

CHOICE BASED CREDIT SYSTEM**MASTER OF BUSINESS ADMINISTRATION THIRD SEMESTER DEGREE
EXAMINATION MAY 2025****Business Ethics, Corporate Governance, and Change Management****Duration: 3 Hours****Max Marks: 70****Section - A****I. Answer any Five of the following :****5×10= 50**

1. Evaluate the ethical responsibilities of business entities with significant environmental impacts, such as fossil fuels or manufacturing.
2. Explain the importance of ethical decision-making in business. How can unethical behavior impact stakeholders, organizational reputation, and long-term success?
3. Judge the role of government agencies in promoting transparency, accountability, and ethical conduct in corporate governance.
4. Analyse the benefits of corporate philanthropy for sustainable business.
5. Explain the different types organisational change with suitable examples.
6. Discuss the driving forces and restraining forces blocking the change in organisation.

Section - B (compulsory)**II. Answer The Following Questions :****1×20= 20**

7. At Bank of India, corporate social responsibility is basically the care and concern for the deprived and the community at large. Social responsibility is a function of the banking industry where by the Bank focuses on those below poverty line and the communities that qualify for schematic lending under the various government sponsored programs. The focus is on ensuring that they become self-sufficient and can achieve the desired goals to improve their living standards. The Bank has a policy of recruiting the blind and disabled and has a committee to monitor and prevent any sexual harassment at the work place. Employees always volunteer to support NGOs in noble causes such as Eye donations/ Blood donation camps. The top management not only involves in such a cause but also actively supports it. Well known NGOs who have been on the scene for quite a few years and doing services to the community over the years are supported in their cause. The programs are monitored by the zonal offices spread over 43 zones that ensure the end of the funds donated to the NGOs. The relationship with some of the NGOs is on a continuous basis like that with the cancer foundation. The Bank is truly a bank

of India, as the name indicates, with over 2600 branches and 43 zonal offices and has a good representation both in metro, urban and rural India. It is, therefore, natural that CSR should spread across state borders and is not limited to where the Bank is headquartered.

Business ethics and governance are separate issues. The money contributed towards CSR activities are monitored by the concerned zonal offices and the NGOs are asked to submit receipts and photographs justifying end use of funds. Employees have always contributed whenever there has been a major disaster by donating a day's wages, which along with the Bank's contribution, collectively works out to a few million rupees. Their employees are involved in a systematic monitoring of the activities for which the funds have been donated. The objective is to ensure that there is total involvement of both the management and the employees while the mission would be to succeed in making life better for poorest of the poor and the downtrodden.

As part of its centenary celebrations, the Bank of India has adopted 101 villages. Employees too are very considerate when it comes to serving a social cause and the Officers' association and the Unions have always been organising blood donation drives, adoption of village and free cancer detection camp.

Question:

Discuss the rationale behind the implementation of Corporate Social Responsibility at Bank of India.

CHOICE BASED CREDIT SYSTEM

MASTER OF BUSINESS ADMINISTRATION THIRD SEMESTER DEGREE

EXAMINATION MAY 2025

Management Science

Duration: 3 Hours

Max Marks: 70

Section - A

I. Answer any Five of the following :

5×10= 50

1. Explain the salient features of operations research with suitable examples.
2. Production of a certain chemical mixture should contain at least 80 mg. chlorides, 28 mg. nitrates and 36 mg. of sulphate per kilogram. The company can use two substances and a base (assume this is costless). Substance X contains 8 mg. chlorides, 4 mg. nitrates and 6 mg. sulphates per gram. Substance Y contains 10 mg. chloride 2 mg. nitrates and 2 mg. sulphates per gram. Both substances cost ₹ 20 per gram. It is required to produce the mixture using substances X and Y so that the cost is minimized. Formulate this as LP problem.
3. Players A and B play a game in which each player has 3 coins (Rs. 1, 5 and 10). Each one of them selects a coin without the knowledge of the other. If the sum of the coins is an even number, Player A wins Player B's coin. Otherwise B wins A's coin. Write down the Pay off Matrix of A. Does the game have a saddle point.
4. Identify the reasons for using simulation in management practice.
5. A toll tax booth has one drive in counter. It is estimated that cars arrive according to Poisson distribution at the rate of 2 every 5 minutes and that there is enough space to accommodate a line of 10 cars. Other arriving cars can wait outside this space, if necessary. It takes 1.5 minutes on an average to serve a customer, but the service time actually varies according to an exponential distribution. You are required to find:
 - (a) Probability of time, the facility remains idle
 - (b) Expected number of customers waiting but currently not being served at a particular point of time
 - (c) Expected time a customer spends in the system
6. Define dynamic programming. Explain the characteristics of dynamic programming models.

Section- B(compulsory)**II. Answer The Following Questions ;****1×20= 20**

7. Five machines are available to do five different jobs. From past records, the time (in hrs) that each machine takes to do each job is known and given in the following Matrix:

	Job				
	1	2	3	4	5
A	2	9	2	7	1
B	6	8	7	6	1
C	4	6	5	3	1
Machine					
D	4	2	7	3	1
E	5	3	9	5	1

Find the assignment of machines to jobs that will minimize the total time taken.

CHOICE BASED CREDIT SYSTEM**MASTER OF BUSINESS ADMINISTRATION THIRD SEMESTER DEGREE****EXAMINATION MAY 2025****Crafting and Executing Strategy****Duration:3 Hours****Max Marks:70**

Section- A**I. Answer any Five of the following :****5×10= 50**

1. What are the benefits of engaging in strategic management?
2. What is the purpose of an External Factor Evaluation (EFE) Matrix?
3. Assess the implications of the RBV for strategic decision-making in dynamic business environments.
4. Analyze how cost leadership helps companies deal with business environmental threats.
5. Assess the role of core competencies in driving a firm's strategic success.
6. Suppose you are a business strategist—how would you design an alliance strategy for a tech company entering a new market?

Section- B(compulsory)**II. Answer The Following Questions :****1×20= 20**

7. Apple Inc. is often cited as a textbook example of competitive advantage through resources that are Valuable, Rare, Inimitable, and Organized—the core of the VRIO framework. One of Apple's most powerful intangible resources is its tightly integrated ecosystem. From macOS and iOS to services like iCloud, Apple Pay, and the App Store, all devices and platforms work seamlessly together, offering users a unique and smooth experience. While rivals can mimic individual features, replicating Apple's entire ecosystem—with its user base, design philosophy, vertical integration, and developer loyalty—is incredibly difficult. Moreover, Apple has built an organizational culture that supports this synergy, ensuring long-term sustainability of its competitive advantage. The VRIO model helps explain why Apple continues to dominate in customer loyalty, despite often charging premium prices.

1. How does Apple's integration of hardware, software, and services reflect the "O" (Organized) component of the VRIO model?
2. Why is Apple's ecosystem considered inimitable, and what stops other tech giants from building a similar structure?
3. Can Apple's reliance on ecosystem-based differentiation become a limitation in rapidly diversifying tech markets?

CHOICE BASED CREDIT SYSTEM

MASTER OF BUSINESS ADMINISTRATION THIRD SEMESTER DEGREE

EXAMINATION MAY 2025

Principles of Corporate Finance

Duration: 3 Hours

Max Marks: 70

Section- A

I. Answer any Five of the following :

5×10= 50

1. How did Reliance Jio's strategy of sacrificing short-term profits contribute to long-term wealth creation? Discuss with relevant financial and market-based impacts.
2. a) A company is evaluating two projects that require an investment of Rs 1,20,00,000. The cost of capital is 15%.

Year	Project A	Project B
0	(1,20,00,000)	(1,20,00,000)
1	40,00,000	30,00,000
2	35,00,000	40,00,000
3	30,00,000	45,00,000
4	25,00,000	50,00,000
5	20,00,000	55,00,000

Calculate NPV and recommend the better project.

b) Ram retired from his firm with effect from April 1, 2024. His dues from the firm were calculated and amounted to Rs 30,00,000. The firm agreed to pay the amount in four equal instalments. The instalments included interest @ 7.5% p.a. Calculate the amount of each instalment.

3. Securities X and Y have the following characteristics:

Security X		Security Y	
Return	Probability	Return	Probability
30%	0.10	-20%	0.05
20%	0.20	10%	0.25
10%	0.40	20%	0.30
5%	0.20	30%	0.30
-10%	0.10	40%	0.10

You are required to calculate:

- a) The expected return and standard deviation of return for each Security.
- b) The expected return and standard deviation of the return of portfolio of X and Y combined with equal weights.

4. Windel Plantations Ltd. issued 20,000 debentures of Rs. 100 each bearing interest rate of 10% p.a. These were redeemable after 5 years at a premium of 10%. The issue expenses amounted to 5% of the net proceeds of the sale. The applicable tax rate is 30%. Calculate the cost of Debt if the issue is made
- i) at a premium of 10% ii) at par iii) at a discount of 5%

5. XYZ Company currently has an equity share capital of Rs. 40 lakhs consisting of 40,000 equity shares of Rs. 100 each. The management is planning to raise another Rs. 30 lakhs to finance a major programme of expansion through one of the four possible financing plans.

The options are:

- Entirely through equity shares.
- Rs. 15 lakhs in equity shares of Rs. 100 each and the balance in 8% Debentures.
- Rs. 10 lakhs in equity shares of Rs. 100 each and the balance through long-term borrowing at 9% interest p.a.
- Rs. 15 lakhs in equity shares of Rs. 100 each and the balance through preference shares with 5% dividend.

The company's expected earnings before interest and taxes (EBIT) will be Rs. 15 lakhs.

Assuming corporate tax rate of 50%, you are required to determine the EPS and comment on the financial leverage that will be authorised under each of the above scheme of financing.

6. Define capital budgeting. Why is capital budgeting important in the financial decision-making process of a firm? Illustrate your answer with suitable examples.

Section- B(compulsory)

II. Answer The Following Questions :

1×20= 20

7. A company is evaluating the following investment projects:

Projects	C ₀ (₹)	C ₁ (₹)	C ₂ (₹)	C ₃ (₹)
A	-15,000	5,000	7,000	8,000
B	-15,000	10,000	10,000	
C	-15,000	6,000	6,000	6,000
D	-15,000	4,000	4,000	12,000

Rank the projects based on the following evaluation methods:

- Payback Period
- Internal Rate of Return (IRR)
- Net Present Value (NPV) at a discount rate of 10%

CHOICE BASED CREDIT SYSTEM**MASTER OF BUSINESS ADMINISTRATION THIRD SEMESTER DEGREE****EXAMINATION MAY 2025****Performance Management****Duration:3 Hours****Max Marks:70****Section- A****I. Answer any Five of the following :****5×10= 50**

1. Differentiate people performance management with corporate performance management.
2. Categorize the various factors supporting the performance execution stage.
3. Examine why job descriptions must be linked to the organization and unit's strategic plans.
4. Explain the determinants of performance with suitable examples.
5. Determine the unintentional and intentional types of errors that raters are likely to make in evaluating performance.
6. Determine the factors associated with rewarding team performance.

Section- B(compulsory)**II. Answer The Following Questions :****1×20= 20**

7. Car Restoration Business (CRB, Inc.) is interviewing you for a position as its human resources manager on a part-time basis, working 20 hours per week, while you complete your degree. You would be the first HR manager they have ever been able to afford to hire, and the husband-and-wife owners (Al and Mary Brown) have been operating the small business for 10 years. In addition to you, they recently hired a part-time janitor. This brought the paid staff to six full-time employees: a foreman who is responsible for scheduling and overseeing the work, two auto body repair workers, a person who disassembles and reassembles cars, a painter, and a detail person who assists the painter with getting the car ready to paint and sanding and waxing it afterward. Al Brown handles sales and estimating prices, runs errands, and chases down parts, and envisions the future. Mary has been doing the bookkeeping and general paperwork.

The owners and employees are very proud of CRB's reputation for doing high quality work in the restoration of old cars made as far back as the 1930s. CRB pays

its employees based on "flagged hours," which are the number of paid hours that were estimated to complete the work (e.g., the estimate may say that it will take three hours to straighten a fender and prepare it for painting. When the auto body repair worker has completed straightening the fender, he would "flag" completion of three hours, whether it took him two or six hours to complete the work. It is to his benefit to be very fast and very good at what he does). CRB pays the workers 40% of what it charges the customer for the flagged hours; the other funds are used to pay the employer's share of the taxes and overhead, with a small margin for profit. The foreman, who does some "flagged hours" auto body repair himself, is also paid a 5% commission on all the labor hours of the other employees, after the car is accepted as complete by the customer and the customer pays for the completed work. Employees are given feedback by Al, the foreman, and by customers on an infrequent basis. Right now, everything is going well and the employees are working as a team. In the past, the situation was less certain and some employees had to be fired for poor work. When an employee filed for government-paid unemployment compensation saying that he was out of work through no fault of his own, CRB challenged the filing, and was able to prove that Al had given a memo to the employee requesting improvements in quality or quantity of work. There has never been a formal planning or appraisal process at CRB.

Answer Mary's questions based on your understanding of this small business:

- a) Explain any dangers our company faces if we do not have a performance management system. What could be a problem if we go with a poorly implemented system? (5 Marks)
- b) Explain how we could tie our current reward system to a performance management system. (5 Marks)
- c) What 10 characteristics, at a minimum, should we include in a performance management system? Explain your answer with one to three sentences for each characteristic you recommend (5 Marks)
- d) Discuss benefits that such a system would provide for us as owners and for our employees. (5 Marks)

CHOICE BASED CREDIT SYSTEM**MASTER OF BUSINESS ADMINISTRATION THIRD SEMESTER DEGREE****EXAMINATION MAY 2025****Analysis of Investments and Management of Portfolios****Duration: 3 Hours****Max Marks: 70**

Section - A**1. Answer any Five of the following :****5×10= 50**

1. Briefly describe the types of investors in equity markets.
2. Explain how macroeconomic indicators such as GDP, inflation, and interest rates influence investment decisions in fundamental analysis. Support your answer with examples.
3. Define portfolio risk and portfolio return. How are they calculated? Give a numerical example.

4. a) You are analyzing the financial position of Sunrise Textiles Ltd., a company listed on the NSE.

The following data is available from its latest balance sheet (₹ in lakhs):

Total Assets: ₹8,200

Total Liabilities: ₹3,000

Number of Equity Shares: 10,00,000

Required:

1. Calculate the Net Worth (Book Value of Equity) of the company.
2. Calculate the Book Value per Share.
3. If the market price of the share is ₹68, is the stock undervalued or overvalued based on book value?

b) Shree Cements Ltd. is expected to pay a constant dividend of ₹8 per share every year. The required rate of return by investors is 12%. Calculate the intrinsic value of the share using the Dividend Discount Model.

5. Mr A is considering buying a Rs 1000 par value bond bearing a coupon rate of 11% that matures after 5 years. He wants a minimum value to maturity at 15% and 13%. The bond is currently sold at Rs 870. Should he buy the bond?
6. What is asset mix selection? Differentiate between strategic and tactical asset allocation and explain their role in optimizing portfolio returns with examples.

Section-B (compulsory)

(I. Answer The Following Questions :

1×20= 20

7. A listed Indian company has paid a dividend of ₹1 per share this year. The management expects dividends to grow at 12% per annum for the next 12 years due to strong domestic demand and expansion plans. After the initial high-growth period, the dividend growth rate is expected to stabilize at 6% per annum indefinitely. If investors require a minimum return of 10% on their equity investments, determine the intrinsic value of the company's share using the two-stage dividend discount model.

CHOICE BASED CREDIT SYSTEM
MASTER OF BUSINESS ADMINISTRATION THIRD SEMESTER DEGREE
EXAMINATION MAY 2025

Strategic Human Resource Management

Duration: 3 Hours**Max Marks: 70**

Section - A

I. Answer any Five of the following :**5×10= 50**

1. Why is strategic fit important in SHRM, and how can organizations achieve it effectively?
2. Describe the employee onboarding process and explain why it is critical for new hires' success.
3. Examine the consequences of ignoring workplace diversity. Support your answer with a real-life example.
4. Discuss the benefits of data-driven decision-making in HR with relevant examples.
5. How does sustainability in HR impact overall business performance?
6. Discuss the significance of HR knowledge management in organisation.

Section - B (compulsory)

II. Answer The Following Questions :**1×20= 20**

7. In a rapidly growing tech startup, XYZ company the implementation of a Talent Management System (TMS) proved to be a transformative step. Facing fierce competition in attracting top talent, XYZ company recognized the need for a systematic approach to talent management. They adopted a comprehensive TMS that encompassed competencies, performance management, and employee potential evaluation. This system allowed XYZ company to identify and nurture high potential employees more effectively. With a strong emphasis on engagement and retention, the TMS incorporated modern practices such as flexible work arrangements, continuous feedback, and personalized development plans. Over the course of a year, the company saw a significant reduction in turnover rates and an increase in employee satisfaction. However, challenges emerged in ensuring data privacy within the TMS and adapting to evolving workforce trends.

QUESTIONS:

- a. Examine the implementation of the Talent Management System (TMS) contribute to reducing turnover rates at XYZ company. Explain the key factors that led to this improvement. (10 marks)
- b. Identify and discuss the specific challenges that XYZ company faced while integrating the TMS into their workforce, especially in terms of data privacy and adapting to changing workforce dynamics. (10 marks)
