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MBA III SEM

REGULAR & SUPPLEMENTARY EXAMINATIONS

JAN./FEB. 2025

END EXAMINATION QUESTION PAPERS



Narasaraopeta Engineering College (Autonomous)

Kotappakonda Road, Yellamanda (P.O), Narasaraopet- 522601, Guntur District, AP.

Subject Code: 19MBA3TH01

MBA - III Semester Regular & Supple Examinations, January-2025

STRATEGIC MANAGEMENT

Time: 3 hours

Max Marks: 60

Question Paper Consists of Part-A and Part-B.

Answering the question in Part-A is Compulsory & Four Questions should be answered from Part-B

All questions carry equal marks of 12.

PART-A (CASE STUDY)

1 X 12 = 12

1. Mega Ltd manufactured water heaters. In the first year of its operations, the revenue earned is just sufficient for its operations without any loss. To increase the profits and revenue the company analyzed the reasons behind the less revenues. After analysis the company decided
 - i. To reduce the labour costs by shifting the manufacturing unit to a backward area where labour was available at cheaper rate.
 - ii. To start the manufacturing of solar heaters and reducing the production of electric heaters slowly.

This will not help in covering of risks but also help in meeting other objectives.

1. Identify the company objectives in detail.
2. State any two values of company wanted to communicate.

PART-B

4 X 12 = 48

2. (a) Define Vision and Mission. Explain the development of strategic vision.
(b) Explain factors of strategic management.
3. (a) Differentiate environment scanning and SWOT analysis.
(b) Explain the competitive advantages of diversified companies
4. (a) Describe advantages and disadvantages of strategic leadership
(b) Explain balanced scorecard
5. (a) Explain porter's value chain analysis with example
(b) Explain entry and exit barriers
6. (a) List out various Strategies for implementing globalisation
(b) Explain the impact of strategy in resources allocation.
7. (a) Discuss Strategic information system
(b) Explain the Problems in measuring performance



Subject Code: 19MBA3TH02

MBA - III Semester Regular & Supple Examinations, January-2025
BUSINESS ETHICS AND CORPORATE GOVERNANCE

Time: 3 hours

Max Marks: 60

Question Paper Consists of **Part-A** and **Part-B**.

Answering the question in **Part-A** is Compulsory & Four Questions should be answered from **Part-B**

All questions carry equal marks of 12.

PART-A (CASE STUDY)

1 X 12 = 12

1. In 2017, The Nathan Cummings Foundation (NCF) decided to go "all in" for a mission-related investment approach. The Board set a goal of putting all \$443 million of its endowment towards investments in line with the mission of the foundation. Nathan Cummings Foundation had a history of integrating its values into its investment management. Prior to committing to a full impact investment strategy, the foundation had been involved in proxy voting and shareholder activism. It had set aside a small portion of its funds for impact investing as early as 2013. These actions had paved the way for a decision to move to a full impact strategy. Impact investing or mission-related investing had been a hot topic for the investment community for some time. Traditionally, endowment managers had focused on their fiduciary duty, evaluating investment policy and assets looking for appropriate risk and return to protect and grow the assets of their organizations, which could then provide funds for activities that supported the organization's mission. Looking to create a diverse portfolio of assets, many analysts recommended investments across sectors and varied investment types. But some philanthropic organizations had begun to ask if their investment strategies should reflect the organization's long-term vision and focus on investments that supported the organization's social goals. A few foundations had begun to make moves toward mission-related investing. The Heron Foundation had made a 100% commitment of its \$300 million endowment, and the Ford Foundation had announced its intent to direct a billion of the \$12 billion endowment over 10 years to mission-driven investments. But the Nathan Cummings Foundation's decision to move to 100% mission-driven investment was considered a bold move by both insiders and outside observers. The Nathan Cummings Foundation Investment Committee and Board of Trustees had studied the decision for over a year, guided by Sonen Capital consultants. The Board voted 100% to support this new direction and new goals for financial investments, but many questions remained. How could NCF operationalize and integrate this new strategy? What changes would it need to make to support the investment strategies' long-term success? How could NCF measure and track its progress and success with this new strategy?

PART-B

4X 12 = 48

2. (a) Differentiate values and ethics
(b) Explain ethical decision making with an example
3. (a) Summarise the impact of globalisation on ethics
(b) Development of Indian capital market
4. (a) Discuss the possibility ethics in marketing
(b) List out the measures against bank frauds
5. (a) Explain features of Good corporate governance
(b) Discuss Sarbanes-Oxley Act 2002 clearly
6. (a) Summarise the Role of Government in Ensuring Corporate Governance
(b) Explain various duties and responsibilities of Auditors
7. (a) Demonstrate the Role of Media
(b) Transiting economies features and advantages



Narasaraopeta Engineering College (Autonomous)
Kotappakonda Road, Yellamanda (P.O), Narasaraopet- 522601, Guntur District, AP.

Subject Code: 19MBA3THF1

MBA - III Semester Regular & Supple Examinations, January-2025
INVESTMENT AND PORTFOLIO MANAGEMENT

Time: 3 hours

Max Marks: 60

Question Paper Consists of **Part-A** and **Part-B**.

Answering the question in **Part-A** is Compulsory & Four Questions should be answered from **Part-B**

All questions carry equal marks of 12.

PART-A (CASE STUDY)

1 X 12 = 12

1. Case Study

The return and risk figures of two mutual funds and the stock market index are given in the table.

Fund	Return (%)	σ	β
P	10	16	0.7
Q	18	22	1.3
M(Mkt Index)	14	18	1.0
Government Securities(Rf)	6.5%	0	0

Evaluate the performance of fund under Sharpe Ratio and Treynor Ratio.

PART-B

4X 12 = 48

2. a) Explain Factors to be considered in investment decision?
b) Discuss the concept and measurement of realized return and expected return?
3. Explain EIC analysis of equity stocks.
4. Find the duration of a 6% coupon bond with a face value of Rs.100 making annual interest payments, if it has 7 years until maturity. The bond is redeemable at 6% premium at maturity. The market interest rate is currently 7.5%.
5. Discuss the features and types of debt instruments. Also explain the factors affecting bond yield
6. a) Explain any two Dividend capitalization models?
b) Calculate the portfolio variance and standard deviation for a portfolio having the following characteristics.

Securities	Return	Standard Deviation	Proportion of investment
A	30	10	0.2
B	25	8	0.3
C	30	14	0.5

Correlation coefficients: J and K =0.7, J and L =0.2, K and L=0.4.

7. Discuss various performance evaluation measures of Mutual funds.



Subject Code: 19MBA3THF3

MBA - III Semester Regular & Supple Examinations, January-2025

BANKING AND INSURANCE

Time: 3 hours

Max Marks: 60

Question Paper Consists of **Part-A** and **Part-B**.

Answering the question in **Part-A** is Compulsory & Four Questions should be answered from Part-B

All questions carry equal marks of 12.

PART-A (CASE STUDY)

1 X 12 = 12

1. Mr Prasad, a Senior Citizen has got a call asking to encash his reward points on his ABC bank credit card. They told that his reward points can be converted into cash and they need few details for the same. Mr Prasad provided them with all details and at the end they asked for CVV number on the back side of the credit card and OTP that comes to his registered mobile number. Mr Prasad inquired with them, if it is safe to share OTP and they assured that they are asking the same for his benefit only. He shared the CVV number and OTP with them and soon he could see that nearly 1 lakh worth purchases are made on his credit card without his consent. Mr Prasad approached his ABC bank and requested them to file a complaint and get his 1 lakh amount back on his credit card.
Analyse the case and provide the solution for Mr.Prasad as per your knowledge on banking rules and regulations.

PART-B

4X 12 = 48

2. (a) Explain the role of Commercial Banks in Economic Development
(b) Illustrate evolution of Banking in India
3. (a) List out various types of Lending and explain them in detail.
(b) Discuss the significance of the concept Non Performing Asset (NPA) in banking
4. (a) Explain the Concept of Economic model in Banking Regulation
(b) Elucidate the importance of BASEL norms in regulating capital requirements in Banking.
5. (a) Discuss the concept of National Electronic Funds Transfer with an example.
(b) Examine the importance of Customer service quality in Indian banking industry.
6. (a) Elucidate various characteristics of an Insurance Contract
(b) Explain various advantages and disadvantages of Reinsurance.
7. (a) Describe the concept of Life Insurance and explain various types of Life Insurance
(b) Examine the importance of various Health and General insurance schemes.



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Subject Code: 19MBA3THH1

MBA - III Semester Regular & Supple Examinations, January-2025

MANAGEMENT OF INDUSTRIAL RELATIONS

Time: 3 hours

Max Marks: 60

Question Paper Consists of **Part-A** and **Part-B**.

Answering the question in **Part-A** is Compulsory & Four Questions should be answered from **Part-B**

All questions carry equal marks of 12.

PART-A (CASE STUDY)

1 X 12 = 12

1. Sonam Electronics is a brand leader in producing pulse and digital circuits. From the past three years, it is sustaining a loss of Rs. 8 lakh every year due to employee theft of electronic components. Rohit, an engineer told to the Production Manager Rahul that Steves and Robert in their assembling mill are prone to steal components while leaving the duties to board the bus. On 11th November, 2011, while leaving from duty, Rahul the production manager frisked Steves and asked if he is carrying any electronic components, for which Steves said "No". But, Rahul asked Steves to wait him in the Security Office, where, after some slight rupture, Rahul asked Steves to undergo lie-detector test which Steves refused. After a brief enquiry, 3 days later, the Management removed Steves from the services of the Company. Now, the trade union in the Company is giving high pressure on the management to remove the production manager from job or to restitute Steves in the services. High tension is going on in the plant that the union is playing aggressive
1. Examine management decision to remove Steves from employment for not taking lie-detector test is justified.
2. Analyze suitable steps to re-establish normalcy in industrial relations at Sonam Electronics.

PART-B

4X 12 = 48

2. Provide a sketch on the changing industrial relations scenario in Indian manufacturing industry in response to globalization syndrome
3. Explain the functions and problems of Trade Unions, and explain in detail how to strengthen Trade unions
4. Explain the different types of collective bargaining.
5. (a) Explain different levels of workers participation in Management
(b) Explain nature and different types of wages
6. (a) Explain social security and its types
(b) Explain 1948-workmen compensation act and its implications
7. Explain the different types of Industrial disputes and settlement mechanisms



Subject Code: 19MBA3THH2

MBA - III Semester Regular & Supple Examinations, January-2025
COMPENSATION AND REWARD MANAGEMENT

Time: 3 hours

Max Marks: 60

Question Paper Consists of Part-A and Part-B.

Answering the question in Part-A is Compulsory & Four Questions should be answered from Part-B
All questions carry equal marks of 12.

PART-A (CASE STUDY)

1 X 12 = 12

1. Apple has always enjoyed a pretty high ranking when it comes to workplace experience. In 2018, Indeed named Apple the best private-sector employer in the U.K . LinkedIn ranked it the sixth-best company to work for in the U.S. Of course, part of this experience management plan is Apple's stellar employee recognition strategy. For example, during the holiday season, Apple surprised its employees with an extended holiday so that the entire workforce could take a week's break. Instead of just one day off on Thanksgiving, Apple decided to offer paid holidays for three days in a row. In addition to this, Apple thoughtfully customized the reward as per an employee's location and job role. Workers in a different part of the world would get paid time off during an equivalent holiday. Retail workers who continued to put in efforts during the holiday season (a peak demand period) would receive a similar reward at an alternate time.

Analyse the above case and give your opinion in detail about the strategy adopted by Apple.

PART-B

4X 12 = 48

2. (a) Illustrate Conceptual Framework of Compensation Management and explain in detail.
(b) Explain at two theories of Wages, of your choice, in detail.
3. (a) List various steps involved in Developing a total compensation strategy and explain in detail.
(b) Contrast Pay mix VS Pay Structure
4. (a) Explain various types of Individual Incentive Plans.
(b) List out various Enterprise Incentive plans and explain them in detail.
5. (a) Classify Employee Benefit Plans and explain them in detail
(b) Explain the process of designing an employee benefit package
6. (a) Elucidate various methods of wage determination in India with examples
(b) Describe the concept of Internal and External Equity in Compensation Systems.
7. (a) Explain the scope and functions of Wage Boards
(b) Analyse various Compensation practices in different industries



Subject Code: 19MBA3THM1

MBA - III Semester Regular Examinations, January-2025

CUSTOMER RELATIONSHIP MANAGEMENT AND CONSUMER BEHAVIOUR

Time: 3 hours

Max Marks: 60

Question Paper Consists of **Part-A** and **Part-B**.

Answering the question in **Part-A** is Compulsory & Four Questions should be answered from Part-B

All questions carry equal marks of 12.

PART-A (CASE STUDY)

1 X 12 = 12

In 1998, Febreze entered the air care category with a revolutionary product. Rather than simply perfuming the air, its unique formula actually eliminated odors on fabrics and replaced them with a fresh scent. Febreze became known as the odor eliminating brand and enjoyed great success. Recognizing a good thing when they saw one, the competition responded by launching similar products that provided the same benefit. Brand health India indicated that P & G had lost its distinct positioning. The company once owned odor elimination, but now shared this equity with competitors Glade (category leader by dollar share) and Airwick (third in the category by dollar share). As competitors expanded to offer products similar to Febreze, the category became nebulous. Innovation from any camp was replicated and marketing efforts were immediately countered. Products became increasingly similar with indistinguishable claims. Almost all advertising featured generic imagery, presenting freshness fantasies in idealized worlds. Toxic levels of advertising diluted P&G marketing efforts and made people to tell the brands apart.

The feelings of people are as under:

- People's reactions to bad smells are stronger than their reactions to nice ones.
- What we smell can be more important than what we see
- Smelling is believing

Questions:

- Apply the principles of perception to this case.
- Analyze the case with the help of perception as an important factor
- Provide suitable solutions to the organization for use of benefit segmentation.

PART-B

4X 12 = 48

- (a) Define CRM. Mention the evolution of CRM
(b) Explain the significance of CRM to the stakeholders
- (a) Explain the consumer profile analysis
(b) Discuss the differences between Individual and group behavior
- (a) Explain different strategies for customer acquisition
(b) Describe CRM road map for business applications.
- (a) Illustrate the influence of reference groups and family on individual consumer behavior
(b) Differentiate Cross Cultural and Socio-Cultural Influences on CRM
- (a) Define an attitude. Explain the need for change of attitude in consumer behaviour.
(b) Discuss the impact of learning behaviour on CRM
- (a) Explain physiological foundations of CRM
(b) Discuss Howard and Seth Model of consumer behaviour



Subject Code: 19MBA3THM3

MBA - III Semester Regular & Supple Examinations, January-2025

RETAIL MARKETING

Time: 3 hours

Max Marks: 60

Question Paper Consists of **Part-A** and **Part-B**.

Answering the question in **Part-A** is Compulsory & Four Questions should be answered from Part-B

All questions carry equal marks of 12.

PART-A (CASE STUDY)

1 X 12 = 12

1. It was 9.00 pm and standing in front of the store Ajay saw the busy Ghatkopar MG Road still filled with commuters, as his employees rolled the shutters of his store down. Ajay is the third generation businessman of Shreeji Opticians and Contact Lens Clinic.

He slid back in memory and remembered his father and grandfather who ran the showroom. It was the same store of about 350 sq. ft. which they managed with a handful of employees. They did business much better than he could manage today. Shreeji was established in 1972 as the first AC Opticians showroom in Ghatkopar, but in the recent years it remains forgotten.

Walking back home Ajay started thinking - he had a good variety of frames, lenses and sunglasses and they also started contact lens dispensing from mid-90's. He had four salesmen out of which three were there with the store for more than seven years now. He also had one optometrist for eye testing of the customers, which was offered as a free service.

But despite this, Shreeji lost in the competition. Ghatkopar had about 23 standalone opticians; most of them had mushroomed in the last decade. Of late he was more disturbed with the entry of a major player — Gangar Eye Nation with a huge footprint of about 2,000 sq.ft. that was about 12 mins walking distance from his store. He had also got the news that Titan Eye Plus was eyeing Ghatkopar and was looking out for a suitable store location there.

He reached home, sat down on his study table, and started analyzing his sales for the past 10 years. Earlier the store had bigger profit margins with an average footfall of 20-25 people per day with a good conversion rate. Shreeji used to deal in local brands like Sillotti, and frames procured usually from wholesale players like Alankar Opticians.

Lenses were procured from Central Optics, Ghag etc. But now, times were changing. Today the profit margins were reduced because of competition from national players and high operating cost. Interestingly the store footfall has gone up to 75-90 per day and most of the customers are youngsters who prefer to use branded frames like Optimed, Swaroski, cK and Steppers. In lenses Essilor, Kodak, Nikon, is what customers demand for. Today, Shreeji has the conversion rate of 20%.

Ajay also found some of the interesting facts of the competitors in the vicinity like most of the stores deal with the branded products but only a few of them have better walk-in and conversion rates.

Ajay was skeptical from dispensing branded products as brands did not offer the kind of margin. Ajay could manage from the locally sourced products. But he missed out on the fact that brands could charge a premium for the same product that otherwise would have been considered as a rip off.

Players like Gangar sold only branded products like Prada, Gucci etc. while Titan dealing with the products under its own Brand Eye+ stores sold frames under the Titan brand as well as the Eye+ and Dash brands (the Dash brand targets children). The stores also deal with frames and sunglasses

from a large number of international fashion brands like Elle, Vogue, Versace, Dior, Steppers, Hugo Boss, Armani, Levis, Esprit, Oxydo, Tommy Hilfiger, Dolce & Gabbana, Calvin Klein, Silhouette, Swarovski, Dunhill and Mont Blanc etc.

In early 2007, the prescription eyewear market in India was estimated to be worth between Rs. 18-20 billion with around 30 million pieces (frames with glasses) being sold every year. The organized eyewear market is still at an infant stage. This segment however, was largely dominated by the unorganized sector, which accounted for 95% of the prescription eyewear business. India has an estimated Rs. 1, 500 crore eyewear market and that is poised to grow between 15 to 20 per cent annually.

TITAN EYE, Kodak, Luxottica Group, Eye was from Odysseys, Vision Express from Reliance Retail and major international players will change the way eyewear industry operates in the country. They aim to introduce the concepts of branding, right pricing and value for money, which is non-existent now.

Questions:

1. Discuss in detail the current scenario of Shreeji Opticians and Contact Lens Clinic.
2. Suggest best suitable retailing strategies to Mr Ajay to sustain in the market.

PART-B

4X 12 = 48

2. Define Retailing. Discuss challenges before Modern Retailing Formats in India.
3. Discuss strategies adopted by Pantaloons in its Marketing Operations.
4. Why is it important to select right location for setting a Retail Outlet? Discuss factors affecting Retail Location Decision.
5. Illustrate various types of Store Layouts. Suggest appropriate Store Layout for a groceries store.
6. What is e-marketing? Discuss the role of e-marketing in global business.
7. Discuss in detail the role of Advertising in Retailing
