



Sarvajanik University



S-2024 Date: 06-04-24 Time: 08:15 AM to 10:30 AM
Regular Exam

B.B.A. (Hons) - SEMESTER- VI EXAMINATION

Total Marks: 60

Course Code: BMBA11601

Course Name: Elements of Strategic Management

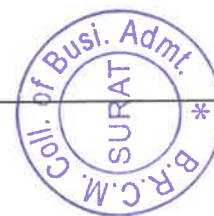
Instructions:

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

		Marks
Q.1	Answer the following in short (6 × 2 Marks)	12
	A. Define Mission. Give an example of it.	
	B. Identify two benefits of strategic management for businesses, and illustrate each benefit with a practical example.	
	C. Identify one strategic marketing issue faced by companies today and propose a solution or strategy to address it.	
	D. Outline two basic organizational structures commonly used in businesses.	
	E. What is corporate parenting analysis?	
	F. What do you mean by flanking maneuver? Give one example of it.	
Q.2	Discuss the significance of environmental scanning in the strategic management process, using SWOT analysis as a primary tool. How does environmental scanning contribute to effective strategy formulation and implementation? Illustrate with examples.	12
	OR	
Q.2	Write a detailed answer on Learning Organization. Explain the activities and strategic management of learning organizations.	12
Q.3	Discuss different Growth Strategies in detail with suitable examples.	12
	OR	
Q.3	Explain Portfolio Analysis with Advantages and Limitations of it.	12
Q.4	Describe the different types of Offensive Tactics in Strategy Implementation. Give suitable examples.	12
	OR	
Q.4	Explain at length strategic evaluation and control.	12
Q.5	Write a detailed answer on a Resource Based Approach to Organizational Analysis.	12
	OR	
Q.5	Write a note on Value Chain Analysis.	12



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S-2024 Date: 08-04-24 Time: 08:15 AM to 10:30 AM

Regular Exam

B.B.A. (Hons) - SEMESTER-VI EXAMINATION

Course Code: BMBA11602

Total Marks: 60

Course Name: Financial Services in India

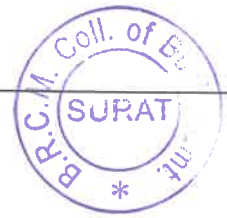
Instructions:

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.
4. Here you can add your own instructions for students

		Marks
Q.1	Answer the following in short (6 × 2 Marks)	12
	A. What is the Commercial Bills Market?	
	B. Difference Between Money Market and Capital Market	
	C. What is the Merchant Bank?	
	D. What is the Schedule Bank?	
	E. What is a Forfaiting?	
	F. Define the informal financial system.	
Q.2	Explain the role of financial systems in the growth of the economy.	12
	OR	
Q.2	Discuss the financial system with advantages and limitations	
Q.3	What is Call Money Market? Who are the Participants in Call Money Market and also explain Purpose, Advantages, and Disadvantages of Call Money Market	12
	OR	
Q.3	1. Function of Treasury Bills	06
	2. Features of Different Types of Commercial Bills	06
Q.4	1. Explain the Organisation structure of Mutual Funds.	12
	2. Explain different types of NBFCs	
	OR	
Q.4	Explain Advantages of Insurance and Role of IRDA.	12
Q.5	Answer any three	12
	1. What are the Advisory services offered by Investment Banking	
	2. What is Microfinance? What is the need for it?	
	3. Explain the Process of Credit Rating	
	4. Different Types of Factoring	



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S-2024 Date: 13-04-24 Time: 08:15 AM to 09:30 AM
Regular Exam

B.B.A. (Hons) - SEMESTER- VI EXAMINATION

Course Code: BMBA11604

Total Marks: 30

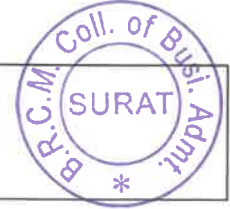
Course Name: Career Management for Life

Instructions:

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

	Marks
Q.1 Answer the following in short (3 × 2 Marks)	06
A. Define Career and Career Management.	
B. List down at least 8 contents of Career Portfolio.	
C. Enlist the benefits of Networking.	
Q.2 Describe the sources of finding job leads.	08
OR	
Q.2 Discuss the benefits of career exploration in detail.	08
Q.3 Jenny is undergraduate student. She is soon going to appear job interview. How would you describe key elements of successful interview to her?	08
OR	
Q.3 Nitin is about to appear job interview. Describe Nitin proper dressing etiquette for successfully cracking interview.	08
Q.4 Write a detailed note on: Career In-decisions and types of career in-decision.	08
OR	
Q.4 Write a detailed note on: Salary Negotiation	08

All the Best



S-2024 Date: 12-04-24 Time: 08:15 AM to 09:30 AM
Regular Exam

B.B.A. (Hons) - SEMESTER- VI EXAMINATION

Course Code: BMBA12605

Total Marks: 30

Course Name: FINANCIAL MODELLING USING SPREADSHEET

Instructions:

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.
4. Here you can add your own instructions for students

		Marks
Q.1	Answer the following in short (3 × 2 Marks)	06
	A. Describe functions in brief to find maximum and minimum value.	
	B. Explain a function useful to calculate Future Value	
	C. Retrieve the function 'MMULT'	
Q.2	Articulate preparation of income statement using MS-Excel. Use appropriate example.	08
	OR	
Q.2	Examine calculations of Break-Even Points and Leverage Analysis using example in MS-Excel.	
Q.3	Explain Profitability Index and IRR method and link their calculation using MS-Excel.	08
	OR	
Q.3	Explain Calculation of Relevant Cash Flows and application of MS-Excel in the calculation.	
Q.4	Explain Optimum portfolio Construction for more than 2 securities using MS-Excel. Take required hypothetical example	08
	OR	
Q.4	Validate preparation of efficient frontier and Capital market line using MS-Excel with appropriate example.	



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Regular Exam

B.B.A. (Hons) - SEMESTER- VI EXAMINATION

Course Code: BMBA12606

Total Marks: 30

Course Name: Marketing Analytics

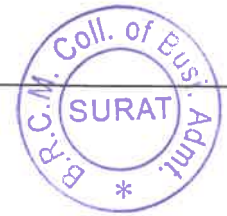
Instructions:

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

	Marks
Q.1 Answer the following in short (3 × 2 Marks)	06
A. Define: Marketing Analytics.	
B. What do you mean by Business Intelligence?	
C. Enlist the importance of Marketing Mix Modelling.	
Q.2 Explain in detail the Descriptive Analytics.	08
OR	
Q.2 Write a note on Customer Segment Analytics.	08
Q.3 Discuss the impact of variables on marketing mix models.	08
OR	
Q.3 Write a note on Univariate and Bivariate Analysis.	08
Q.4 Write a note on Digital Analytics.	08
OR	
Q.4 Describe the Exit Rate in Context of Web Metrics.	08



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S-2024 Date: 12-04-24 Time: 08:15 AM to 09:30 AM
Regular Exam

B.B.A. (Hons) - SEMESTER- VI EXAMINATION

Course Code: BMBA12607

Total Marks: 30

Course Name: HR Analytics

Instructions:

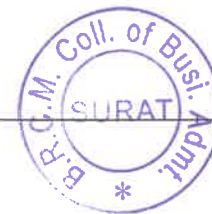
1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

	Marks
Q.1 Answer the following in short (3 × 2 Marks)	
A. Define HR Analytics.	
B. What are the 4 R's of Human Resource Planning?	06
C. What is the total return for business for behavioral training program?	
Q.2 Describe four types of organizations as per their analytics adoption at length.	08
OR	
Q.2 Describe four stage model of workforce analytics in detail.	08
Q.3 Mr. Smit is an HR manager of XYZ Ltd. He is on campus recruitment spree. He has selection test scores of 300 students from 3 different colleges. 100 students from each college. He is in dilemma if the performance of the student is same or different from different colleges.	08
I. Write proper hypothesis (2)	
II. Identify the test to be performed with proper explanation (2)	
III. Enlist the steps of the test to be performed using MS-Excel (2)	
IV. Write proper interpretation considering that p-value is 0.049 (2)	
Q.4 Mitesh is learning and development manager. Describe important metrics about learning to him which will be useful for him to make effective decisions in his work.	08
OR	
Q.4 Describe metrics that PA managers can monitor so that there is a smooth career and succession planning of employees in his/ her organization.	08

All the Best



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S-2024 Date: 09-04-24 Time: 08:15 AM to 10:30 AM
Regular Exam

B.B.A. (Hons) - SEMESTER- VI EXAMINATION

Course Code: BMBA12608

Total Marks: 60

Course Name: International Marketing

Instructions:

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

Marks

Q.1 Answer the following in short (6 × 2 Marks)

12

- A. Discuss how cultural factors influence international marketing decisions compared to domestic marketing.
- B. Describe how companies can use direct exporting as a market entry strategy to expand globally.
- C. Provide two examples of successful market entry strategies adopted by multinational corporations.
- D. What do you mean by piggybacking?
- E. Discuss the advantages and disadvantages of indirect exporting as a market entry strategy.
- F. Explain the concept of wholly-owned subsidiaries.

Q.2 Describe the process of new product development in the international context. Outline the stages involved in new product development, from idea generation to commercialization. Provide examples of successful new product launches in international markets and analyze the strategies employed by companies to achieve market success.

12

OR

Q.2 Explain how the balance between standardization and adaptation, influenced by cultural, usage, and legal factors, impacts international product and service management.

12

Q.3 Write a detailed note on transfer pricing.

12

OR

Q.3 Discuss the factors affecting international pricing decisions, categorizing them into company and product factors, market factors, and environmental factors. Provide real-world examples to support your analysis.

12

Q.4 Describe the challenges in managing an international distribution strategy.

12

OR

Q.4 Explain foreign market intermediaries.

12

Q.5 Discuss in detail the role of marketing communication in the international market.

12

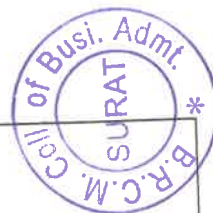
OR

Q.5 Elaborate on Integration of communication in the international market.

12



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S-2024 Date: 09-04-24 Time: 08:15 AM to 10:30 AM

Regular Exam

B.B.A. (Hons) - SEMESTER- VI EXAMINATION

Total Marks: 60

Course Code: BMBA12609

Course Name: International Financial Management

Instructions:

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

- Q.1** Answer the following in short (6 × 2 Marks) 12 Marks
- A. What is international parity?
 - B. What are the barriers for DFI?
 - C. Give the full form of PEFCO and OPIC.
 - D. Define target firm in international finance.
 - E. What is centralized cash management in international finance?
 - F. What is international capital budgeting?
- Q.2** 1. Explain purchasing power parity. 6 Marks
2. Discuss political risk of foreign investment. 6 Marks
- OR**
- Q.2** 1. Explain foreign exchange risk with example. 6 Marks
2. Discuss foreign exchange market. 6 Marks
- Q.3** 1. Explain the reasons of international finance. 6 Marks
2. What is Balance of Payment and its component? 6 Marks
- OR**
- Q.3** 1. Explain international financial quotations. 6 Marks
2. Discuss International banking mechanism. 6 Marks
- Q.4** 1. Discuss international cash management. 6 Marks
2. What are the sources of short-term financing? 6 Marks
- OR**
- Q.4** 1. Discuss cash optimization techniques. 6 Marks
2. What is multinational cash management? 6 Marks
- Q.5** Answer any three. 12 Marks
1. Discuss EXIM with its functions.
 2. Explain payment methods of international trade.
 3. Discuss the valuation process of international target.
 4. What are the inputs in multinational capital budgeting? Discuss in detail.



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S-2024 Date: 09-04-24 Time: 08:15 AM to 10:30 AM
Regular Exam

B.B.A. (Hons) - SEMESTER- VI EXAMINATION

Course Code: BMBA12610

Total Marks: 60

Course Name: Advanced Human Resource Management

Instructions:

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

	Marks
Q.1 Answer the following in short (6 × 2 Marks) A. Describe two differences between HRM and SHRM. B. Define employee well-being. C. What is Repatriation? D. What is theory of Amorality? E. Enlist Four benefits of HRIS. F. What are the two types of approaches of HR Accounting?	12
Q.2 Discuss benefits and barriers to effective SHRM at length. OR Q.2 Describe any THREE Cost-based and any THREE Value based approach.	12
Q.3 Discuss drivers of employee engagement in detail. OR Q.3 Describe the ways to manage difficult employees at workplace.	12
Q.4 What are the approaches of international staffing? discuss merits and demerits of hiring PCNs, HCNs and TCNs at length. OR Q.4 Define HRIS. Describe benefits of HRIS and recent trends in HRIS.	12
Q.5 Describe different ethical issues in HRM at length. OR Q.5 The beginning of the 21 st century brought with it a spate of problems for the world's largest retailer Wal-Mart. The company found itself facing one of the biggest lawsuits ever in the history of the US. In June 2001, a former Wal-Mart employee, Betty Dukes (Dukes), had filed a case accusing the company of sex discrimination in promotions, training and pay. Many more employees joined Dukes, and by May 2003, to be exact, more than 1.5 million women joined Dukes. Wal-Mart had for long been accused of not treating its female employees in a socially responsible manner. A study of Wal-Mart's own employee data revealed that women had been discriminated against in many instances. Even the company's internal memos revealed that Wal-Mart was far behind its competitors in promoting women at	12

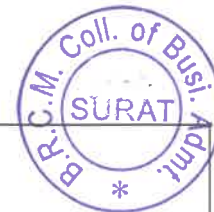
the workplace. Industry observers said that the company's competitors had employed more female managers in 1975 than Wal-Mart did even in 1999.

Apart from the sex discrimination case, Wal-Mart was also accused of breaking Federal laws that protected the freedom of association of workers. The company was reportedly found guilty of retaliating against and firing workers who were involved in union organizing. In addition, Wal-Mart was alleged to have failed to provide safe workplaces, to have utilized child labor and to have offered highly unaffordable healthcare plans.

Discuss strategies that Walmart should follow to manage ethical conduct in the organisation.



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S-2024 Date: 15-04-24 Time: 08:15 AM to 10:30 AM

Regular Exam

B.B.A. (Hons) - SEMESTER- VI EXAMINATION

Course Code: BMBA12611

Total Marks: 60

Course Name: Sales and Distribution Management

Instructions:

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

- Q.1** Answer the following in short (6×2 Marks) **12**
- a. What do you mean by prospecting?
 - b. What do you mean by pre recruiting reservoir?
 - c. Explain the concept of sales target with suitable example.
 - d. Explain the concept of on-the-job training with suitable example.
 - e. List down any two reasons for having manufacturer and channel partner cooperation.
 - f. Explain in brief different ways to manage channel conflict.
- Q.2** What do you mean by sales management? Discuss various objectives of sales management. Discuss at length the evolution of sales department. **12**
- OR**
- Q.2** What do you mean by personal selling? Discuss personal selling process for ABC computers, which is trying to sell its computers to a chain of hotels. **12**
- Q.3** Critically evaluate different methods of sales training in the light of its merits and demerits. **12**
- OR**
- Q.3** Compare and contrast straight salary plan and straight commission plan of compensation considering its merits and demerits. **12**
- Q.4** What do you mean by sales contest. Discuss at length objectives of sales contest. Also discuss commonly used sales contest prizes with its merits and demerits. **12**
- OR**

- Q.4** What do you mean by sales territory? Discuss reasons for establishing sales territory. Also discuss the process of establishing sales territory for an upcoming FMCG brand in Surat. (Make suitable assumptions if required) **12**
- Q.5** Write short notes on **any two** of the following. **12**
- a. Channel management for rural market.
 - b. Channel information system.
 - c. Channel intensity



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S-2024 Date: 15-04-24 Time: 08:15 AM to 10:30 AM
Regular Exam

B.B.A. (Hons) - SEMESTER- VI EXAMINATION

Course Code: BMBA12612

Total Marks: 60

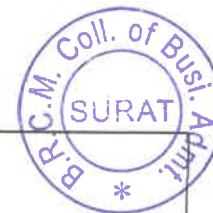
Course Name: STRATEGIC FINANCIAL MANAGEMENT

Instructions:

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.
4. Here you can add your own instructions for students

		Marks
Q.1	Answer the following in short (6 × 2 Marks)	12
	A. Tweet Components of Financial Policy	
	B. Tweet Formula to calculate Sustainable Growth Rate	
	C. Define Zero Date	
	D. Express the Formula to Calculate Debt Service Coverage Ratio	
	E. Quote Value of Goodwill	
	F. Define Financial Reorganization	
Q.2	A. Gather the Meaning, Formula and Assumptions: Internal Growth Rate	06
	B. Highlight the Meaning, Constituent and Objectives of Strategic Financial Planning	06
OR		
Q.2	A. The following information are available for Moonlight Ltd. Total Assets/Sales = 0.85 Change in Sales = Rs. 50 lakhs Total Liabilities/Sales = 0.45 Net Profit Margin = 0.04 Projected Sales for the next year = Rs. 400 lakhs Dividend Payout Ratio = 0.5 There will be no change in the level of investments and no repayment of the term loans in the next year. 1. Estimate the external funds requirement for the next year. 2. Assume the growth rate of net profit margin is 10% for the company for the next year. What will be the external funds requirement?	06
	B. Argue for Linking Financial policy with Strategic Management	06
Q.3	A. How to determine Economic Rate of Return?	06
	B. Social Cost Benefit Analysis	

OR					
Q.3	A. From the following projected figures calculate the yearly Interest Service coverage ratio.				06
(Rs. In lakh)					
Year	Net Profit after Depreciation	Depreciation	Interest on loan	Repayment of load at the end	
1	10.50	15.50	10.00	10.00	
2	15.50	15.00	9.00	10.00	
3	17.00	14.25	8.00	10.00	
4	20.00	13.50	7.00	10.00	
5	22.00	12.50	6.00	20.00	
6	25.00	11.25	4.00	20.00	
7	25.00	10.00	2.00	20.00	
B. Distinguish various types of Projects					06
Q.4	A. From the following data available from the books of Timothy Group, calculate value of shares based on Return on Capital Employed:				06
(Rs. In Lack)					
Year	2019	2020	2021	2022	2023
Capital Employed	50	56	63	65	71
Profit	4	6	7	8	10
The market expectation being 16%					
B. Validate various Reason for Valuation of Enterprise					06
OR					
Q.4	A. Express Concept of FCFF and FCFE in valuation				06
B. Paramount Management Ltd is having an issued and subscribed capital of 7 crore equity shares of Rs. 10 each fully paid up. The company's after-tax profit for the year 2023 amounting Rs. 36 crores. The average present stock exchange price of the company's share is Rs. 109. The P/E Ratio of the four listed companies to use for calculation, their type of business seems to be similar to Paramount Management Ltd are:					06
Company	2021	2022	2023		
W Ltd.	7.4	6.8	7		
X Ltd.	5.0	5.9	6.1		
Y Ltd.	5.7	6.3	7.1		
Z Ltd.	6.5	5.9	6.8		
Calculate the valuation of Business and per share based on average P/E Ratio of Industry.					
Q.5	A. Articulate Meaning and Broad Area of Corporate Restructuring				06
B. Outline Meaning of Industrial Sickness and Prediction of sickness: Univariate Models					06
OR					
Q.5	A. Express Internal Causes of Industrial Sickness				06
B. Express Multiple Discriminant Analysis					06



S-2024 Date: 15-04-24 Time: 08:15 AM to 10:30 AM
Regular Exam

B.B.A. (Hons) – SEMESTER – VI EXAMINATION

Course Code: BMBA12613

Total Marks: 60

Course Name: Developing Organization

Instructions:

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

	Marks
Q.1 Answer the following in short (6 × 2 Marks)	12
A. Explain how can organizational renewal be achieved with the help of System Approach?	
B. Explain the difference between symptoms and causes with suitable examples.	
C. Explain the difference between pivotal and peripheral norm giving suitable examples.	
D. Define knowledge worker	
E. Define Fundamental Change and Operational Change	
F. Can you elaborate on the reason why diagnosis is crucial in an OD Program?	
Q.2 A. Define Organizational Development? Explain in detail the model for organizational Development	06
B. Identify the points of difference between interview method and survey method of data collection?	06
OR	
Q.2 A. Discuss Kurt Lewin's Model of Planned Change in detail. If a given organization is heading towards downsizing and flatter organization structure for creating cost effectiveness, what are the strategic actions that the organization must take in line with Kurt Lewin's Model of Planned Change.	06
B. Explain the action research model of change.	06
Q.3 A. Describe or compare the corporate cultures of organizations of your choice? What makes one more effective than another?	06

- B. Based on what you know explain the role of learning organization as an important OD intervention? 06

OR

- Q.3 A. Explain how managers can develop an organizational culture that encourages a high performing system. 06

- B. Determine the core values in learning organization. 06

- Q.4 A. What are the strategies that help to reduce resistance to change? 06

- B. Explain the implications of power and politics for the practice of OD in organization. 06

OR

- Q.4 A. Explain giving suitable examples, why is change an imperative for organizations. 06

- B. Explain the role of power and politics in organizational culture. 06

- Q.5 When Jack Welch assumed the top position at General Electric in 1981, he inherited a company that had a market value of \$12 billion — certainly a modest number, by today's standards. By the time he left in 1998, GE was worth \$280 billion.

While leading GE, Welch was charged with the task of making the conglomerate better by any means necessary. With his gut telling him that his company was due for a complete overhaul, Welch decided to implement Six Sigma at GE in 1995.

Six Sigma is a methodology that aims to reduce defects and errors in all processes, including transactional processes and manufacturing processes. Organizations that use Six Sigma test their processes again and again to make sure that they are as close to perfect as possible. Five years after Welch's decision to implement Six Sigma, GE had saved a mind-blowing \$10 billion. Welch claimed to have spent as much as half of his time working on people issues. By assembling the right team and ingraining them with the right management philosophies, Welch successfully oversaw the transformation of GE from a relatively strong company to a true international juggernaut.

- A. Do you feel Welch's Decision of adopting Six Sigma intervention was correct? Justify? 06

- B. What could be the other interventions that could be used to make GE a true international Juggernaut? 06

OR

- Q.5 A. Explain why is diagnosis a very critical step in the OD process and what can be the results of a wrong diagnosis. 06

- B. Company XYZ implemented a comprehensive knowledge management system to streamline information flow and enhance collaboration among its teams. By centralizing data repositories and implementing knowledge sharing platforms, employees were able to access critical information more efficiently. As a result, project turnaround times decreased 06

by 20%, and employee satisfaction improved significantly. However, despite these successes, some employees were resistant to adopting the new system due to concerns about data security and privacy.

Question: How can Company XYZ address the concerns of employees regarding data security and privacy while still encouraging adoption of the knowledge management system?