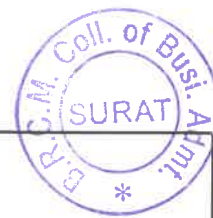




Sarvajanik University



S-2025 Date: 07-04-25 Time: 08:15 AM to 10:30 AM
Regular / Backlog Exam

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

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.

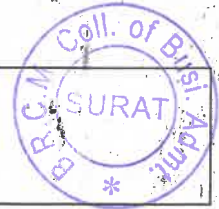
Total Marks: 60

	Marks
Q.1 Answer the following in short (6 × 2 Marks)	12
A. Define Strategic Management.	
B. Explain the concept of Learning Organization.	
C. Describe the concept of Industry Evolution.	
D. Outline two basic organizational structures commonly used in businesses.	
E. What is the Strategic Alliance?	
F. Explain two typical problems in retrenchment.	
Q.2 Critically evaluate the Basic Model of Strategic Management. Discuss its strengths and limitations and suggest potential enhancements to address its shortcomings.	12
OR	
Q.2 Write a detailed answer on Learning Organization. Explain the activities and strategic management of learning organizations.	12
Q.3 Critically evaluate Porter's Five Forces Model as a tool for industry analysis. Discuss its strengths and limitations and explain how it can be used to assess industry attractiveness and competitive intensity.	12
OR	
Q.3 Analyze Value Chain Analysis as a tool for identifying areas for improvement within an organization. Discuss its application in both manufacturing and service industries.	12
Q.4 Differentiate between Cost Leadership and Differentiation strategies. Provide an example of a company that effectively uses each strategy.	12
OR	
Q.4 Explain the BCG Matrix. How is it used in portfolio analysis?	12
Q.5 Explain the statement "Structure Follows Strategy." How does an organization's structure impact strategy implementation?	12
OR	
Q.5 Write a detailed note on Managing Corporate Culture.	12



Sarvajanik University

S-2025 Date: 08-04-25 Time: 08:15 AM to 10:30 AM
Regular / Backlog 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.

Q.1 Answer the following in short (6 × 2 Marks) 12 Marks

- A. List the components of financial system.
- B. Define factoring.
- C. What is financial market?
- D. Define book building.
- E. Differentiate open ended and close ended mutual fund.
- F. What is NBFC?

Q.2 1. Explain the key elements of good financial system. 6 Marks
2. Discuss the role of financial institutions. 6 Marks

OR

Q.2 Discuss financial system with its types in detail. 12 Marks

Q.3 1. Discuss the functions of primary market. 6 Marks
2. What are the instruments of debt market? Discuss. 6 Marks

OR

Q.3 1. Describe various money market instruments. 6 Marks
2. Explain the role of SEBI in financial market. 6 Marks

Q.4 1. Explain the functions of bank. 6 Marks
2. Discuss mutual fund with its advantages. 6 Marks

OR

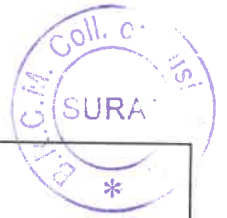
Q.4 1. Explain types of Insurance. 6 Marks
2. Discuss the importance of insurance industry in economy. 6 Marks

Q.5 Answer any three. 12 Marks

1. Explain credit rating and its methods.
2. Discuss housing finance and its types.
3. Explain services of investment banks.
4. Explain the process of depository.



Enrollment No. _____

Sarvajanik University

S-2025 Date: 12-04-25 Time: 08:15 AM to 09:30 AM
Regular / Backlog 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 Plateau.	
B. What is the correct way to decline a job offer?	
C. What is Career Hypervigilance?	
Q.2 Discuss in detail career stages with proper examples.	08
OR	
Q.2 Muskan is searching for job. Explain the process of job search – getting leads to Muskan in detail.	08
Q.3 Describe strategies for developing effective LinkedIn profile for personal branding at length.	08
OR	
Q.3 Ansh has appeared 5 job interviews in past two months. Alas, he had to face failure every time. How should he deal with disappointment in this situation?	08
Q.4 Amit is thinking of changing a job. As a peer network member, he is asking for your advice. What advice will you provide Amit? Describe the basis on which Amit should make this decision. (You can make necessary suitable assumption.)	08
OR	
Q.4 What are the Do's and Don'ts of Salary Negotiation?	08

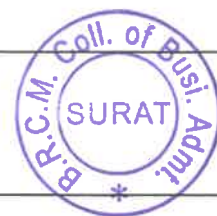
❖❖❖❖ All the Best ❖❖❖❖



Sarvajani University

Enrolment No. _____

S-2025 Date: 15-04-25 Time: 08:15 AM to 09:30 AM
Regular / Backlog 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. What is 'PV' and 'FV' function? Explain with example	
	B. Explain how to create variance/covariance matrix.	
	C. Retrieve the formula of Variance and Standard Deviation	
Q.2	Articulate Regression Analysis and Forecasting using MS-Excel.	08
	OR	
Q.2	Examine 'What if?' function in MS-Excel with appropriate example.	
Q.3	Write a note on Capital Budgeting and Link it with its application using MS-Excel.	08
	OR	
Q.3	Explain WACC calculation using MS-Excel (explain use of formula viz. SUMPRODUCT, RATE, and other required in WACC).	
Q.4	Explain construction of optimum portfolio using MS-Excel. Explain with solver option.	08
	OR	
Q.4	Validate calculation of Risk and Return of Portfolio using MS-Excel with appropriate example.	



Sarvajani University

S-2025 Date: 15-04-25 Time: 08:15 AM to 09:30 AM
Regular / Backlog 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

06

Q.1 Answer the following in short (3 × 2 Marks)

- A. What do you mean by Agglomerative Clustering?
- B. Define: Marketing Analytics.
- C. What is the adstock effect?

Q.2 Write a note on: Data for Marketing Analytics.

08

OR

Q.2 Discuss Predictive Analytics.

08

Q.3 Write a note on Analytics Techniques for Customers.

08

OR

Q.3 Discuss the Incremental Variable in Marketing Mix Modelling.

08

Q.4 Explain Necessity for Data Visualization.

08

OR

Q.4 Write a note on Conversion Rate and Bounce Rate in Context of Web Metrics.

08



Sarvajani University



S-2025 Date: 09-04-25 Time: 08:15 AM to 10:30 AM
Regular / Backlog Exam

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

Course Code: BMBA12608

Course Name: International Marketing

Total Marks: 60

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)

Marks
12

- A. How do cultural factors influence international marketing decisions compared to domestic marketing?
- B. What is meant by international marketing?
- C. What is indirect exporting as a market entry strategy?
- D. What are the potential benefits of using foreign manufacturing facilities without direct investment?
- E. How does the 'meaning' of international marketing differ from domestic marketing?
- F. What are licensing agreements in international market entry?

- Q.2 A company is considering extending its product line into a new international market. What factors should the company consider when deciding whether to introduce existing products, modify existing products, or develop entirely new products for this market?

12

OR

- Q.2 Outline the key steps in the new product development (NPD) process for international markets. How does the NPD process differ when developing products for international markets compared to domestic markets?

- Q.3 Explain the concept of transfer pricing in international business. Discuss its importance and challenges, especially in terms of tax implications and maintaining profitability across different subsidiaries.

12

OR

- Q.3 Explain pricing strategies in international marketing.

12

- Q.4 What are the primary challenges in managing an international distribution strategy?

12

OR

- Q.4 What factors should be considered when selecting distribution channels in international markets?

12

- Q.5 Outline the dimensions of an international marketing communications strategy.

12

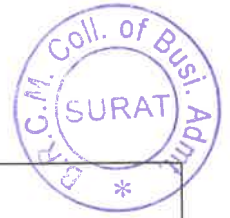
OR

- Q.5 Evaluate the effectiveness of various marketing communication tools in international markets, including personal selling, word of mouth, exhibitions, trade fairs, advertising, sales promotion, and direct marketing.

12



Sarvajani University



S-2025 Date: 09-04-25 Time: 08:15 AM to 10:30 AM
Regular / Backlog Exam

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

Course Code: BMBA12609

Total Marks: 60

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 interest rate parity?
- B. What are the motives of DFI?
- C. What is letter of credit?
- D. Define target firm in international finance.
- E. What are the steps in international valuation?
- F. What is international capital budgeting?

Q.2 1. Explain interest rate parity with example. 6 Marks

2. Discuss financing of international operations. 6 Marks

OR

Q.2 1. Explain risk and hedging in international finance. 6 Marks

2. Discuss various types of risk in international finance. 6 Marks

Q.3 1. Discuss banking mechanism with LIBOR. 6 Marks

2. Explain international money market and its instruments. 6 Marks

OR

Q.3 1. Explain international financial quotations. 6 Marks

2. Discuss ADR and GDR. Also differentiate them. 6 Marks

Q.4 1. Explain the international working capital management. 6 Marks

2. What are the sources of short-term financing? 6 Marks

OR

Q.4 1. Discuss problems in international cash management. 6 Marks

2. How to optimize multinational cash? 6 Marks

Q.5 Answer any three. 12 Marks

1. Discuss PEFCO with its functions.
2. Explain payment methods of international trade.
3. Discuss host government views on DFI.
4. Discuss target valuation process and model.



S-2025 Date: 09-04-25 Time: 08:15 AM to 10:30 AM
Regular / Backlog 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)	12
A. Write four points of difference between HRM and SHRM.	
B. Explain the concept of employee wellbeing.	
C. What do you mean by expatriate?	
D. Discuss the concept of quality of work life.	
E. Why is it important to have a strategic perspective to human resource management?	
F. What constitutes sexual harassment?	
Q.2 A. How do you align HR strategies with corporate strategies? Explain with suitable examples.	06
B. Explain the degrees of employee engagement?	06
OR	
Q.2 A. Discuss the various types of strategies with suitable examples.	06
A. What drives employee engagement? Explain any two drivers in detail.	06
Q.3 A. Discuss the various approaches to staffing for an MNC.	06
B. What are the various sources of ethics?	06
OR	
Q.3 A. Discuss the role of HR during expatriation and repatriation process.	06
B. You see an employee attaining the profitable contract for the company with wrong means. What will you do in such a situation? Discuss considering ethical dilemmas.	06

- Q.4** A. What are the uses and weaknesses of HR accounting. 06
B. How is international HR different from domestic HR? 06

OR

- Q.4** A. What is HR accounting and what are the various approaches of HR accounting? 06
B. How is compensation and payment different in international and domestic scenarios? 06
What is the role of HR in the same?

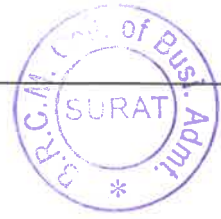
- Q.5** A. Write down the responsibilities of employers under the POSH Act. 06
B. Assume yourself to be an HR Manager of a mid-sized diamond firm, how will you improve the quality of work life of its employees? 06

OR

- Q.5** A. Explain the different types of deviant workplace behaviour with suitable examples. 06
B. What are the factors affecting quality of work life of employees in education industry? 06



Sarvajanik University



S-2025 Date: 11-04-25 Time: 08:15 AM to 10:30 AM
Regular / Backlog Exam

8

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. Explain term prospecting with a suitable example.
- b. Explain the concept of relationship selling with an example.
- c. Explain the concept fringe benefits with an example.
- d. What do you mean by sales territory?
- e. List down any two reasons for channel conflicts.
- f. Explain the concept of pre recruiting reservoir.

Q.2 Discuss various theories of selling at length with examples and circumstances under which they are suitable. **12**

OR

Q.2 What do you mean by sales management? Discuss various objectives of sales management. Also discuss at length the evolution of sales department. **12**

Q.3 What do you mean by compensation plan? Discuss requirements of a good compensation plan. Also discuss straight commission plan of compensation with its merits and demerits for employee and management both. **12**

OR

Q.3 Critically evaluate different methods of sales training in the light of its merits and demerits. **12**

Q.4 What do you mean by sales target? Discuss different types of targets with relevant examples and circumstances under which they are more suitable. Also discuss the reasons for not using sales targets. **12**

OR

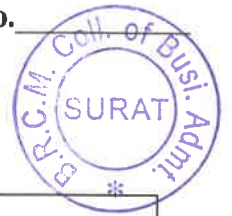
Q.4 What do you mean by sales contest. Discuss at length objectives of sales contest. Also discuss commonly used sales contest prizes with its merits and demerits. **12**

Q.5 Write short notes on any two of the following. **12**

- a. Channel information system.
- b. Channel management for rural market.
- c. Consumer oriented marketing channel



Enrolment No. _____

**Sarvajani University**

S-2025 Date: 11-04-25 Time: 08:15 AM to 10:30 AM
Regular / Backlog 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.

		Marks
Q.1	Answer the following in short (6 × 2 Marks)	12
	A. Tweet the factors governing financial planning	
	B. Tweet formula of External Funds Requirement	
	C. Outline the meaning of Project Report	
	D. Associate Value of Share and Company	
	E. Define Value for Goodwill	
	F. Retrieve the meaning of Industrial Sickness	
Q.2	A. Gather the Meaning, Formula and Assumptions: Internal Growth Rate	06
	B. Highlight Steps in Financial Planning Process	06
OR		
Q.2	A. The following information is available for Moonlight Ltd. Total Assets/Sales = 0.85 Change in Sales = Rs. 120 lakhs Total Liabilities/Sales = 0.5 Net Profit Margin = 0.07 Projected Sales for the next year = Rs. 650 lakhs Dividend Payout Ratio = 0.4 There will be no change in the level of investment and no repayment of 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 Meaning of Financial Policy and its Linkage with Strategic Management	06
Q.3	A. How to determine Economic Rate of Return?	06
	B. Articulate Effective Rate of Protection.	06
OR		

Q.3	A. From the following projected figures calculate the yearly Interest Service coverage ratio. (Rs. In lakh) <table><tr><td>Year</td><td>Net Profit after Depreciation</td><td>Depreciation</td><td>Interest on loan</td><td>Repayment of load at the end</td></tr><tr><td>1</td><td>48</td><td>70</td><td>46</td><td>46</td></tr><tr><td>2</td><td>70</td><td>68</td><td>41</td><td>46</td></tr><tr><td>3</td><td>77</td><td>65</td><td>37</td><td>46</td></tr><tr><td>4</td><td>91</td><td>61</td><td>32</td><td>46</td></tr><tr><td>5</td><td>100</td><td>57</td><td>28</td><td>91</td></tr><tr><td>6</td><td>113</td><td>51</td><td>19</td><td>91</td></tr><tr><td>7</td><td>113</td><td>46</td><td>10</td><td>91</td></tr></table>	Year	Net Profit after Depreciation	Depreciation	Interest on loan	Repayment of load at the end	1	48	70	46	46	2	70	68	41	46	3	77	65	37	46	4	91	61	32	46	5	100	57	28	91	6	113	51	19	91	7	113	46	10	91	06
Year	Net Profit after Depreciation	Depreciation	Interest on loan	Repayment of load at the end																																						
1	48	70	46	46																																						
2	70	68	41	46																																						
3	77	65	37	46																																						
4	91	61	32	46																																						
5	100	57	28	91																																						
6	113	51	19	91																																						
7	113	46	10	91																																						
B. Link Social Cost and Benefit Analysis		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: (Rs. In Lack) <table><tr><td>Year</td><td>2020</td><td>2021</td><td>2022</td><td>2023</td><td>2024</td></tr><tr><td>Capital Employed</td><td>58</td><td>66</td><td>69</td><td>73</td><td>84</td></tr><tr><td>Profit</td><td>5</td><td>8</td><td>8</td><td>10</td><td>12</td></tr></table> The market expectation being 16%	Year	2020	2021	2022	2023	2024	Capital Employed	58	66	69	73	84	Profit	5	8	8	10	12	06																						
Year	2020	2021	2022	2023	2024																																					
Capital Employed	58	66	69	73	84																																					
Profit	5	8	8	10	12																																					
B. valuation Validate various Reason for Valuation of Enterprise		06																																								
OR																																										
Q.4	A. Express Concept of FCFF and FCFE in	06																																								
	B. Nippon Management Ltd is having an issued and subscribed capital of 20 crore equity shares of Rs. 10 each fully paid up. The company's after-tax profit for the year 2024 amounting Rs. 110 crores. The average present stock exchange price of the company's share is Rs. 3000. 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: <table><tr><td>Company</td><td>2022</td><td>2023</td><td>2024</td></tr><tr><td>L Ltd.</td><td>10</td><td>9</td><td>10</td></tr><tr><td>M Ltd.</td><td>7</td><td>8</td><td>9</td></tr><tr><td>N Ltd.</td><td>8</td><td>9</td><td>10</td></tr><tr><td>O Ltd.</td><td>9</td><td>8</td><td>9</td></tr></table> Calculate the valuation of Business and per share based on average P/E Ratio of Industry.	Company	2022	2023	2024	L Ltd.	10	9	10	M Ltd.	7	8	9	N Ltd.	8	9	10	O Ltd.	9	8	9	06																				
Company	2022	2023	2024																																							
L Ltd.	10	9	10																																							
M Ltd.	7	8	9																																							
N Ltd.	8	9	10																																							
O Ltd.	9	8	9																																							
Q.5	A. Articulate Multiple Discriminant Analysis	06																																								
	B. Outline External Causes of Industrial Sickness	06																																								
OR																																										
Q.5	A. Express Reason for Corporate Restructuring	06																																								
	B. Express Meaning and Factors Contributing towards Financial Engineering	06																																								



S-2025 Date: 11-04-25 Time: 08:15 AM to 10:30 AM
Regular / Backlog 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 Incremental Change, Happened Change and Strategic Change.	
B. Explain the meaning of organization transformation.	
C. What causes power?	
D. Define learning organization.	
E. Distinguish internal and external changes with suitable examples.	
F. Explain how symptoms are different from diagnosis.	
Q.2 A. Can you distinguish between types of changes experienced in an organization with relevant examples?	06
B. Discuss triggers of organization transformation.	06
OR	
Q.2 A. What choices are available to enhance structural intervention? Explain any 3 of your choice.	06
B. Explain the organizational diagnosis process in detail.	06
Q.3 A. Suppose you receive a new job offer. What cultural factors would you consider in making a decision?	06
B. How can managers develop an organizational culture that encourages a high-performance system or a learning organization?	06
OR	
Q.3 A. How do you creating a culture of change.	06
B. Write a note on knowledge management	06

- Q.4** A. Take any example of a change situation for an organization and explain internal and external factors that led to change implementation. 06
- B. What are the bases of power? Explain with relevant examples. 06

OR

- Q.4** A. What is 'Change'? Describe in brief planned and transformational change 06
- B. What are the advantages and disadvantages of a strong organizational culture? 06

Q.5 Reorganization as Rebirth

Like many organizations in the 1980's, St. Francis Regional Medical Center of Wichita, Kansas, tried downsizing. A layoff of 400 people was a horrible experience, both for those who left and for those who stayed. The 1990's brought a change in the health care environment, and the hospital's administration needed to change the structure and culture in order to remain competitive. The management team re-mapped the ideal management structure to run things without regard to the structure that was actually in place. To make such radical change work, they defined specific job titles, but not specific people. They dissolved the old organizational chart and created a new one, unveiling a chart that had all the new titles on it with no names. Those who wanted to be part of the new organization had to apply for whatever position they felt they were most qualified to fill. Imagine having to apply for whatever position they felt they were qualified to fill. Imagine having to apply to a company you'd been with for fifteen years! The restructuring also meant a rethinking of corporate culture. An examination of culture revealed that making decisions at the hospital become bogged down by management and dictated by policy. Eliminating old policies allowed the team to look at things as possibilities rather than restrictions. Two task forces were formed to look at service lines and functional realignment. A consulting firm was called in to help the hospital make the transition. The consulting firm helped strategize and create a time line for the changes. At the reorganization meeting, each employee was given an 80-page bound booklet complete with vision statement, the organizational chart, timetable, and reorganization fact sheet, copies of all position descriptions, and a question and answer section. The result was terror, confusion, upheaval, and little by little, understanding cooperation and success. Instead of approaching the reorganization as a shameful secret, the task forces highlighted the changes in the new culture and tied the internal changes to the changes in the health care industry. Each week "The Grapevine: Reorganization Update" was distributed. In the first official day of the new organization, employees were given flowers and a message stating "Today starts a new beginning focused on you". The new corporate culture involves management by contract. The new VPs walk the hallways and touch base constantly with what's going on. The result of the

reorganization is decision making at lower levels, which results in faster actions. No more ideas die because of red tape. The reorganization is fluid and ongoing with employees and managers still incorporating the new management philosophy and corporate culture into their daily work lives.

A. Had you been a part of such a situation, how had your initial reaction been and why? 06

B. After analyzing the case, do you think that such massive change was indeed required for St Francis Regional Medical Center or was there a mid-way out? 06

OR

A. Identify the causes of such massive downsizing done by St Francis Regional Medical Center 06

B. How would you deal with such a situation? 06