

MBFM 4001 R/MBGN 4001 R

M.B.A. DEGREE EXAMINATION, MAY 2025.

Fourth Semester

Finance

INVESTMENT AND PORTFOLIO MANAGEMENT

(2023 Regulations)

Time : Three hours

Maximum : 75 marks

SECTION A — (5 × 4 = 20 marks)

Answer any FIVE questions.

1. Describe briefly the different schemes of LIC.
2. Trace out the various types of money market.
3. Briefly describe the major economic factors affecting the performance of securities.
4. Discuss investment decisions in the light of an Industry life cycle.
5. Distinguish between Fundamental Analysis and Technical Analysis.

6. Analysts, use several techniques to examine various chart patterns. Explain it.
7. Discuss the single index model proposed by William Sharpe.
8. Mention the assumptions underlying the standard Capital Asset Pricing Model.

SECTION B — (5 × 8 = 40 marks)

Answer any FIVE questions.

9. Distinguish between Investment, Speculation and Gambling. Explain the uses of a sound investment plan.
10. Describe the various forms of investment alternatives.
11. “Fundamental analysis of securities aims at studying the factors fundamental to the working of a company and the environment in which it operates”. Comment.
12. Given an account of the factors determining the future performance of a company. How are they important?

13. Briefly describe Dow theory.
14. Evaluate the empirical evidence on Weak-Form Efficient Market Hypothesis.
15. Discuss Markowitz model of portfolio management.
16. Analyze the portfolio performance models.

SECTION C — (1 × 15 = 15 marks)

Case Study (Compulsory)

17. Mr. Mahesh is considering purchase of a bond which is currently quoted at Rs. 910. The bond has a face value of Rs. 1,000. It carries coupon rate of 11% and has 5 years to maturity. Currently, the interest income is subject to 30% rate of tax and capital gain is subject to 10% tax rate. Advise, should Mr. Mahesh buy this bond if his required rate of return is 10%. Also calculate YTM at current market price.

Explain credit rating. Do you think that high credit rating is a recommendation to buy the bond?

Questions:

- (a) Why is BoP stability important for India?
- (b) How does India's BoP composition impact its monetary policy?
- (c) What role do capital inflows play in covering a CAD?
- (d) How can the Reserve Bank of India (RBI) intervene to stabilize the BoP?

MBFM 4002 R

M.B.A. DEGREE EXAMINATION, MAY 2025.

Fourth Semester

FINANCE

GLOBAL FINANCIAL MANAGEMENT

(2023 Regulation)

Time : Three hours

Maximum : 75 marks

PART A — (5 × 4 = 20 marks)

Answer any FIVE questions.

1. Define Globalization and explain any two implications of it.
2. Differentiate between the Current Account and the Capital Account in Balance of Payments.
3. Write a short note on Euro Deposits and their significance in the Eurocurrency market.
4. Explain the concept of translation exposure with suitable examples.

5. Define Foreign Direct Investment (FDI) and mention any two key characteristics.
6. What is political risk in FDI? Explain its different types.
7. What is Bimetallism? How did it influence early international monetary systems?
8. Bring out the significance of the Current Account in the economic development of a country.

PART B — (5 × 8 = 40 marks)

Answer any FIVE questions.

9. Compare GATT and WTO in terms of objectives, structure, and impact on global trade.
10. Analyze the trends and major items in India's Balance of Payments account over the past decade.
11. Describe the instruments of the International Money Market, including Repos, Euro Commercial Papers, and Medium-Term Notes.
12. Explain in detail the types of currency risk faced by multinational corporations.

13. Analyze the positive and negative effects of FDI on host countries.
14. Identify the various sources of International funds.
15. What are the different methods used to measure transaction exposure? Explain with examples.
16. Discuss the various forms of FDI, with suitable examples for each form.

PART C — (1 × 15 = 15 marks)

Answer the following question.

Compulsory question.

17. Case Study

India's Balance of Payments — FY 2024 Snapshot
India's flop in FY 2024 showed a moderate surplus, despite a current account deficit, due to strong capital inflows. Forex reserves remained stable. However, rising geopolitical tensions affected portfolio flows and increased volatility in exchange rates.

MBFM 4003 R

M.B.A. DEGREE EXAMINATION, MAY 2025.

Fourth Semester

FINANCE

INTERNATIONAL TRADE AND FINANCE

(2023 Regulation)

Time : Three hours

Maximum : 75 marks

PART A — (5 × 4 = 20 marks)

Answer any FIVE questions.

1. Highlight the benefits of International Trade.
2. Differentiate between a trade surplus and a trade deficit.
3. What is Import Licensing? Why is it important?
4. Define FOB and CIF under INCO terms and highlight the difference.
5. Briefly explain the Interest Rate Parity theory.
6. What is a currency option and how is it used in hedging?

7. Narrate the purpose of an insurance cover note in export trade.
8. List role of government organizations in promoting exports.

PART B — (5 × 8 = 40 marks)

Answer any FIVE questions.

9. Evaluate the current trends in India's foreign trade.
10. Analyze the relationship between Foreign Trade and Economic Growth
11. Examine the functions and services provided by EXIM bank in promoting international trade.
12. Compare Pre-Shipment and Post-Shipment Finance. Give examples.
13. Describe the tools available for hedging against exchange rate risk.
14. Discuss the role and content of certificates like Certificate of Analysis, Certificate of Inspection, and Health Certificate in export trade.
15. Interpret the various export incentives provided by the Indian government
16. Examine the Collective impact of schemes like DEPB, Advance License, and other promotional efforts on export competitiveness.

PART C – (1 × 15 = 15 marks)

Answer the following questions.

Compulsory questions

17. Case study :

An Indian pharmaceutical exporter is shipping a consignment to Germany. The buyer requires the shipment to include detailed documentation including a Certificate of Analysis, Health Certificate, Commercial Invoice and Bill of Lading. Additionally, the exporter needs insurance coverage and must comply with Indian export declaration norms.

Questions :

- (a) Identify the types of documents and the exporter must prepare under commercial, transport and risk-covering categories.
- (b) Explain the function of the Certificate of a Analysis and health Certificate in this export.
- (c) What role does the Bill of Lading play in scenario?

MBFM 4004 R

M.B.A. DEGREE EXAMINATION, MAY 2025.

Fourth Semester

FINANCE

SECURITY MARKET OPERATIONS

(2023 Regulation)

Time : Three hours

Maximum : 75 marks

PART A — (5 × 4 = 20 marks)

Answer any FIVE questions.

1. How does differ new issue market and secondary market.
2. Briefly in detail the steps to be involved in securities market.
3. Analyze the principal steps involved in the public issue of shares.
4. Discuss SEBI guidelines for FII's.
5. Describe the screen based trading system adopted in BSE.
6. Define takeover and SEBI regulations regarding takeover.

7. Comment on advantages of depository system to investors and companies.
8. How to classify the various types of Treasury bills?

PART B — (5 × 8 = 40 marks)

Answer any FIVE questions.

9. Explain in detail the SEBI guidelines for primary market.
10. Analyze the various methods of issuing securities in primary market.
11. Who are the intermediaries in the new issue market? Discuss.
12. Describe the various new instruments introduced in the new issue market.
13. Critically examine the role of stock exchanges in the financial system of a country.
14. Describe the procedure of online trading and bring out its merits.
15. Discuss the drawbacks of the depository system and suggest measures to make it efficient.
16. Trace the status of the money market in the pre and post liberalization period.

PART C — (1 × 15 = 15 marks)

Answer the following.

17. Case Study (Compulsory)

Sensex has been moving between 12,300 and 14,500. Through it has crossed 14,000, still the investor's confidence level is low. The stagnation continues despite volatile movements. Retail investors and the fund managers appear to be confused. The market is moving like a seesaw. The opinions vary. Two questions are frequently asked: will the Sensex go below 10,000? Will it cross 15,000? Of course, no one likes the kind of volatility that is pushing the market around. The situation is really disturbing as not many have made money in the first four months of 2007. This is manifested by the fact that in the first quarter of 2007, only six equity mutual fund schemes could generate positive returns, with the highest being seven percent.

- (a) What are the problems of our stock markets? How do you explain 'the volatility'?
- (b) What will be your strategies to protect the investors?

MBFM 4005 R

M.B.A. DEGREE EXAMINATION, MAY 2025.

Fourth Semester

Finance

FINANCIAL DERIVATIVES

(2023 Regulation)

Time : Three hours

Maximum : 75 marks

PART A — (5 × 4 = 20 marks)

Answer any FIVE questions.

1. Write a detailed note on uses of financial derivative.
2. Discuss the forward trading mechanism.
3. Discuss the types of traders in future markets.
4. Analyze the various specifications of the future contract.
5. Under what circumstances are a short hedge and a long hedge appropriate?

6. Compare and contrast between stock futures and stock index futures.
7. Comment on the emerging structure of financial derivatives markets in India.
8. Describe the major types of financial swaps.

PART B — (5 × 8 = 40 marks)

Answer any FIVE questions.

9. Comment on the term 'financial derivative' what are its important features.
10. Discuss the pricing mechanism of forward contract.
11. Elaborate the types of financial future contracts.
12. Distinguish between the forward contract and future contract.
13. Describe the management of hedge.
14. List out various stock index traded on various stock exchanges worldwide with their specifications, Explain.
15. Enumerate the major recommendations of Dr. L. C. Gupta committee on derivatives trading.
16. Describe the features of a swap contract.

PART C — (1 × 15 = 15 marks)

Answer the following.

17. Case Study (Compulsory)

For a value date of 1 July 1997 a company entered into a five-year interest rate swap with its bank, under which it has contracted to pay 10% and receive six — month LIBOR, settled semiannually, on a national principal amount of Vs 10,000,000. It is 1 July 1999 and the swap payments have just settled, so the swap now has exactly 3 years to run. The bank offers to unwind the swap at a rate of 8%. If the company agrees, the transaction will be cancelled by means of a settlement today.

- (a) Set out the underlying fixed — rate cash flow that would take place if, instead of cancelling the existing deal, a new deal were made and the 2 deals were to run to maturity. You may assume each interest period has 182.5 days and ignore leap years.
- (b) What sum of money would be paid today to cancel the transaction?
- (c) What assumptions are implicit in the above calculations?



Apex Capital's risk management team is evaluating the use of hedging strategies and arbitrage opportunities to reduce risk and improve return potential. The options on the table include covered interest arbitrage, currency swaps, and investment in floating rate instruments that adjust with market movements.

As a financial analyst at Apex Capital, your task is to develop an optimal investment strategy. Consider the relative benefits and risks of investing in the European vs. Asian financial markets. Evaluate the role of international money market instruments in this context, and suggest how derivatives and hedging can be used effectively.

Propose a balanced investment plan that aligns with the firm's goals of return maximization and risk mitigation. Justify your recommendations with suitable financial reasoning and strategic considerations.

MBIB 4001 R

M.B.A. DEGREE EXAMINATION, MAY 2025.

Fourth Semester

INTERNATIONAL BUSINESS

GLOBAL FINANCIAL MARKETS AND
INSTRUMENTS

(2023 Regulations)

Time : Three hours

Maximum : 75 marks

PART A — (5 × 4 = 20 marks)

Answer any FIVE questions.

1. What are the key features of the European Monetary System?
2. Explain the importance of the Bretton Woods institutions.
3. What are Eurobonds? Mention their advantages.
4. State the role of the World Bank in global finance.

5. Describe the types of instruments in international money markets.
6. Define the concept of hedging in financial markets.
7. What is a Cover Deal? How does it function?
8. Summarize the difference between speculation and arbitrage.

PART B — (5 × 8 = 40 marks)

Answer any FIVE questions.

9. Discuss the development of international currency markets and their impact on global trade.
10. Analyze the regulatory environment governing global financial markets.
11. Explain various international capital market instruments with real-world examples.
12. Evaluate the integration of financial markets and its implications for investors.
13. Discuss the features and risks of floating rate instruments.

14. Explain the mechanisms of Euro deposits and Repos.
15. Assess the cost comparison between borrowing in domestic vs. Eurocurrency markets.
16. Describe how international markets can be used for speculation and profit maximization.

PART C — (1 × 15 = 15 marks)

Answer the following.

17. Case Study (Compulsory)

A global investment firm, Apex Capital, is planning to diversify its investment portfolio by deploying \$200 million into international financial instruments across the European and Asian markets. The firm is particularly interested in instruments such as GDRs, ADRs, Eurobonds, and derivatives. The primary objective is to maximize returns while managing risks related to forex volatility, regulatory differences, and interest rate fluctuations.

The European markets are known for stability and liquidity but they offer relatively lower yields. In contrast, Asian markets present higher growth potential and attractive returns, albeit with higher volatility and complex regulatory environments. Additionally, currency fluctuations between the Euro, USD, and emerging market currencies present further risk.

MBIB 4002 R

M.B.A. DEGREE EXAMINATION, MAY 2025.

Fourth Semester

INTERNATIONAL BUSINESS
FOREIGN TRADE AND POLICY

(2023 onwards)

Time : Three hours

Maximum : 75 marks

PART A — (5 × 4 = 20 marks)

Answer any FIVE questions.

1. Explain the concept of comparative advantage with a suitable example.
2. Distinguish between absolute advantage and comparative advantage theories using a two-country, two-good model.
3. Describe the different types of non-tariff barriers in international trade.
4. Illustrate the impact of tariffs and quotas on domestic markets with examples.

5. Write a short note on the composition of India's foreign trade since liberalization.
6. Summarize the objectives of India's Export-Import Policy.
7. List the major functions of Export Promotion Councils (EPCs) in India.
8. Examine the role of Indian Joint Ventures abroad in enhancing trade competitiveness.

PART B — (5 × 8 = 40 marks)

Answer any FIVE questions.

9. Compare and contrast Heckscher-Ohlin theory with the classical theories of international trade.
10. Analyze the structure of Balance of Payments and the mechanism of its adjustment in an open economy.
11. Explain how anti-dumping duties protect domestic industries with real-world examples.
12. Critically evaluate the effectiveness of technical standards as a trade barrier in the global economy.
13. Identify the major trends in India's direction of trade over the last decade.

14. Evaluate the impact of rupee convertibility on India's trade performance.
15. Discuss the role of SEZs and EOUs in promoting exports from India.
16. Describe the policy framework for EDI in India and its role in economic development.

PART C – (1 × 15 = 15 marks)

Answer the following.

17. Case study (Compulsory)

India has imposed anti-dumping duties on solar equipment imports to protect domestic manufactures. While this safeguards the local industry, it raises concerns about compliance with WTO obligations and access to affordable green technology.

Question :

Analyze the implications of anti-dumping duties in the context of WTO trade rules. Should developing countries prioritize protecting their domestic industries over trade liberalizations?

MBIB 4003 R

M.B.A. DEGREE EXAMINATION, MAY 2025.

Third Semester

International Business

CROSS CULTURAL BUSINESS MANAGEMENT

(2023 Regulation)

Time : Three hours

Maximum : 75 marks

PART A — (5 × 4 = 20 marks)

Answer any FIVE questions.

1. Define organizational culture with suitable examples.
2. Write a short note on cultural background of shareholders.
3. What is the role of culture in the global business scenario?
4. Outline the components of effective cross-cultural communication.
5. What are the key aspects of negotiation in India-Europe business settings?

6. State the challenges in staffing for global operations.
7. Give the meaning of "As-Is" condition in organizational culture diagnosis.
8. What are retention strategies for global personnel?

PART B — (5 × 8 = 40 marks)

Answer any FIVE questions.

9. Explain the analytical framework for understanding cultural background of various business stakeholders.
10. Discuss the communication strategies adopted by foreign MNCs operating in India.
11. Describe the negotiation process with an example from an India-US context.
12. What are the key considerations in aligning strategy, structure, and culture in international business?
13. Analyze the importance of developing a global management cadre.

14. Explain how motivation and leadership practices differ across cultures.
15. Discuss the process of implementing culture change in an organization.
16. What are the strategies for building high-performance teams in a multicultural setting?

PART C – (1 × 15 = 15 marks)

Answer the following.

17. Case Study (Compulsory)

An Indian company is expanding into Germany and planning to send an Indian team to manage the new unit. Discuss how the company can prepare its employees for cross-cultural challenges, including training, negotiation, team building, and culture alignment.

MBIB 4004 R

M.B.A. DEGREE EXAMINATION, MAY 2025.

Fourth Semester

INTERNATIONAL BUSINESS

INTERNATIONAL LOGISTICS MANAGEMENT

(2023 Regulation)

Time : Three hours

Maximum : 75 marks

PART A — (5 × 4 = 20 marks)

Answer any FIVE questions.

1. State the relevance of logistics in international marketing.
2. Mention two characteristics of liner and tramp shipping.
3. What are chartering principles?
4. What is a freight structure?
5. What is the role of C&F agents?
6. Define conference chartering.

7. What is the total cost concept in air transportation?
8. List any two types of warehousing facilities.

PART B — (5 × 8 = 40 marks)

Answer any FIVE questions.

9. Explain the importance of logistics in international business.
10. Describe the different types of shipping and their characteristics.
11. Explain the structure and operations of conference chartering.
12. What is multimodal transportation? Explain the role of CONCOR.
13. Elaborate on the role of intermediaries in freight booking and shipping.
14. What are the main documents required for shipping goods internationally?
15. Discuss the freight structure and chartering practices in detail.
16. Explain the significance of warehousing in international logistics and types of facilities.

PART C — (1 × 15 = 15 marks)

17. Case Study (Compulsory)

Scenario: BrightHome Furnishings, an Indian home decor company, is expanding its market into Southeast Asia. They plan to establish a warehousing system in Singapore to support timely deliveries and reduce total logistics costs. However, the management is unsure of the types of warehousing facilities and inventory strategies suitable for international operations.

Question: Advise BrightHome Furnishings on setting up an efficient inventory control and warehousing system. Discuss the significance of warehouse location, types of warehousing, and total cost approach in international logistics. How can effective inventory management support their international marketing strategy?

Questions:

- (a) Compare the risk protection offered by currency options and currency futures for StartHub.
- (b) What are the benefits and limitations of using a forward rate agreement for interest rate management?
- (c) How would the choice of a derivative instrument impact StartHub's financial planning?

MBIB 4005 R

M.B.A. DEGREE EXAMINATION, MAY 2025.

Fourth Semester

INTERNATIONAL BUSINESS

FOREX MANAGEMENT AND CURRENCY
DERIVATIVES

(2023 Regulation)

Time : Three hours

Maximum : 75 marks

PART A — (5 × 4 = 20 marks)

Answer any FIVE questions.

1. Discuss the key differences between Interbank Rates and Merchant Rates in the foreign exchange market.
2. What are bid and ask rates, and how do they impact currency trading?
3. Describe the key features of the Bretton Woods system.
4. Illustrate the strategies can firms use to hedge translation exposure in foreign exchange.

5. Explain how forward transactions help to mitigate currency risk.
6. Summarize ready exchange rate and explain how it differ from a forward exchange rate?
7. Discuss the role of currency derivatives in speculative trading.
8. Outline the key features of a currency put option.

PART B — (5 × 8 = 40 marks)

Answer any FIVE questions.

9. Outline the role of the Reserve Bank of India (RBI) and FEDAI regulations in maintaining stability in the foreign exchange market.
10. Compare and contrast the spot market and forward market in terms of their purpose, functioning and significance in international trade
11. Analyse how the Gold Standard ensure fixed exchange rates among countries and showcase the challenges in maintaining this system.

12. Describe the role of Interbank deals in determining the foreign exchange rate.
13. Evaluate the role of swap deals in managing foreign exchange risks during periods of economic uncertainty.
14. How can a forward contract be extended beyond its original maturity date? Discuss the process and implications.
15. Distinguish between currency call and put options with suitable examples.
16. Discuss the advantages of exchange-traded currency derivatives over OTC derivatives.

PART C – (1 × 15 = 15 marks)

Answer the following.

17. Case Study (Compulsory)

StartHub Inc., a tech firm, anticipates receiving \$1 million from a US client in 6 months. Expecting high volatility, the CFO considers using currency options or currency futures to hedge the risk. They are also evaluating a forward rate agreement (FRA) to manage their variable interest rate on a foreign loan.



MBHR 4001 R

M.B.A. DEGREE EXAMINATION, MAY 2025.

Fourth Semester

Human Resource Management

ORGANIZATIONAL DEVELOPMENT AND CHANGE

(2023 Regulation)

Time : Three hours

Maximum : 75 marks

PART A — (5 × 4 = 20 marks)

Answer any FIVE questions.

1. Describe the 'planned and unplanned change' with examples.
2. List any four individual factors leading to resistance to change.
3. Give your understanding of 'Socio-Technical systems'.
4. Mention some of the basic values of OD.
5. Illustrate learning organisation.

6. Find any four features of inter-group development.
7. Recognize the role of communication in overcoming resistance.
8. How is the final phase of an OD process handled?

PART B — (5 × 8 = 40 marks)

Answer any FIVE questions.

9. Elaborate Lewin's Three-Step Model of Organisational Change.
10. Enumerate the various organisational reasons for resisting change.
11. What tools are used to track the outcomes of OD programs?
12. Why is regular evaluation necessary in OD interventions?
13. Evaluate the strategy interventions and their applications in modern organisations.
14. In what ways do OD values impact decision-making during interventions?

15. Analyse the process of job redesign and its importance in change programs.
16. Demonstrate the internal and external forces that stimulate change in organisations.

PART C — (1 × 15 = 15 marks)

Answer the following.

17. Case Study (Compulsory)

Alpha Solutions is transitioning from a hierarchical structure to a flat, team-based system. Employees are unclear about roles and authority. The leadership wants to manage this change using OD tools to build clarity and collaboration.

Questions :

- (a) What challenges may arise due to the change in organizational structure?
- (b) How can OD interventions support team building and role clarity?
- (c) Suggest a feedback and evaluation mechanism for this change process.

Questions :

- (a) Identify the essential components needed to develop a Human Resource Accounting system at V-Tech Ltd.
 - (b) How can the company calculate and report the value of its human resources in financial statements?
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MBHR 4002 R

M.B.A. DEGREE EXAMINATION, MAY 2025.

Fourth Semester

Human Resource Development

HUMAN RESOURCE ACCOUNTING

(2023 Regulation)

Time : Three hours

Maximum : 75 marks

PART A — (5 × 4 = 20 marks)

Answer any FIVE questions.

1. Why is the quality of workforce important in driving organizational performance?
2. Differentiate between expenditure and productivity.
3. Discuss the non-value adds in Human Resource Management.
4. State the key features of Management Control Structure.
5. Bring out the relevance of HR Auditing in today's business environment.

6. What is meant by 'Human Capital'? Why is it significant for organizations?
7. List and briefly explain the methods of measuring human value addition.
8. How is Social Control relevant in HR Accounting?

PART B — (5 × 8 = 40 marks)

Answer any FIVE questions.

9. Trace the development of the Human Resource Accounting concept over time.
10. Relate human capital investment and productivity.
11. Analyze how organizational behavior influences employee turnover.
12. Describe the design and implementation process of HR Accounting in recruitment and performance appraisal.
13. Elaborate on the experience and extrapolation practices in HRA.

14. Justify how increased costs and cost reduction can affect future performance.
15. Identify how the Management Control Process contributes to Human Resource Accounting.
16. Prepare a Balance Sheet with human assets included.

PART C — (1 × 15 = 15 marks)

Answer the following.

17. Case Study (Compulsory)
V-Tech Ltd., a rapidly expanding Indian enterprise in the engineering sector, has recognized the importance of human resources as a key asset in driving business success. The company now intends to adopt a Human Resource Accounting (HRA) system to reflect the true value of its employees in financial statements. Management is keen on classifying HR-related expenses accurately, calculating the value of human capital, and incorporating relevant data into Profit and Loss accounts and Balance Sheets. To achieve this, they have sought expert guidance to develop a structured HRA model that includes cost identification, appropriate valuation methods, and standardized reporting procedures aligned with financial and HR goals.

MBHR 4003 R

M.B.A. DEGREE EXAMINATION, MAY 2025.

Fourth Semester

Human Resource Management

COMPENSATION MANAGEMENT

(2023 Regulations)

Time : Three hours

Maximum : 75 marks

PART A — (5 × 4 = 20 marks)

Answer any FIVE questions.

1. Name four common compensation approaches.
2. List compensation philosophies.
3. Classify the types of compensation.
4. State any four types of incentives.
5. Briefly explain ESOPs.
6. Specify a gain sharing incentive plan.
7. Mention any four components of an incentive package.
8. What is benchmarking in a benefit scheme?

PART B — (5 × 8 = 40 marks)

Answer any FIVE questions.

9. Describe the key responsibilities involved in managing compensation.
10. Illustrate the major compensation system design issues.
11. Describe the steps in the development of base pay systems.
12. Discuss compensation as a retention strategy.
13. List the components of executive compensation.
14. Justify the need for compensation management in multinational organisations.
15. Explain the key constraints on legal compensation systems in India.
16. Identify the composition and role of wage board.

PART C – (1 × 15 = 15 marks)

Answer the following.

17. Case Study (Compulsory)

Globexpharma, a multinational pharmaceutical company, operates in 12 countries. The company follows a global compensation framework but allows flexibility to adapt to local market conditions. It faced challenges in compensating expatriates posted from the U.S. to India and Brazil, including discrepancies in cost of living, currency exchange fluctuations, and complex tax structures. Additionally, local staff felt that expatriates were overpaid for performing similar roles.

Questions :

- (a) How can MNCs balance global standards with local relevance?
- (b) Discuss the importance of strategic planning and wage structuring in promoting equity and employee retention.

with IT systems, and the employees fear that automation may reduce jobs. The company consults an ERP vendor who suggests a customized HRIS module. The implementation begins, and orientation training is planned for all HR and department managers.

Questions :

- (a) Identify the challenges ABC Textiles Ltd. is facing in HR management.
 - (b) What benefits can the company expect after implementing HRIS?
 - (c) How can the company overcome resistance from employees during HRIS adoption?
 - (d) Suggest any two HRIS modules that are most essential for ABC Textiles Ltd. and justify your choice.
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MBHR 4004 R

M.B.A. DEGREE EXAMINATION, MAY 2025.

Fourth Semester

Human Resource Management

HUMAN RESOURCE INFORMATION SYSTEM

(2023 Regulation)

Time : Three hours

Maximum : 75 marks

PART A — (5 × 4 = 20 marks)

Answer any FIVE questions.

1. Describe the objectives of implementing a HRIS in an organization.
2. List four common sources of data used in Human Resource Management.
3. Summarize the different data formats used in HRIS for storing and processing information.
4. Identify the purpose of Human Resource Management (HRM) Needs Analysis in the context of HRIS.

5. State the features of the Training and Development module in a Human Resource Information System.
6. State four benefits of using a Performance Appraisal module in HRIS.
7. Identify the role of HRIS in capturing and managing authority and responsibility flows within an organization.
8. List four major challenges commonly faced during the adoption of Information Technology in HR functions.

PART B — (5 × 8 = 40 marks)

Answer any FIVE questions.

9. Examine the role of Information Technology (IT) in Human Resource Management.
10. Explain the advantages and disadvantages of Electronic Human Resource Management.
11. Discuss the procedures involved in data entry, storage, and retrieval in an HRIS.
12. Describe the design considerations of HRIS with reference to decision-making concepts.

13. Explain the functions of various HRIS modules related to HR Planning, Recruitment and Selection.
14. Examine the features and benefits of the pay and related dimensions module in HRIS.
15. Discuss the role of HR and other managers in information processing for effective decision-making using HRIS.
16. Interpret the common problems faced during IT adoption in HR and suggest solutions to overcome them.

PART C — (1 × 15 = 15 marks)

Answer the following.

17. Case Study (Compulsory).

ABC Textiles Ltd. is a mid-size textile manufacturing company based in Tamil Nadu. The company has grown rapidly in the last five years and now employs over 500 people. The HR department struggles with managing employee records, performance appraisals, training schedules, and payroll processing. The management decides to implement a Human Resource Information System (HRIS) to improve efficiency. However, the HR team is unfamiliar

Questions:

- (a) Analyze how the company can align global talent mobility with employee well-being.
 - (b) Propose a framework for effective performance appraisal of employees in cross border settings.
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MBHR 4005 R

M.B.A. DEGREE EXAMINATION, MAY 2025.

Fourth Semester

Human Resource Management

GLOBAL HR PRACTICES

(2023 Regulations)

Time : Three hours

Maximum : 75 marks

PART A — (5 × 4 = 20 marks)

Answer any FIVE questions.

1. List the operational objectives in international business.
2. Identify some of the ways by which HR can contribute to globalization.
3. State the importance of multicultural orientation to employees in global HRM.
4. Why are research and documentation essential for international business?

5. Mention some of the motivational strategies in global workforce.
6. What is employee empowerment, and how does it help international companies?
7. Why is an industry analysis required for change management?
8. Describe the term 'Universal quality standard'.

PART B — (5 × 8 = 40 marks)

Answer any FIVE questions.

9. Analyze the role of HR in enabling globalization in multinational organizations.
10. How can a balanced scorecard help in formulating an international strategy?
11. Compare the HR challenges and opportunities faced by domestic firms and MNCs.
12. Discuss the need for ethical and socially responsible behaviour for international business.
13. Establish the importance of implementing HR policies in global companies.

14. Indicate how MNCs manage grievances across borders.
15. Illustrate the steps involved in executing organizational change effectively.
16. Elucidate the role of behavioural and technical factors in achieving the high-quality performance.

PART C — (1 × 15 = 15 marks)

Answer the following.

17. Case Study (Compulsory)

PharmaLife, a global pharmaceutical company headquartered in Switzerland, has R&D centres in India, Germany, and Brazil. To enhance innovation and leadership development, the HR team initiated a Global Talent Mobility Program, rotating employees across countries for both short-term and long-term assignments. While the program succeeded, some Indian employees cited family constraints when relocating. Brazilian employees faced language barriers in Germany. Additionally, some managers were unsure how to appraise employees working remotely across borders.

MBFM 4001 R/MBGN 4001 R

M.B.A. DEGREE EXAMINATION, MAY 2025.

Fourth Semester

Finance

INVESTMENT AND PORTFOLIO MANAGEMENT

(2023 Regulations)

Time : Three hours

Maximum : 75 marks

SECTION A — (5 × 4 = 20 marks)

Answer any FIVE questions.

1. Describe briefly the different schemes of LIC.
2. Trace out the various types of money market.
3. Briefly describe the major economic factors affecting the performance of securities.
4. Discuss investment decisions in the light of an Industry life cycle.
5. Distinguish between Fundamental Analysis and Technical Analysis.

6. Analysts, use several techniques to examine various chart patterns. Explain it.
7. Discuss the single index model proposed by William Sharpe.
8. Mention the assumptions underlying the standard Capital Asset Pricing Model.

SECTION B — (5 × 8 = 40 marks)

Answer any FIVE questions.

9. Distinguish between Investment, Speculation and Gambling. Explain the uses of a sound investment plan.
10. Describe the various forms of investment alternatives.
11. "Fundamental analysis of securities aims at studying the factors fundamental to the working of a company and the environment in which it operates". Comment.
12. Given an account of the factors determining the future performance of a company. How are they important?

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MBFM 4001 R/
MBGN 4001 R

13. Briefly describe Dow theory.
14. Evaluate the empirical evidence on Weak-Form Efficient Market Hypothesis.
15. Discuss Markowitz model of portfolio management.
16. Analyze the portfolio performance models.

SECTION C — (1 × 15 = 15 marks)

Case Study (Compulsory)

17. Mr. Mahesh is considering purchase of a bond which is currently quoted at Rs. 910. The bond has a face value of Rs. 1,000. It carries coupon rate of 11% and has 5 years to maturity. Currently, the interest income is subject to 30% rate of tax and capital gain is subject to 10% tax rate. Advise, should Mr. Mahesh buy this bond if his required rate of return is 10%. Also calculate YTM at current market price.

Explain credit rating. Do you think that high credit rating is a recommendation to buy the bond?

3

MBFM 4001 R/
MBGN 4001 R

MBMM 4002 R/
MBGN 4002 R

M.B.A. DEGREE EXAMINATION, MAY 2025.

Fourth Semester

Marketing

SERVICES MARKETING

(2023 Regulations)

Time : Three hours

Maximum : 75 marks

PART A — (5 × 4 = 20 marks)

Answer any FIVE questions.

1. Highlight the characteristics that distinguish services from goods.
2. In what ways can services be categorized based on their nature and user involvement?
3. Present examples of promotional tools suitable for intangible offerings.
4. Clarify the contribution of employees to service marketing effectiveness.

5. List the ways in which segmentation supports service delivery planning.
6. Analyze the impact of communication on customer perception of service quality.
7. Outline the elements unique to financial service marketing.
8. Point out the factors that influence patient trust in health services.

PART B — (5 × 8 = 40 marks)

Answer any FIVE questions.

9. Trace the evolution of the service sector in recent decades.
10. Discuss how service firms create aspirational value through branding and relationship-building.
11. Illustrate the different pricing approaches tailored for service firms.
12. Consider how online platforms reshape the delivery of services.
13. Investigate the dynamics of balancing capacity with fluctuating demand in services.
14. Discuss the techniques for identifying and closing service quality gaps.

2

MBMM 4002 R/
MBGN 4002 R

15. Examine the consumer decision-making in choosing hospitality services.
16. Explore the promotional strategies tailored for educational institutions.

PART C — (1 × 15 = 15 marks)

Answer the following.

17. Case Study (Compulsory)

The Metro Water Department has recently introduced an online grievance redressal system and SMS alerts for supply schedules. Citizens appreciate the effort but still complain about inconsistent service delivery.

Questions:

- (a) What steps can the department take to ensure reliability in service delivery?
- (b) How can the department use digital tools to enhance public engagement and transparency?
- (c) Analyze the role of communication in managing expectations in public utility services.

3

MBMM 4002 R/
MBGN 4002 R

By integrating these IT solutions, XYZ was able to automate its inventory management, streamline order fulfillment, and enhance its ability to provide personalized product recommendations to customers. Additionally, the use of data analytics enabled the company to better understand customer behavior, leading to more targeted marketing campaigns and increased sales. The CRM system also improved customer engagement by tracking interactions and providing tailored customer service. This integration of IT into their e-business operations significantly boosted efficiency, customer satisfaction, and revenue growth.

Questions:

- (a) How did the integration of IT systems help XYZ E-Commerce improve operational efficiency?
- (b) What role did data analytics play in enhancing XYZs marketing and customer engagement strategies?
- (c) What challenges might XYZ E-Commerce face in maintaining its IT infrastructure as it continues to grow?

MBGN 4003 R

M.B.A. DEGREE EXAMINATION, MAY 2025.

Fourth Semester

GENERAL

INFORMATION TECHNOLOGY AND E-BUSINESS

(2023 Regulations)

Time : Three hours

Maximum : 75 marks

PART A — (5 × 4 = 20 marks)

Answer any FIVE questions.

1. Outline the components of an information system and explain their functions.
2. Restate how procedures guide the use and operation of an IS.
3. Summarize the main objectives of data resource management in an organization.
4. Explain the different types of databases.
5. Derive the role of IT in transforming traditional businesses into digital enterprises.

6. Illustrate the impact of cross-functional systems on decision-making across departments.
7. Describe the role of innovation in gaining and sustaining a competitive edge.
8. Formulate a code of ethics that a business can adopt to ensure responsible conduct.

PART B — (5 × 8 = 40 marks)

Answer any FIVE questions.

9. Explain how social media platforms are being used as e-business tools.
10. Compose an explanation of how a data warehouse supports strategic decision-making in a business.
11. Design an e-business model for a startup offering online educational services.
12. Generate a method for measuring customer satisfaction through CRM systems in a healthcare organization.
13. Develop a strategy for selecting and deploying a customer relationship management (CRM) system for a growing business.

14. Evaluate the causes of end-user resistance to new information systems in organizations.
15. Outline the main types of computer crimes that can impact individuals and organizations.
16. Construct a framework for managing IT security in a small business with limited resources.

PART C — (1 × 15 = 15 marks)

Answer the following.

17. Case Study (Compulsory).

XYZ E-Commerce is an online platform that sells consumer electronics. In the early stages, they relied on basic website functionalities and manual processes to handle orders and customer service. However, as the company grew, they faced challenges such as slow order processing, inventory management issues, and difficulty providing personalized customer experiences. To overcome these hurdles, XYZ decided to implement a robust IT system that integrates e-business functionalities such as a customer relationship management (CRM) system, enterprise resource planning (ERP) software, and a data analytics platform.

MBGN 4004 R

M.B.A. DEGREE EXAMINATION, MAY 2025.

Fourth Semester

GENERAL

INTERNATIONAL BUSINESS

(2023 Regulation)

Time : Three hours

Maximum : 75 marks

PART A — (5 × 4 = 20 marks)

Answer FIVE questions.

1. State the objectives of IMF.
2. Briefly discuss about the factors contributing disequilibrium in BOP.
3. What are the recent changes in global financial markets?
4. Outline the functions of foreign exchange market.
5. Why are Euro loans attractive to borrowers?
6. Explain the use of studying current account balance.

7. Distinguish between spot exchange rate and forward exchange rate.

8. What are the functions of money market?

PART B — (5 × 8 = 40 marks)

Answer any FIVE questions.

9. Explain the importance of International Finance.

10. Discuss the environment of international financial management.

11. List out the instruments offered by the international bond market.

12. Discuss about LERMS.

13. What is mean by global depository receipt? State its characteristics.

14. Discuss the scope for European Monetary System with examples.

15. Examine the causes of balance of payment imbalances.

16. Enumerate the types of financial intermediaries.

PART C — (1 × 15 = 15 marks)

Answer the following

17. Case Study (Compulsory)

You are just one week young in your job as a treasury executive in a leading laptop trader/supplier in India. Earlier your company was sourcing assembled laptops from China, but with the incentives provided in the Budget by the Finance Minister of India, your company is planning to enter assembly/manufacturing market in India. Now your company is planning to source components and sub assemblies from Taiwanese firms. This will involve a lot of foreign exchange trading and contracts. Since you are from a leading university in India, your CFO has asked you to make presentation to the top management on various possibilities relating to forex market in India.

Question for Discussion

What is all that you would like to tell the top management so as to establish your credibility?

Questions:

- (a) How did XYZ Corporation's training and development program contribute to employee satisfaction?
- (b) What types of training methods were used by XYZ Corporation to enhance employee skills?
- (c) What role did mentorship play in the success of XYZ Corporation's training program?

MBGN 4005 R

M.B.A. DEGREE EXAMINATION, MAY 2025.

Fourth Semester

GENERAL

TRAINING AND DEVELOPMENT

(2023 Regulation)

Time : Three hours

Maximum : 75 marks

PART A — (5 × 4 = 20 marks)

Answer any FIVE questions.

1. Summarise the main steps involved in conducting a job analysis.
2. Describe the different methods of learning.
3. Derive the key responsibilities of development officers from their job description.
4. Compute the effectiveness of different training methods based on employee performance.
5. Distinguish between training and development.

6. Construct a training and development plan for new employees.
7. Present the key steps involved in behaviour modelling.
8. Write the main objectives of a Management Development Programme.

PART B — (5 × 8 = 40 marks)

Answer any FIVE questions.

9. Classify the different methods of learning used in employee training.
10. Illustrate the steps involved in developing a competency-based training programme.
11. Explain the different methods of training used in organizations.
12. Extrapolate the long-term benefits of various job evaluation methods and techniques.
13. Appraise the importance of training both at the start of the business and as an ongoing process.
14. Differentiate role-plays from other interactive training methods

15. Propose a suitable career development programme for mid-level employees.
16. Outline the key factors that influence instructor behavior in a training setting.

PART C – (1 × 15 = 15 marks)

Answer the following.

17. Case Study (Compulsory)

XYZ Corporation, a leading technology company, recognized the importance of investing in its employees to maintain its competitive edge. The company implemented a comprehensive training and development program aimed at enhancing employee skills, boosting productivity, and fostering a culture of continuous learning. The program included both technical training and soft skills workshops, such as leadership development, communication, and teamwork. Employees were given access to online courses, in-person seminars, and on-the-job training, allowing them to develop relevant skills at their own pace. The company also introduced mentorship programs, where experienced employees guided new recruits to accelerate their learning. As a result, employee satisfaction increased, and overall performance improved, leading to a noticeable boost in the company's bottom line. The investment in training and development proved to be crucial in retaining top talent and staying ahead in the industry.

revised Linear Responsibility Chart (LRC) to clearly assign tasks. Management is now evaluating the control processes used during the execution phase to avoid similar setbacks in future projects.

Questions:

- (a) Analyse the impact of poor conflict management and resource allocation on the overall project lifecycle in this case.
- (b) Evaluate the effectiveness of using PERT and CPM in addressing scheduling delays in this scenario.

MBSC 4001 R

M.B.A. DEGREE EXAMINATION, MAY 2025.

Fourth Semester

OPERATIONS AND SUPPLY CHAIN
MANAGEMENT

PROJECT MANAGEMENT IN SUPPLY CHAIN
OPERATIONS

(2023 Regulation)

Time : Three hours

Maximum : 75 marks

SECTION A — (5 × 4 = 20 marks)

Answer any FIVE questions.

1. Summarize how each phase of the project life cycle contributes to the success of a project.
2. Demonstrate different project selection models and determine which is most effective in a fast-paced tech environment.
3. Compare the suitability of different types of project organizations for large-scale infrastructure projects.
4. Outline a project organization structure for a cross-functional software development project.

5. Apply the effectiveness of PERT vs CPM in managing a software development project.
6. Construct a sample Gantt chart for launching a new product in the market.
7. Choose a real-time monitoring system for a logistics project using KPIs.
8. Sketch an audit checklist for evaluating a completed IT project.

SECTION B — (5 × 8 = 40 marks)

Answer any FIVE questions.

9. Design a framework for selecting a project using both non-numeric and numeric models.
10. Create a work breakdown structure (WBS) for organizing a college fest.
11. Assess a project budget plan considering fixed and variable costs for a marketing campaign.
12. Analyze the resource leveling strategy for a scenario with over-allocated resources.
13. Evaluate different types of project control processes and their applicability in agile environments.

14. Critically assess the role of project information systems in enhancing decision-making.
15. Examine the importance of project evaluation at different stages of the project life cycle.
16. Appraise the steps involved in the project termination process and their implications.

SECTION C — (1 × 15 = 15 marks)

Answer the following.

17. Case Study (Compulsory)

Greenbuild Infra Ltd. is a mid-sized infrastructure firm that recently took on a government project to build a sustainable community park in an urban area. Initially, the project planning was thorough, with a detailed Work Breakdown Structure (WBS) and Gantt chart. However, six months into execution, resource shortages and unresolved conflicts among project team members began to delay progress. The project manager, newly appointed and relatively inexperienced, struggled with resource leveling and effective conflict negotiation.

After identifying the bottlenecks using PERT and CPM, the project team revised the schedules, realigned the resource plan, and implemented a

unified performance measurement system—such as a balanced scorecard—can also track innovation output, resource utilization, collaborative efficiency, and market impact. Customized KPIs and regular performance reviews will align regional efforts with overarching innovation objectives, ensuring consistent growth and sustained industry leadership.

Questions:

- (a) How can a matrix organizational structure address the challenges of resource duplication and leadership gaps in global R and D teams?
- (b) What specific leadership development programs can help bridge the leadership gaps and foster Innovation within the R and D teams?
- (c) How can a balanced scorecard system be adapted to measure the performance of geographically dispersed R and D teams?
- (d) What are the key benefits of implementing cross-functional teams in a global R and D environment?

MBSC 4002 R

M.B.A. DEGREE EXAMINATION, MAY 2025.

Fourth Semester

Operations and Supply Chain Management

INNOVATIONS AND R & D MANAGEMENT

(2023 Regulation)

Time : Three hours

Maximum : 75 marks

PART A — (5 × 4 = 20 marks)

Answer any FIVE questions.

1. What are the types of Innovations?
2. What are the key characteristics of a creative organization?
3. Briefly explain technology development approaches.
4. What is R and D programme planning?
5. Mention any two measurement perspectives for R and D.
6. Write a short note on industry-institution cooperation in R and D.

7. What are the benefits of a strong national R and D infrastructure?
8. Define Innovation Strategy.

PART B — (5 × 8 = 40 marks)

Answer any FIVE questions.

9. Explain the evolution and characteristics of Innovation Management.
10. Discuss the performance of R and D Management in the Indian scenario.
11. Describe methods for project selection and evaluation in R and D Management.
12. How does resource allocation impact R and D program control?
13. Analyze HRM issues affecting Innovation and R and D success.
14. Discuss various techniques for measuring and evaluating R and D outcomes.
15. Explain the role of fiscal and support measures in promoting national R and D activities.
16. Highlight essential issues faced during the commercialization of R and D outputs.

PART C — (1 × 15 = 15 marks)

(Case Study – Compulsory)

17. Case Study: Global R and D Organization Structure in an Electronics Company.

An electronics company known for its cutting-edge products is struggling to manage its global R&D teams distributed across various countries. Despite the teams' technical excellence, resource duplication, leadership gaps, and the absence of standardized performance metrics undermine their efficiency. These obstacles hamper cross-border collaboration, stifle Innovation, and threaten the company's competitive advantage in the dynamic electronics industry. To address these concerns, the company should implement a matrix organizational structure that balances regional alignment with a product-focused strategy. This hybrid model leverages local expertise while supporting unified global product development. Success in this structure hinges on strong communication channels, empowered regional leadership, and active cross-functional collaboration. Enhancing leadership practices through visionary management, transformational training programs, and developing a global leadership pipeline is also crucial. Establishing open communication and fostering trust across geographies will help close leadership gaps. A

collaboration effectiveness will be another key evaluation factor. Meanwhile, control charts will be employed to track process variations over time, enabling early detection of anomalies and prompt corrective actions to maintain consistent quality. The introduction of Six Sigma is expected to bring significant benefits, including defect reduction, process optimization stronger collaboration with suppliers, and lower costs associated with waste and rework. The company aims to restore product quality, strengthen supplier relationships, and enhance overall operational efficiency through these measures.

Questions.

- (a) What specific quality metrics should be included in the Supplier Quality Survey for accurate evaluation?
- (b) How can control charts distinguish between common and special causes of variation in supplier materials?
- (c) How should the company ensure effective collaboration with suppliers to address material defects?
- (d) What challenges may arise in implementing Six Sigma, and how can they be mitigated?

MBSC 4003 R

M.B.A. DEGREE EXAMINATION, MAY 2025.

Fourth Semester

OPERATIONS AND SUPPLY CHAIN
MANAGEMENT

PROCUREMENT AND QUALITY MANAGEMENT

(2023 Regulation)

Time : Three hours

Maximum : 75 marks

PART A — (5 × 4 = 20 marks)

Answer any FIVE questions.

1. Define quality in the context of a supply chain.
2. What are the aspects of Quality Control?
3. Mention two general problems associated with vendor quality.
4. What is the purpose of a Supplier Quality Survey?
5. Define a Control Chart for Mean,

6. What are the benefits of implementing Six Sigma?
7. State two principles of Six Sigma.
8. What is the meaning of E-Procurement?

PART B — (5 × 8 = 40 marks)

Answer any FIVE questions.

9. Discuss the concept of Quality Control of purchased materials in a supply chain.
10. Explain a model for evaluating supplier quality.
11. What are the key management actions required for Quality Assurance?
12. Discuss the steps involved in Six Sigma quality control.
13. Explain the activities involved in supply chain management under Quality Assurance.
14. Describe the Control Chart method for Mean and Range with an example.
15. Analyze the benefits and risks involved in outsourcing procurement.
16. Discuss the framework and significance of E-Procurement in modern supply chains.

PART C — (1 × 15 = 15 marks)

(Case Study – Compulsory)

17. Case Study: Supplier Quality Issues in a Manufacturing Company.

A manufacturing company has recently faced a surge in product defects due to substandard materials supplied by its vendors, leading to a noticeable decline in overall product quality. In response, the management is considering the implementation of stricter Quality Assurance (QA) protocols and more rigorous supplier evaluations to identify the root causes of these defects and align suppliers with the company's quality expectations. As part of this initiative the company plans to roll out a comprehensive Supplier Quality Survey, utilize control charts for real-time quality monitoring, and explore the potential of adopting Six Sigma methodologies. The Supplier Quality Survey will involve periodic quality audits of supplier operations, assessments of key performance indicators (KPIs) such as defect rates and delivery consistency, and in-depth root cause analyses to pinpoint quality failures. Suppliers must also present detailed improvement plans and hold certifications like ISO 9001, demonstrating their commitment to quality standards. Communication and

To resolve these issues, ElectroTech implemented a CRM system with integrated Sales Force Automation (SFA) features, including Mobile CRM access for field representatives; Real-time tracking of leads and sales opportunities; Automated reminders for timely follow-ups; Dashboard reporting for managerial oversight.

After 4 months of implementation, the company reported:

- A 50% reduction in lead follow-up time
A 30% increase in deal closures
- Enhanced accuracy in sales forecasts and reporting

Questions:

- (a) What problems did ElectroTech face before adopting Sales Force Automation?
- (b) Identify the specific tools introduced in the CRM system and analyze how each contributed to solving the company's challenges.
- (c) What were the measurable benefits after CRM implementation?

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MBSC 4004 R

M.B.A. DEGREE EXAMINATION, MAY 2025.

Fourth Semester

Marketing

CUSTOMER RELATIONSHIP MANAGEMENT

(2023 Regulation)

Time : Three hours

Maximum : 75 marks

PART A — (5 × 4 = 20 marks)

Answer any FIVE questions.

1. List the key outcomes expected from effective customer acquisition strategies.
2. Enumerate the three levels of Service/Sales profiling.
3. State the importance of channel optimization in CRM.
4. Summarize the uses of lead management within a CRM framework.

5. Elucidate the role of Enterprise Resource Planning (ERP) in supporting CRM processes.
6. Present the ethical and legal considerations involved in using customer data.
7. Describe how to choose appropriate CRM tools based on business needs.
8. Differentiate between Homegrown versus Outsourced CRM approaches.

PART B — (5 × 8 = 40 marks)

Answer any FIVE questions.

9. Show the importance of customer loyalty and how businesses can optimize Customer relationships to ensure long-term Customer Relationship Management.
10. Explore the integration of event-based marketing in CRM practices.
11. Illustrate the techniques used to measure Customer Satisfaction.
12. What are the advantages of Sales Force Automation?

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13. Interpret the uses of Data Warehousing and Data Mining in managing customer relationships.
14. Evaluate the advantages of collaborative filtering in CRM analytics.
15. Outline the composition and role of a CRM development team.
16. How are the stages of scoping, prioritizing, developing, and delivering a CRM solution typically managed in a project?

PART C — (1 × 15 = 15 marks)

Answer the following.

17. Case Study (Compulsory)

Boosting Sales Efficiency at ElectroTech Pvt. Ltd.

ElectroTech Pvt. Ltd., a consumer electronics distributor, previously relied on manual sales tracking using spread sheets and emails. The field sales team struggled to update leads, track customer visits, and follow up on potential deals. This resulted in lost opportunities and limited real-time visibility for management.

3

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green initiatives. Furthermore, stricter environmental regulations in some regions have increased compliance costs. The company must balance cost-efficiency, risk mitigation, and sustainability to maintain its competitive edge. To address these issues, GlobalTech is considering several options, including diversifying its supplier base, investing in more resilient transportation routes, implementing a comprehensive supplier training program on sustainability, and leveraging technology to improve supply chain visibility and collaboration. They are also evaluating the potential benefits of regionalizing their supply chain to reduce transportation costs and improve responsiveness to local market demands.

Questions:

- (a) What are GlobalTech's critical supply chain vulnerabilities?
- (b) How can GlobalTech improve supplier sustainability practices?
- (c) Should GlobalTech regionalize its supply chain? Why?

MBSC 4005 R

M.B.A. DEGREE EXAMINATION, MAY 2025.

Fourth Semester

Operations and Supply Chain Management

GLOBAL SUPPLY CHAIN MANAGEMENT

(2023 Regulation)

Time : Three hours

Maximum : 75 marks

PART A — (5 × 4 = 20 marks)

Answer any FIVE questions.

1. Classify stages of international development in global supply chains with examples.
2. Differentiate between regional and international product logistics operations.
3. Outline the strategies for managing risks in global supply chains effectively.
4. Explain how alliances enhance system integration in logistics networks.
5. Discuss the approaches to reducing waste while maintaining profitability in operations.

6. List out the importance of green indicators for environmental sustainability goals.
7. Analyze political forces influencing decision-making in supply chain operations.
8. Identify barriers to importing/exporting and suggest solutions.

PART B — (5 × 8 = 40 marks)

Answer any FIVE questions.

9. Compare speculative and hedge strategies for managing risks globally.
10. Examine how technology drives innovation within logistics systems.
11. Evaluate trade-offs between local autonomy and centralized control in supply chains.
12. Suggest solutions for overcoming barriers to system integration globally.
13. Design a strategic plan for implementing green practices tactically in manufacturing firms.
14. Assess performance cycle length as a metric for operational efficiency.

15. Recommend methods to enhance security protocols in international shipping.
16. Analyze challenges faced by importing/exporting operations globally.

PART C — (1 × 15 = 15 marks)

Answer the following.

17. Case Study (Compulsory)

GlobalTech, a multinational electronics manufacturer, operates a complex global supply chain spanning Asia, Europe, and North America. The company sources raw materials, components, and finished goods from a network of over 500 suppliers. In recent years, GlobalTech has faced numerous challenges, including disruptions due to geopolitical tensions, fluctuating exchange rates, and increasing transportation costs. A major earthquake in one of its key sourcing regions led to a temporary shutdown of several supplier factories, causing significant delays in production. Simultaneously, consumer demand for eco-friendly products has grown, placing pressure on GlobalTech to adopt more sustainable practices throughout its supply chain. However, the diverse supplier base presents a significant challenge, as many smaller suppliers lack the resources and expertise to implement