Maharashtra Education Society
Institute of Management & Career Courses, Pune (Autonomous)
End Term Question Paper
AY 2025-26
Semester: II

Course Code: GM 07 **Course Name: Marketing Management**
Total Marks: 50 **Time:2 hours 30 minutes**

Instructions:
All questions compulsory

Question No. 1:
A high-end organic tea brand, "AuraLeaf," is launching a limited-edition "Himalayan Gold" series. The production cost is high due to rare ingredients, and the target audience consists of elite, health-conscious people living in urban cities. What could be possible Pricing approaches for this series.
Apply suitable method of setting the Price to support its "Prestige Pricing" to this launch. Explain how these strategies would help establish the brand's premium positioning in the first six months. **[10 Marks]**

Question No. 2:
"RuralCart" is a new e-commerce platform designed specifically for farmers to buy fertilizers and sell farm produce. They have a limited budget and need to build trust in rural Maharashtra.
Analyse the Integrated Marketing Communication (IMC) framework to design a promotion mix (marketing communication mix) for RuralCart. Explain how you would use "Personal Selling" and " Publicity and public relations" differently than you would for an urban audience **[10 Marks]**

Question No. 3: Solve any Two of below (15 marks each) **[30 Marks]**

a) Create a comprehensive Branding and Packaging strategy for a new premium "Green" skincare line made from recycled organic waste. Your plan must include the brand name, logo concept, and labeling decisions that emphasize sustainability while appealing to high-end urban consumers.

b) A traditional bank is launching a digital-only "Neo-Bank" for Gen-Z. Develop a Marketing Plan executive summary that outlines the Situation Analysis, the proposed Marketing Mix (4Ps), and a specific social media strategy to drive adoption.

c) Evaluate the challenges of a domestic Indian organic tea brand "Chai-Eco" expanding into the European market. Create a Market Entry Strategy that addresses the cultural and legal aspects of international marketing for this specific product realm.

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AY 2025-26
Semester: II

Course Code: GM 08 **Course Name: Financial Management**
Time: 2 hours 30 mins **Total Marks: 50**

Instructions:

i. **All questions are compulsory**
ii. **Use of Digital Calculator is allowed**

Question 1: **[10 Marks]**

Sapphire Consumer Products Limited is planning to initiate the budgeting process for the upcoming financial year. The management has decided to adopt a fresh, ground-up approach, beginning with a detailed assessment of operations and resources. As a manufacturing company dealing in a wide range of FMCG products, it requires structured guidance on how to systematically begin the budgeting process and identify the various budgets that need to be prepared for the next financial year.

Question 2: **[10 Marks]**

Harness Ltd. provides you the following information:

1	purchase price of each machine	₹ 9,00,000.00
2	Working Capital	₹ 5,00,000.00
3	Useful life of each machine	5 years
4	estimated salvage value at the end of useful life	₹ 1,50,000.00
5	actual salvage value at the end of useful life	₹ 1,80,000.00
6	method of depreciation	Straight Line
7	tax rate	20%
8	cost of capital	10%
9	earnings before depreciation & tax:	

Machine	Year 1	Year 2	Year 3	Year 4	Year 5
M1	₹ 15,00,000.00	₹ 15,00,000.00	₹ 15,00,000.00	₹ 15,00,000.00	₹ 15,00,000.00
M2	₹ 10,00,000.00	₹ 8,00,000.00	₹ 80,00,000.00	₹ 7,00,000.00	₹ 10,00,000.00
M3	₹ 10,00,000.00	₹ 9,00,000.00	₹ 8,00,000.00	₹ 7,00,000.00	₹ 6,00,000.00

Suggest which of the following machine to be purchases on the basis of Net present Value
Present value factor @ 10%

Year	1	2	3	4	5
PVF	0.909	0.826	0.751	0.683	0.621

Question 3: Solve any Two (Each 15 marks) [30 Marks]

a. A newly started Company wishes to prepare cash budget form January. Prepare a cash budget for a first six months from the following estimations of revenue and expenses.

Month	Total Sales	Purchase	Wages	Production Overheads	Selling & Distribution Overheads
January	₹ 24,000	₹ 18,000	₹ 4,200	₹ 3,400	₹ 900
February	₹ 26,000	₹ 16,000	₹ 4,600	₹ 3,500	₹ 1,000
March	₹ 32,000	₹ 18,000	₹ 4,800	₹ 3,600	₹ 1,000
April	₹ 38,000	₹ 24,000	₹ 5,000	₹ 3,800	₹ 1,200
May	₹ 34,000	₹ 22,000	₹ 4,400	₹ 3,500	₹ 1,100
June	₹ 44,000	₹ 28,000	₹ 5,400	₹ 4,000	₹ 1,300

Additional Information

Cash balance on 1st January was ₹ 12,000
A new machinery is to be installed at ₹ 24,000 on credit, to be repaid in two equal installments in April and May
Sales commission @ 6% on total sales is to be paid within one month following actual sales
₹ 12,000 being amount of 2nd call may be received in April. Share premium amounting to ₹ 3,000 is also to be obtained along with the call
Period of credit allowed by suppliers: 2 months
Period of credit allowed to customers: 1 month
Delay in payment of wages: half month and overheads: 1 month

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b. Revolution Ltd. Sales goods at a gross profit of 25%. It includes depreciation as part of cost of production. The following figures for the 12 month period ending 31st December 2027 are given to enable you to ascertain the requirements of working capital of the company on a cash cost basis. In your working, you are required to assume that:

1. A safety margin of 20% will be maintained
2. Cash is to be held to the extent of 40% of current liability
3. There will be no work in progress
4. Tax is to be ignored
5. The stock of finished goods is to be valued at factory cost
6. Stocks of raw materials and finished goods are kept at one month's requirements

Particulars	Rs.
Sales at 2 months credit	₹ 40,00,000.00
Material consumed (suppliers' credit is for 3 months)	₹ 9,00,000.00
Wages (paid at the beginning of the next month)	₹ 8,40,000.00
Manufacturing expenses (includes depreciation of ₹ 3,50,000; cash expenses are paid with one-month arrears)	₹ 6,80,000.00
Total administrative expenses (paid as above)	₹ 3,20,000.00
Sales promotion expenses (paid quarterly in advance)	₹ 2,00,000.00

c. Calculate the following
    a) Material Price Variance
    b) Material Usage Variance
    c) Material Cost Variance
    d) Material Mix Variance
    e) Material Yield Variance

Material	**Standard**		**Actual**	
	Qty	Price/Kg	Qty	Price/Kg
A	₹ 1,200.00	₹ 9.00	₹ 1,400.00	₹ 8.75
B	₹ 900.00	₹ 5.50	₹ 1,000.00	₹ 5.80
C	₹ 300.00	₹ 7.00	₹ 500.00	₹ 6.20
Total	₹ 2,400.00		₹ 2,900.00	
Less: Normal Loss 12%	₹ 288.00		₹ 522.00	
	₹ 2,112.00		₹ 2,378.00	

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Course Code: **Course Name: Human Resource Management**
Total Marks: 50 **Time:2 hours 30 minutes**

Instructions:

i. *Read each case carefully before attempting*
ii. *Apply your critical thinking and logical skills rather than theoretical concepts*
iii. *Ensure all answers are precise and to the point, use diagrams wherever necessary*

Question No. 1: Based on* Rocket Singh *movie case answer the following questions [10 Marks]

Despite being hardworking and customer-focused, Harpreet is undervalued because he does not meet traditional performance metrics. The company measures success only by short-term revenue targets, ignoring relationship-building skills.

Questions:

1. *Identify flaws in the company's performance management system. How can HR design balanced performance metrics?*
2. *Should relationship management be part of appraisal criteria? Why?*

Question No. 2: **[10 Marks]**

Shri Chhatrapati Shivaji Maharaj demonstrated effective people management through merit-based selection, respect for soldiers, and decentralized decision-making. His leadership ensured loyalty and high morale among his army.

Questions:

1. *Identify two HR practices from Shri Chhatrapati Shivaji Maharaj's leadership.*
2. *Relate these practices to modern HRM concepts.*
3. *Discuss the role of leadership in employee motivation.*
4. *How can these principles be applied in today's organizations?*

Question No. 3: Solve any Two of below (15 marks each) **[30 Marks]**

a) At Prime-One Manufacturing Ltd., employees have raised concerns about low wages, lack of incentives, and unequal pay structures. Many workers feel that their salaries do not match their workload and market standards. Additionally, the company recently introduced a **Voluntary Retirement Scheme (VRS)** to reduce costs, but employees are confused and anxious about job security. Some employees have also been terminated without clear communication, leading to dissatisfaction and low morale. As a result, productivity has declined, and employee turnover is increasing.

Identify the key compensation-related issues and analyze the employee separation methods used in this case

b) At SmartHire Solutions, the company has been facing difficulties in hiring suitable candidates for key positions. Many newly recruited employees leave within 3–4 months, stating that the job roles were unclear and did not match their expectations. Further, the HR team relies heavily on AI-based screening tools, but lacks proper job descriptions and structured selection processes. Management is concerned about increasing recruitment costs and high employee turnover.

Explain the importance of job analysis in recruitment and Suggest measures to improve recruitment and employee retention.

c) Case based on Wage Structure and Incentives at Maruti Suzuki India [15 Marks]

Maruti Suzuki India Limited, the country's largest automobile manufacturer, operates two massive manufacturing plants in Gurgaon and Manesar (Haryana) employing over 20,000 permanent workers and an additional 15,000 contractual workers. The company's wage and compensation structure has been a subject of significant attention — both as a model of effective compensation design and as a flashpoint for labor unrest.

In 2012, Maruti's Manesar plant witnessed one of the most serious industrial incidents in recent Indian corporate history. A labor dispute that had been simmering for months over wage disparities — specifically the large gap between permanent employees' wages and those of contract workers doing equivalent jobs — escalated into violence, resulting in the death of a senior HR manager and injuries to over 100 employees. The incident shut down the plant for months and cost the company an estimated ₹2,500 crore in lost production.

An investigation revealed structural compensation inequities: permanent workers earned between ₹20,000–₹35,000 per month with full benefits, while contractual workers performing the same assembly line tasks earned ₹7,000–₹9,000 per month with minimal benefits and no job security. This disparity had created deep resentment.

Post the Manesar incident, Maruti Suzuki undertook a comprehensive compensation and HR policy review. Key changes included: a structured wage revision for permanent workers linked to productivity metrics and inflation indexation; the introduction of a **Production Incentive Scheme** where workers earned bonuses tied directly to plant output targets; enhanced fringe benefits including housing allowance, transport subsidies, canteen facilities, and a children's scholarship program; and an upward revision of contractual workers' wages along with a clearer pathway for conversion to permanent status based on tenure and performance. By 2015–16, Maruti's Manesar plant had returned to full capacity and was operating at record productivity levels. The company's compensation and industrial relations philosophy shifted from a cost-minimization approach to a productivity-linked, equity-focused model.

Questions:

Q1. Using the Maruti Suzuki case, explain the different types of wages (minimum wage, fair wage, living wage) and the components of salary. How did wage disparity between permanent and contract workers create an industrial relations crisis? *(5 Marks)*

Q2. Define financial and non-financial incentives. Identify and explain all the financial and non-financial incentives introduced by Maruti Suzuki post-2012 as described in the case. *(5 Marks)*

Q3. What is the importance of a fair and transparent compensation system in an organization? Drawing from the Maruti case, discuss what happens when compensation objectives are not met and how HR can prevent such situations. *(5 Marks)*

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Course Code: GM 10 **Course Name: Business Research Methods**
Total Marks: 50 **Time:2 hours 30 minutes**

Instructions:

i. **Q.1 & Q 2 are compulsory for 10 marks each.**
ii. **From Q.3 solve any 2 (15 marks each)**
iii. **Draw suitable diagrams wherever necessary.**

Question No. 1: **[10 Marks]**

Case 1 : Employee Engagement in IT Companies

An IT firm with 8,000 employees across multiple cities wants to assess employee engagement levels. Due to budget constraints, the HR team surveys 800 employees from three major offices: Pune, Bengaluru, and Hyderabad. The selection is based on voluntary participation through an internal email invitation.

Questions:

Evaluate whether selecting employees through voluntary participation (email invitation) is a suitable sampling method for this study. Suggest a better sampling method and explain how it would improve the study results.

Question No. 2: **[10 Marks]**

Case 2: Retail Customer Experience Study:

A retail chain wants to analyze customer experience across its stores. Data has been collected through surveys, interviews, and observation across metro and non-metro locations.

Question:

Analyze how to structure a research report for a study that uses survey, interview, and observation data. Describe what should be included in each section.

Question No. 3: Solve any Two of below (15 marks each) **[30 Marks]**

a) **Case 3: Pharmaceutical Drug Trial :**

A pharmaceutical company conducted clinical trials for a new drug. Participants were from economically weaker sections and were offered financial incentives. However:

- Risks and side effects were not fully disclosed
- Participants were not allowed to withdraw once enrolled

- Negative results were not reported

Question:

Assess whether the research design and its implementation are ethical. Give reasons for your answer and suggest how the study can be improved to follow ethical practices.

b) **Case 4: Work-from-Home Policy Study:**

An organization implements a work-from-home (WFH) policy to improve employee well-being. Results show mixed outcomes. Researchers find that work-life balance influences well-being outcomes, while family size and home environment affect the effectiveness of WFH.

Question:

Identify the key variables in this study and classify them into independent, dependent, mediating, and moderating variables. Critically justify your answer.

c) **Case 5: Banking Service Quality Study:**

A bank wants to assess customer satisfaction regarding its services such as ATM availability, online banking, staff behavior, and grievance handling.

Question:

Design a **10–15 question questionnaire** to measure customer satisfaction with banking services. Include multiple types of questions and demographic details.

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Semester: II

Course Code: GM11 **Course Name: Supply Chain and Logistics Management**
Total Marks: 50 **Time:2 hours 30 minutes**

Instructions:

i. **All questions are compulsory**
ii. **Figures to the right indicate marks**
iii. **Draw labelled diagrams wherever necessary**

Question No. 1) Following is the inventory data of a manufacturing unit. Categorize the components in A, B and C categories.

Item number	Price/Unit (Rs.)	Units/Year
GA101	5	48,000
GB102	11	2,000
GC103	15	300
GD104	8	800
GE105	7	4,800
GF106	16	1,200
GG107	20	18,000
GH108	4	300
GI109	9	5,000
GJ110	12	50

[10 Marks]

Question No. 2: A textile manufacturer in Surat operates a facility producing three product types: custom-printed designer sarees (very low volume, unique design), branded school uniforms (medium volume, standardized), and plain synthetic fabric rolls (high volume, undifferentiated). Map each product type to a cell on the Process-Product Matrix. Explain the concept of Volume-Variety tradeoff and justify your placements. **[10 Marks]**

Question No. 3: Solve any Two of below (15 marks each) [30 Marks]

a) EcoMove Transport is a Mumbai-based logistics company serving FMCG clients across western India. EcoMove recently signed a sustainability charter, committing to reduce its carbon emissions by 35% by 2027. Its current fleet consists of 120 diesel trucks. The company is evaluating a phased transition to CNG, Electric Vehicles (EV), and route optimization through AI-based software. Some clients have also requested proof of green logistics practices as a mandatory supplier qualification criterion. EcoMove's CSR report revealed that its logistics operations contribute to 28% of its clients' total supply chain carbon footprint.

Questions :

Q1. Differentiate between Green Logistics and Traditional Logistics. Explain the critical drivers that are pushing EcoMove and its clients towards green logistics practices.

Q2. Evaluate the environmental impacts of EcoMove's current transportation model. Recommend a phased green transportation roadmap covering fleet transition (diesel → CNG → EV), route optimization, and load consolidation strategies.

Q3. How can EcoMove integrate GSCM practices—such as reverse logistics for packaging recovery, carbon footprint reporting, and supplier environmental audits—into its service offering to create a competitive differentiator for its FMCG clients?

b) Annual Usage =6000, Cost of placing order is Rs.30. Carrying cost as a percent ofinventory=20%, Cost per unit of material=Rs.5. Determine the EOQ.Derive the EOQ formula and represent it in a graphical format.

c) CoolStore Warehousing Pvt. Ltd. operates temperature-controlled warehouses for pharmaceutical and perishable food clients across Maharashtra. CoolStore has a central warehouse in Pune and is evaluating whether to open satellite facilities in Nashik, Aurangabad, and Nagpur to reduce last-mile delivery time. The Board is also considering whether to own the new facilities or lease them. The COO has presented three options: (1) Own and operate new warehouses in all three cities, (2) Partner with 3PL providers in each city, (3) Hybrid—own Nashik, lease the rest. The decision involves an analysis of location, network design, and strategic outsourcing.

Questions:

1. Explain the key factors CoolStore should evaluate in its Warehouse Facility Location & Network Design decision. Which analytical frameworks (e.g., Centre of Gravity, factor rating) would you recommend?
2. Compare the three options presented to CoolStore's Board using the concept of Strategic Outsourcing vs. In-house operations. What are the financial and operational tradeoffs of each?
3. Describe the ideal Warehousing Strategy for CoolStore's temperature-controlled operations. How should layout design, slotting, and technology (WMS, IoT sensors) differ for pharmaceutical vs. perishable food clients?