart, the active wear division, which manufactures blank T-shirts, uses several dozen distributors. These sells their shirts to about 30,000 screen printers embroiders who decorate the shirts and sells them to public and for retailers who then market them to customers.

The market is very competitive and complex. The distributors sell other product as well and also T-shirts made by XYZ's competitors. Therefore the relationship between active wear and its distributors are critical. To boost these relationships. XYZ decided to develop and maintain an individual web customer site for each of their 40 key distributors on an extranet. Each site includes colour electronic catalogue, inventory level information, buyers credit a availability and ordering from both the shirts printers and retailers enter the distributors site to facilitated their own back office operation of inventory and billing. The distributors are allowed to advertise and sell other vendor product on the website. These ways XYZ commits itself to a supporting system that benefits all the channel members in a link that start with its own sites.

XYZ hopes to gain favour with distributors, many of whom do not have time or money to built there website. The system also includes models that automatically that suggest XYZ's substitute product for products not in stock. Even though building and maintenance 40 sites incur a cost, XYZ believes that the investment pays for itself XYZ's uses its experience to generate profit by setting up website for other companies.

Questions:

- a. State the significance of this case study.
- b. Is the E-commerce System bringing XYZ closer to its customer? Why and why not?

ADITYA INSTITUTE OF TECHNOLOGY AND MANAGEMENT, TEKKALI
(AUTONOMOUS)
MBA III Semester Regular & Supplementary Examinations, November-2025
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 setting goals. Explain SWOT analysis with neat diagram. **12M**
2. Describe the role of emotion in Interpersonal skills. Explain social exchange theory. **12M**
3. Explain etiquette to be followed in the interview. Discuss the business etiquette followed in different culture. **12M**
4. You are reading a XYZ newspaper editorial where the publication argues that the citizens of the city should pay higher taxes to help fund the building of new facilities to host the Olympic Games. You disagree with this idea and write a letter to the editor explaining your reasons. You argue that the hard economic times have made it difficult for people to live and more taxes now would only increase their burden. You don't see the value after the Olympic Games are over, and, moreover, you are against all the traffic and noise that will result from the new construction. **12M**

Write a **letter** in reply to editor. Word Requirement:
220- 260 words

5. Classify the types of interviews. Discuss the skills necessary to excel in Group Discussion. **12M**
6. Explain work place hierarchy. Discuss 4 professional attires. **12M**
7. Describe 6 etiquettes to be followed on telephone. **12M**
8. Draft a resume for the post of Business Analyst in an MNC company **12M**