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

Course Code: BA01 **Course Name: Big Data Analytics**
Total Marks: 50 **Time:** **Date:**

Instructions:

i. **Q. 1 and 2 are compulsory.**
ii. **Solve any Two from Q. 3.**

Question No. 1: Differentiate between ETL and ELT with examples. **[10 Marks]**

Question No. 2: Describe the evolution and types of NoSQL databases. **[10 Marks]**

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

a) Big Data in Entertainment (Netflix/Amazon Prime) OTT platforms use Big Data for personalized recommendations.

- Discuss how SQL & Spark SQL help in analyzing structured viewing data.
- Explain role of NoSQL databases for storing watch history.
- Mention challenges in scaling recommendation systems.

b) A manufacturing firm wants to reduce machine downtime using predictive analytics.

- Identify types of data (sensor logs, machine maintenance records, images).
- Discuss how cloud-based deep learning can support image-based defect detection.

c) A logistics company wants to implement real-time vehicle tracking using Google Pub/Sub + Data Flow.

- Explain the workflow of Pub/Sub and Data Flow.
- State two business advantages of real-time analytics in logistics.

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Course Code: SC-BA-04 **Course Name: Supply and Operation Chain Analytics**
Total Marks: 50
Time: 2 Hours and 30 Minutes

Instructions:

i. **Attempt all questions.**

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

Situation: A retail electronics trading company reviews its annual sales data for the past 3 years and finds certain trends (spikes) which are appearing regularly at specific intervals.

Task: Study the situation and prepare Action plan for the management as way forward for achieving its Sales target for next year by using Descriptive, Diagnostic, Predictive and Prescriptive Analytics techniques.

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

Instructions:

Please read the below given case study and answer the questions suitably.

Deere & Company

Deere & Company (brand name John Deere) is famous for the manufacture and supply of machinery used in agriculture, construction, and forestry, as well as diesel engines and lawn care equipment. In 2014, Deere & Company was listed 80th in the Fortune 500 America's ranking and was 307th in the 2013 Fortune Global 500 ranking.

Supply Chain Cost Reduction Challenges: Deere and Company has a diverse product range, which includes a mix of heavy machinery for the consumer market, and industrial equipment, which is made to order. Retail activity is extremely seasonal, with the majority of sales occurring between March and July. The company was replenishing dealers' inventory weekly, using direct shipment and cross-docking operations from source warehouses located near Deere & Company's manufacturing facilities. This operation was proving too costly and too slow, so the company launched an initiative to achieve a 10% supply chain cost reduction within four years.

The Path to Cost Reduction: The company undertook a supply chain network-redesign program, resulting in the commissioning of intermediate "merge centers" and optimization of cross-dock terminal locations.

Deere & Company also began consolidating shipments and using break-bulk terminals during the seasonal peak. The company also increased its use of third-party logistics providers and effectively created a network that could be optimized tactically at any given point in time.

Supply Chain Cost Management Results: Deere & Company's supply chain cost-management achievements included an inventory decrease of $1 billion, a significant reduction in customer delivery lead times (from ten days to five or less) and annual transportation cost savings of around 5%.

Q. 1: Evaluate the main challenges before the company and state if the method in which they were being handled was correct?

Q. 2: Justify the actions in your own way, taken by the company to overcome those challenges and achieve its goal? Support any of the significant achievements?

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

A). Scenario: A key supplier fails to deliver raw materials on time to a manufacturing unit of a garment industry.

Task: i). Quickly assess the impact on production,
ii). Identify alternative sources and predict the time it will take to regularise the production, and
iii). Make required communication with the team so as not to lose sales due to such disruption?

B). Situation: An online retail store, "ZARA" involved in selling clothing decides to outsource certain activities of its distribution aspect due to increased volume.
Task: Create an appropriate model using 3PL/4PL /5PL concept based on its supply chain analytics and justify your answer as to which all Supply Chain related activities should be outsourced and why?

C). Situation: Amazon - a multinational retailer sources products of different brands from various factories located different countries, and distributes them to hundreds of stores worldwide. The company faces a complex, ever-changing volatile market which is prone to geopolitical risks, fluctuating cost of operations, and ever shifting consumer demand leading to stockouts / unsold products, exorbitant transportation costs and risk of unstable customer base.

Task: Using principles of Network Design and Supply Chain Analytics suggest a solution to Optimize existing its existing global retail supply chain so as to derive the benefits of stability and sustainability for the company for a long-term tenure in the competitive market.

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Course Code: SC-BA-05 **Course Name: Python**

Time:2 hours 30 minutes **Total Marks: 50**

Instructions:

i. **All questions are compulsory**
ii. **Figures to the right indicate full marks**

Question No. 1: Explain list, tuples and dictionaries with suitable examples **[10 Marks]**

Question No. 2: Create a Vehicle class with attributes make and model. Create a Car class that inherits from Vehicle and adds an attribute num_doors. Instantiate a Car object and demonstrate its attributes. **[10 Marks]**

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

a) Write a multithreading program, where one thread prints square of a number and another thread prints factorial of a number.
b) Write a program that creates two threads. One thread should print even numbers from 2 to 8 and the other should print odd numbers from 1 to 7.
c) Write a program to accept an integer number and use try/except to catch the exception if a floating point number is entered.

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Course Code: SC-FIN-02 **Course Name: Banking operations and Regulations**
Time: 2 hours 30 mins **Total Marks: 50**

Instructions:

i. *Draw neat labelled diagram wherever necessary*
ii. *Attempt all the questions*

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

Because of some problems with the counterparty. Neeta instructed the bank to issue a stop payment order for a certain cheque she had issued out to that counterparty. But on an inquiry, she found that cheque has been cleared and Amount is Transferred to Beneficiary. When she has complaint about the event; manager responded vaguely and pushing her from one counter to another.

i) Co-relate how Banking Ombudsman Could help her in this regard?
ii) Explain the Powers to Banking Ombudsman?

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

Mr. Saurabh wants to Travel with his family for vacation to Bangalore. He requests Anita if she could give her car for next 15 days; he planned his Travel on 04.09.2025. Anita is ready to give her Car but on certain Terms that Saurabh will return the Car on 19.09.2025.

i) Elaborate the Essentials of Contract of Bailment?
ii) Apply the Right of Bailee with regard to goods?

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

1) Pass the Journal Entry in the books "Saras Bank ltd"

Date	Particular	Amount (Rs.)
1/9/2024	Cash Deposited in Bank	10000.00
5/9/2024	Mr. Anil Deposited Cheque in the Bank	20000.00
10/9/2024	Ms. Sudha Deshpande drawn a Demand Draft on MES' Institute of Management Career Courses of Rs. -------- from her Saving Account	100000.00
5/10/2024	Quarterly Interest were posted into Mr. Ankush's Saving Bank Account---	2213.00
31/10/2024	Bank charged a yearly Interest on ATM Card usage	253.00

15/10/2024	Bank Sanctioned a Home Loan to Ms.Sayali of Rs. -------	2000000.00
18/10/2024	Payment is made to Mr. Advait through a cheque sent to outward Clearing for amount due	15000.00
20/10/2024	Ms. Shilpa has taken loan of Rs. ---------- against the Fixed Deposit of Rs.100000	50000.00
29/10/2024	Mr. Advait's account has Auto debit of Rs. ------ towards monthly RD instalment	3500.00
5/10/2024	Quarterly Interest posted into Customer Saving bank Account---	3312.00
15/09/2024	The Bank Sanctioned a CC to Mr. Bhupendas Shah proprietor of "Shopper Clock store"	1000000.00
20/09/2024	Mr. Shantanu Withdraw cash from a Bank-----	5000.00
22/09/2024	Customer opened a Saving Bank Account with initial Funding through cheque of Rs. ----------	15000.00
1/10/2024	Bank paid a Telephone bill on Behalf of Mr. Shashank Nene (Account holder in Bank) of Rs. -----	750.00
3/10/2024	Customer withdraw a Cash from ATM of Rs. ----	2000.00

2) An importer wants to buy goods from a foreign exporter. But exporter is bit conscious with deal. He asks to provide an assurance of payment. Importer visits to his nearest branch to take advice from a Branch Manager if they could suggest solutions.

i) Evaluate the difference between fund-based Credit Facility and Non-fund-based Credit? Illustrate the avenue which best suits to above situation
ii) Analyze the difference between the Bank Guarantee and Letter of Credit?

3) "Reserve Bank of India (RBI) approved highest-ever surplus transfer of Rs 2.11 lakh crore to government for FY24 which is more than double the previous year's ₹86,416 crore.
The sharp jump in the surplus amount could be attributed to higher income from the forex holding of the central bank, among other factors. The surplus transfer is for the fiscal year 2023-2024, but will reflect in the government's account in the fiscal year 2024 - 25." (Source: PTI)

i) Evaluate the Role of Government into controlling the Reserve Bank of India?
ii) Apply the Monetary Tools used by RBI to regulate the Commercial Banks in India.?
iii) Analyse the role of RBI in Foreign Exchange Management?

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Course Code: SC-FIN-03 **Course Name: Security Analysis Portfolio Management**
Time: 2 hours 30 mins **Total Marks: 50**
Instructions:

i. **Q1 and Q2 are compulsory**
ii. **From Q3 solve any 2.**

Question No. 1: Apply the concept of portfolio management to suggest how a risk-averse investor and a risk-seeking investor would select different types of portfolios.
[10Marks]

Question No. 2: Analyze the differences between fundamental analysis and technical analysis in terms of data used, time horizon, and applicability for different types of investors.
[10 Marks]

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

a) Evaluate whether traditional investment avenues (FDs, PPF, bonds) or modern investment avenues (mutual funds, ETFs, equity portfolios) are better suited for today's volatile market environment. Create an optimal mix for a balanced investor.

b) Anjali, a young professional, has recently started earning and is keen on making her first investments. She wants to understand the difference between investment, speculation, and gambling before committing her savings. While some of her friends invest in shares and bonds (marketable assets), others prefer PPF and fixed deposits (non-marketable assets). Anjali also hears about mutual funds where a portfolio manager manages investments by diversifying risk. She wonders how diversification reduces portfolio risk and what process is followed in selecting an optimal portfolio that balances risk and return.

1) How should Anjali differentiate between investment, speculation, and gambling while making her decision?
2) If Anjali wants safety and liquidity, should she choose marketable or non-marketable financial assets? Why?
3) How can diversification help Anjali reduce risk in her portfolio?

c) Evaluate the limitations of the Markowitz Model in real-world portfolio construction. Propose a practical approach to overcome these limitations using modern portfolio techniques.

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Course Code: SC- FIN- 04 **Course Name:** Current Trends and Cases in Finance
Total Marks: 50
Instructions:

i. All questions are compulsory.
ii. Figures to the right indicate full marks.

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

A small textile unit in Pune wants to reduce electricity bills and carbon footprint. The owner approaches a bank for a Green Loan to install rooftop solar panels.

a) How does this financing decision qualify as green finance?
b) Identify the tool of green finance applied.

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

A rural district in Maharashtra has a large population of migrant workers who face difficulties in opening regular bank accounts due to KYC challenges and lack of documents. A payment bank entered the market, providing Aadhaar-based accounts, mobile banking, and easy remittance services. Within a year, the bank reported a significant increase in digital transactions but faced resistance from elderly customers and unbanked women.

1. Examine how payment banks promote financial inclusion and identify the gaps that still remain.
2. Analyze the role of technology vs social acceptance in the success of financial inclusion through payment banks.
3. What specific strategies could payment banks adopt to reach women and elderly customers more effectively?

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

a) Roshan after acquiring a degree in Hotel management and Business Administration, Took over his family business of food accession Company of Manufacturing Spices. The business had been established by his great grandmother and was doing reasonably well. However, the fixed operating costs of the business were high and the cash flow position was weak he wanted to undertake modernization of the existing business to introduce the latest manufacturing processes and diversify in to the market of chocolates and candies. He was very enthusiastic and approached to a financial consultant who told her that approximately Rs. 1 cr. would be required for undertaking the modernization and expansion programme. He also informed by consultant that the stock market was going through a bullish phase.

1. Keeping in mind the above considerations, identify the source of finance that should not be chosen by Roshan for financing the modernization and expression of his food processing business. Give one reason in support of your answer.
2. Explain any two factors, a part from those stated in the above situation, which she should keep in mind while taking this decision.

b) During an economic slowdown, NBFCs (Non-Banking Financial Companies) that constitute India's shadow banking system face severe liquidity crunches. Some collapse, creating a ripple effect on the stock market and investor confidence. At the same time, open banking-enabled fintechs flourish, offering alternative credit solutions with transparency. Regulators must balance both sectors for financial stability.

1. Critically analyse how shadow banking can complement or threaten the regulated banking sector.
2. Design a policy framework that integrates shadow banking into the open banking ecosystem without stifling growth.
3. Evaluate whether shadow banking is an opportunity or a threat in emerging economies like India.

c) A health-tech startup named "MediNova" has developed an AI-based diagnostic tool and is seeking ₹3 crore in angel investment. The startup is bootstrapped so far, with early traction from hospitals in three states. An angel network shows interest but raises concerns about SEBI regulations and exit opportunities.

1. Evaluate the regulatory requirements the angel investors and the startup must meet under SEBI guidelines before finalizing the funding.

2. Create a strategy that MediNova could use to secure funding while complying with SEBI norms. Include investor eligibility, investment size, and documentation required.

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Course Code: SC-FIN-07 **Course Name: Financial Analytics**
Time: 2 hours 30 mins **Total Marks: 50**
Instructions:
i) *Attempt all the questions*

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

V2 Retail is a mid-sized fashion retail chain in India. Company was founded in 1990 and was doing well till 2002 after which company went in expansion project but could not manage well and went in losses. The company now wants to establish itself again and is working on setting the basic things right. One of the functions they want to set right on priority is finance. The CFO wants intended to know the details of following things

to understand the Financial Analytics and its different types with suitability to a fashion retail industry, also he wants to understated about the difference of Financial analytic and the traditional financial reporting?

1. Analyse the different types of Financial with suitability a fashion retail Industry?
2. Evaluate the difference between Financial Analytics and Traditional financial Reporting?

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

Poonawala Fincorp was formed by converting the old Magma Fincorp into the Poonawala Fincorp. Magma Fincorp had a good presence in India but had cashflow issues. Poonawala took over the company in 2020 and put in the additional capital required to put the company on growth plan. Poonawala wants to establish itself as the prominent NBFC player in India and wants to pursue the latest technology and methodologies. In order to fulfill this aspiration, they are Analyse the following things

1. Analyse the scope of Financial Analytics by Evaluating the importance?
2. Apply the Financial Analytics in modern business which Poonawalla should adopt to turn the old loss-making company in new profit-making business.?

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

A) The stock of XYZ Limited performs well relative to other stocks during recessionary period. The stock of ABC Limited, on the other hand, does well during the growth period. Both the stocks are currently selling at Rs 100 per share. You assess the rupee return (dividend + price) of these stocks for the next year as follows:

Economic Growth

State of Nature	High growth	Low growth	Stagnation	Recession
Probability	0.4	0.3	0.2	0.1
Return of XYZ' Stock	150	110	120	141
Return of ABC' Stock	150	130	90	60

Calculate the expected return and standard deviation of investing	
1	INR 1000 in the equity stock of XYZ Limited
2	INR 1000 in the equity stock of ABC Limited
3	INR 500, each in the equity stocks of ABC Limited and XYZ Limited

B) The returns of two assets under four possible states of nature are given below

State of Nature	Probability	Return on Asset 1	Return on Asset 2
1	0.1	5%	0%
2	0.4	20%	8%
3	0.5	15%	18%
4	0.1	20%	26%

Questions		
1	What is the Standard Deviation of the return of Asset 1 and Asset 2 ?	
2	What is the covariance between the returns of Asset 1 and 2 ?	
3	What is the coefficient of correlation between the returns on Asset 1 and Asset 2?	

C) The following table gives an analyst's expected return on two stocks for particular market returns

Market Return	Aggressive Stock	Defensive Stock
10%	5%	8%
20	30	16

Calculate the expected return and standard deviation of investing	
1	What are the betas of the two stocks
2	what is the expected return of each stock if the market return is equally likely to be 10% or 20%?
3	if the risk-free rate is 7% and the market return is equally likely to be 10% or 20%, what is the SML?
4	What are the alphas of the two stocks?

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Course Code: GM 12 **Course Name: Strategic Management**
Time: 2 hours 30 mins **Total Marks: 50**
Instructions:

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i. **All questions are compulsory.**
ii. **Draw suitable diagrams wherever necessary.**
iii. **Make suitable assumptions while solving the cases.**

Question No. 1: Café Aroma, a coffee chain, wants to expand in Tier-2 cities. Some managers see strategy as a long-term plan, while others focus on daily promotions (ploy). The CEO believes brand pattern and market positioning are equally important.

Question: Apply Mintzberg's 5 Ps to Café Aroma's situation. How can each perspective guide its expansion strategy? **[10 Marks]**

Question No. 2: A mid-sized retail company wants to expand into e-commerce. Draft a new mission and vision statement for the company, and explain how these statements will guide its strategic decisions. **[10 Marks]**

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

a) Reliance Jio entered the Indian telecom market in 2016, offering free voice calls and low-cost high-speed data. This aggressive pricing, coupled with massive infrastructure investment, forced established players like Airtel and Vodafone to slash prices and rethink their strategies. Jio quickly became the largest telecom operator, driving a digital revolution across India and changing consumer behavior. However, the company faced challenges in sustaining profitability and managing regulatory pressures as the market consolidated.
Question: Using Porter's Five Forces and SWOT analysis, evaluate Jio's competitive position and recommend strategic actions for sustaining its market leadership.

b) ZyraTech Pvt. Ltd. is a mid-sized Indian technology firm that initially focused on selling affordable laptops to college students. Over time, it realized that its customer base was expanding. Professionals began using its devices for remote work, and educational institutions started bulk-buying laptops for online learning.
In response to market changes, ZyraTech introduced tablets and cloud-based educational software. Recently, the company started exploring opportunities in AI-driven learning tools and e-learning platforms, targeting not just students, but also working professionals seeking skill upgradation.
The management now faces a crucial question: How should ZyraTech define its business in terms of its customers, customer needs, and technology?

Question:
Using Abell's Three-Dimensional Model of Business Definition, analyze ZyraTech's business in terms of:
1.Customer Groups – Who are the different categories of customers ZyraTech serves?
2.Customer Functions – What needs or problems of customers is the company addressing?
3.Technology – What technologies does ZyraTech use to meet these needs?
Finally, suggest how ZyraTech can strategically redefine its business scope to remain competitive in the evolving technology and education industry.

c) PepsiCo has products ranging from Pepsi (soft drink), Gatorade (sports drink), Tropicana (juice), Kurkure (snacks), and Quaker Oats. Some brands are highly profitable; others are growing slowly in saturated markets.

Question:
Prepare a **BCG Matrix** for PepsiCo. Identify Stars, Cash Cows, Question Marks, and Dogs. Suggest strategic actions for each category.

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Course Code: GM13 **Course Name: Enterprise Performance Management**
Time: 2 hours 30 mins **Total Marks: 50**

i. **Instructions: Q1 and Q2 are compulsory**
ii. **From Q3 solve any 2.**
iii. **Only Simple Calculator is allowed**

Question No. 1: Apply the Balanced Scorecard to the healthcare SBU of PQR Ltd. by suggesting one performance measure under each of its four perspectives (financial, customer, internal process, learning & growth). **[10 Marks]**

Question No. 2: Analyze the differences in performance evaluation between the manufacturing and e-commerce divisions of LMN Ltd. Which challenges arise when comparing these two sectors? **[10 Marks]**

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

a) PQR Ltd. operates in multiple sectors—manufacturing, projects, retail, and e-commerce. In manufacturing, the company tracks parameters such as capacity utilization, quality, and cost efficiency. For large-scale projects, performance is measured in terms of timely delivery, budget control, and client satisfaction. The retail division focuses on sales per square foot, inventory turnover, and customer service quality, while the e-commerce unit evaluates website traffic, conversion rate, on-time delivery, and customer reviews. Although each sector uses different performance parameters, management wants to design an integrated evaluation system that links all units to the overall strategy of growth and customer satisfaction. Managers are debating which measures should get priority—financial, operational, or customer-focused.

Case Questions:

1. What performance parameters are most relevant for the manufacturing sector in LMN Ltd.?
2. How does project performance evaluation differ from retail performance evaluation?
3. Which non-financial measures are important for the e-commerce unit in this case?

b) ABC Co. Ltd. is a leading manufacturer of a certain consumer durable product. The company has two divisions - Engineering and Assembly. The output of the engineering division is transferred to the assembly division for further processing and assembling before being sold to the customer as complete product. Verification of the company's records reveals that the variable cost per unit of the product for engineering and assembly are Rs. 350 and Rs. 400 respectively. The fixed cost of engineering division is Rs. 25,000 and that of the assembly division is Rs. 20,000. The product variable cost per unit of engineering division is Rs. 500, and the total output is 200 units which are sold to customer on completion @ Rs. 3000 per unit. If the engineering division decides to price its transfers to assembly division at the prevailing (current) market rate of Rs 2000 per unit for similar products, what is the company's overall profit and so also of its two divisions?

c) A company manufactures and sells three products M, N and O. Following information is available.

	M	N	O
Selling Price per unit	30	25	45
Variable Cost per unit	27	19	38
Volume (Units)	20000	35000	45000

Total Fixed Cost for Company Rs 440000

When the Total fixed cost is apportioned to total quantity, product 'M' shows a loss of Rs 1 per unit.

1) Should product 'M' be discontinued?
2) If product 'M' is discontinued, how many more units of 'N' should be sold to maintain the same amount of aggregate profit?
3) If profit of Rs 3 per unit is desired on product 'M' what should be its selling price?

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Course Code:SC-HR-01 Course Name: Employee Relations and Industrial Relations

Total Marks: 50

Instructions:

i. *Apply ER & IR concepts to propose solutions.*

ii. *Justify your answers with reasoning, frameworks, or examples*

Question 1. LG Pvt**.** Ltd., a newly established electronics manufacturing plant in Pune, is rapidly expanding production to meet national demand. While management focuses on productivity targets, employees express concerns about long working hours, lack of clear communication, and undefined grievance mechanisms. Historical data from similar industries in India show that rapid industrialization often leads to disputes if employee welfare is neglected.

Students can analyze how historical evolution and approaches to industrial relations can guide LG Pvt. Ltd. in balancing growth with harmonious employee relations. (10 marks)

Question 2: In DigiMart, a digital retail startup, employees voluntarily formed a union to negotiate better work-from-home policies, flexible hours, and medical benefits. Management is unsure about the legal framework and recognition process for trade unions in India. ***Analysis focus where students should examine trade union structures, management, and legal frameworks, and suggest strategies for effective negotiations in the digital era. . (10 marks)***

Question 3: **Solve any two each carrying 15 marks**

a. At AutoParts Ltd., a sudden strike over overtime payment halted production for a week. Management is concerned about financial loss and reputation, while employees argue about unfair pay practices.

Analysis Focus where students should discuss, analyse and classify the type of dispute, examine its causes and impact, and propose resolution mechanisms like conciliation or grievance handling.

b. In a fintech startup, management introduced AI-based performance monitoring. Employees feel constant surveillance affects morale and trust, while management claims it improves efficiency.

Analysis Focus where students should discuss and analyse employee participation, policy alignment, and industrial relations challenges asrising from technological changes.

c. In the e-commerce sector, rapid expansion and high attrition lead to conflicts between management and employees. The company seeks to implement modern IR strategies to reduce disputes while remaining competitive.

Analysis Focus: students should explore modern approaches to IR, proactive dispute management, and aligning IR with business goals.

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Rubric – SC-HR-01 (Total Marks: 50)

Question 1 (10 Marks)

Scenario: LG Pvt. Ltd. – Employee welfare vs rapid industrial growth

Criteria	Excellent (Full)	Good	Average	Poor	Marks
Issue Identification	Clearly identifies all key issues: long hours, communication gaps, grievance mechanisms	Identifies most issues, minor gaps	Identifies some issues, incomplete	Misidentifies or misses main issues	2
Application of ER/IR Concepts	Applies multiple IR approaches (unitary, pluralist, human relations) and historical evolution with clarity	Applies relevant IR concepts but limited depth	Mentions concepts superficially	Does not apply concepts	3
Analysis of Impact	Insightful analysis of employee-management balance, productivity, legal & non-legal risks	Good analysis, misses minor points	Basic analysis, lacks depth	Poor or irrelevant analysis	2
Proposed Solution	Practical, balanced solutions aligning productivity & employee welfare	Solutions are reasonable but partial	Solutions are generic or vague	No feasible solutions	2

Criteria	Excellent (Full)	Good	Average	Poor	Marks
Justification/Examples	Strong use of examples, frameworks, industry references	Some examples/frameworks	Few or generic examples	No examples/justification	1

Question 2 (10 Marks)

Scenario: DigiMart – Trade union recognition & negotiation

Criteria	Excellent	Good	Average	Poor	Marks
Issue Identification	Clearly identifies all employee demands & union concerns	Identifies most issues	Some issues identified	Misses major issues	2
Understanding Trade Union Framework	Accurate, detailed explanation of structure, legal recognition, rights/obligations	Adequate understanding, minor gaps	Basic knowledge, limited depth	Incorrect/irrelevant	3
Strategy/Solution	Well-reasoned negotiation & engagement strategies	Reasonable strategies, less clarity	Generic strategies, superficial	No strategies proposed	3
Justification/Examples	Relevant Indian & digital-era examples, strong rationale	Some examples, moderately justified	Few examples	No examples	2

Question 3 – Solve any two (Each 15 Marks)

a. AutoParts Ltd. – Strike over overtime

Criteria	Excellent	Good	Average	Poor	Marks
Issue Identification & Classification	Correctly identifies dispute type, key issues	Minor gaps	Partial identification	Incorrect	3
Cause Analysis	Thorough examination of causes	Reasonable analysis	Superficial	Absent/incorrect	3
Impact Analysis	Detailed impact on production, finances, reputation	Partial analysis	Limited points	Absent	3

Criteria	Excellent	Good	Average	Poor	Marks
Resolution Proposal	Clear, feasible mechanisms with rationale	Reasonable solutions	Generic solutions	None	4
Justification/Examples	Strong use of frameworks & examples	Some examples	Few examples	None	2

b. Fintech Startup – AI Monitoring

Criteria	Excellent	Good	Average	Poor	Marks
Issue Identification	Clear identification of surveillance, morale, trust	Most issues identified	Some issues	Missed/incorrect	3
ER/IR Analysis	Insightful analysis of policy, participation, technology impact	Good analysis	Superficial	Absent	3
Solution/Strategy	Practical, innovative solutions for tech integration	Reasonable solutions	Generic solutions	None	4
Justification/Examples	Examples & frameworks well-applied	Some examples	Few examples	None	2
Innovation/Forward Approach	Suggests forward-looking measures balancing efficiency & morale	Some innovation	Limited	None	3

c. E-commerce – Rapid expansion & attrition

Criteria	Excellent	Good	Average	Poor	Marks
Issue Identification	Clearly identifies conflicts, attrition, business challenges	Most issues identified	Partial	Missed/incorrect	3
Analysis of Challenges	Insightful discussion of modern IR, strategic alignment	Reasonable analysis	Superficial	Absent	3

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Criteria	Excellent	Good	Average	Poor	Marks
Proposed Solutions	Practical, proactive, aligned with business goals	Reasonable solutions	Generic solutions	None	5
Justification/Examples	Strong examples, frameworks, industry references	Some examples	Few examples	None	2

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

Course Code:SC-HR-01 **Course Name: HR Operations**
Total Marks: 50

Instructions:

i. *Apply HR operations concepts to propose solutions.*
ii. *Justify your answers with reasoning, frameworks, or examples*

Question 1. Innovate Solutions, a fast-growing IT start-up, experienced a significant scaling event, expanding its workforce from 50 to 500 employees within a single fiscal year. This rapid growth has placed immense pressure on the company's existing Human Resources infrastructure. The HR department has not been able to keep pace with the company's expansion. All critical HR functions, including employee onboarding, attendance tracking, and payroll processing, are still managed manually using Excel spreadsheets. This reliance on a manual system has led to widespread inefficiencies and a high incidence of errors. As a direct result of these operational issues, employees are experiencing frequent and significant problems, including in Delays and inaccuracies in monthly payroll. Mismanagement of attendance records and leave requests. A disorganized and frustrating onboarding experience for new hires. These issues have led to a noticeable decline in employee morale and productivity, and are becoming a serious risk to the company's reputation and long-term sustainability. The HR team is now faced with the urgent task of overhauling its entire operational framework.

1. *As a newly appointed HR Operations Manager, what would be your comprehensive strategy to redesign the current HR processes at Innovate Solutions to improve overall efficiency?* *(05 Marks)*
2. *Propose specific technology and process automation solutions that would effectively reduce manual errors and scale with the company's continued growth.* *(05 Marks)*

Question 2:

FinSure Bank, a mid-sized private sector bank, has announced an ambitious expansion plan to strengthen its retail presence across India. As part of this initiative, the bank aims to recruit 300 Sales Executives within the next 6 months. The recruitment team has completed initial rounds of hiring, but a major challenge has surfaced: a significant number of candidates who were issued offer letters are not joining. Instead, they are accepting counter-offers from competitors that promise better incentives and flexible working conditions. This has created a serious backlog of vacancies, and line managers are putting pressure on HR to fill positions quickly, often compromising on the quality of hires. Recruiters, on the other hand, are struggling to maintain balance between speed and accuracy in candidate evaluation. The situation has also highlighted gaps in communication between HR recruiters and business managers regarding job expectations, compensation benchmarks, and realistic timelines. Adding to the challenge, feedback from some candidates indicates that the overall recruitment experience was not

engaging—delays in communication, lack of clarity in role expectations, and limited interaction with future managers reduced their interest in joining FinSure.

As the HR Operations Manager of FinSure Bank, analyze the above situation and recommend solutions *(10 Marks)*

Question 3: **Solve any two each carrying 15 marks**

a. A retail chain with outlets in 8 states received a notice for non-compliance with PF rules. Simultaneously, employees reported salary discrepancies due to overtime miscalculations.

1. *As an HR Operations Head, how would you ensure timely compliance across states? (05 Marks)*
2. *What measures will you introduce to prevent salary-related errors? (05 Marks)*
3. *How will you communicate changes in payroll rules to employees effectively? (05 Marks)*

b. Case let: **The Evolving Social Security Puzzle at Innovate Tech Solutions (ITS)**

Innovate Tech Solutions (ITS), a rapidly growing IT services firm located in Pune, Maharashtra, is at a pivotal point in its expansion. Currently, the company employs 15 individuals, with aggressive plans to scale to 50 employees within the next twelve months. The existing workforce's gross monthly wages vary, with most employees earning under ₹21,000. However, a few employees like Aayush Kumar (₹20,500), Bhavna Sharma (₹21,500), and Esha Verma (₹21,000) are near or at the crucial wage threshold. A unique consideration is Chaitanya Singh, a Person with Disability (PWD), who earns ₹24,000. Deepak Gupta, earning ₹19,000, represents the average employee profile. The company's HR manager, Ms. Priya, is new to the complexities of social security legislation and is tasked with ensuring full compliance with the Employees' State Insurance Act, 1948 (ESI Act). She needs to provide a clear and detailed report to the management team, but is confused about who is covered, how contributions are calculated, and what benefits the employees are entitled to. Ms. Priya's first challenge is to determine the company's legal obligations. She must ascertain if ITS falls under the purview of the ESI Act, which in Maharashtra applies to establishments with 10 or more employees. She also needs to identify which of her employees, based on the current wage ceiling of ₹21,000 for general employees and ₹25,000 for PWDs, are mandatorily covered under the scheme. This is a critical first step as it dictates all subsequent actions. Following the determination of applicability, the most immediate task is to calculate the monthly ESI contributions. Ms. Priya knows the employee contribution is 0.75% of wages and the employer contribution is 3.25%. She must accurately calculate these amounts for Aayush, Bhavna, Chaitanya, and Deepak to demonstrate the financial impact to the management. Beyond the initial compliance, Ms. Priya's report must also address the six main benefits under the ESI Act through a series of hypothetical scenarios. First, for Sickness Benefit, she must calculate the compensation for Esha Verma, who needs 30 days of leave due to illness. Esha has paid contributions for 78 days in the preceding contribution period. Next, she needs to determine the Maternity Benefit for

Bhavna Sharma, an unmarried mother, who has worked for ITS for 18 months and has paid contributions for over 70 days in the two preceding contribution periods. The scenario for Temporary Disablement Benefit involves Deepak Gupta, who sustains a work-related injury resulting in a two-month temporary disability. Ms. Priya must calculate his benefit based on his ₹19,000 wage. This scenario is further complicated by the need to explain the difference if his disability had been permanent. The final benefit-related challenge concerns Funeral Expenses: she must state who is eligible and what amount is payable in the unfortunate event of Aayush Kumar's death from a non-work-related cause. Finally, Ms. Priya needs to provide a forward-looking perspective on the ESI Act. Her report must include a brief discussion of key amendments that have influenced the scheme, such as the periodic adjustments to the wage ceiling and the introduction of new benefits like the Atal Bimit Vyakti Kalyan Yojana (ABVKY) for unemployment allowance. She must conclude her report by presenting a strong business case for compliance, not just from a legal standpoint, but also by highlighting the strategic human capital benefits, such as employee welfare, morale, and talent retention, that arise from a robust social security program. The management team at ITS expects a comprehensive analysis that not only solves the immediate compliance puzzle but also positions the company as a responsible and employee-centric organization.

In summary, the students are expected to act as consultants, not just clerks. They must: analyze the company's situation. Research the relevant legal provisions and current rates. And Calculate the financial implications. Justify their findings and recommendations with a strong business rationale.

c. Case let: Siddhatech Pvt. Ltd. is a mid-sized IT services company with 1,200 employees spread across India. The company has been growing steadily, but its HR Operations department is facing challenges due to rapid expansion, increased attrition, and the integration of new digital tools. The new HR Operations Manager, Ananya, has been hired to streamline processes and lead a team of 12 HR operations specialists. She reports directly to the CHRO. Within three months of joining, Ananya faces multiple challenges like The HR team is demotivated. Many feel they are not growing professionally. Performance monitoring has been inconsistent, and some junior HRs are confused about career goals.Payroll errors have increased by 15% in the last two months. Several employees complained about incorrect deductions. Also, the onboarding process has become slow due to poor coordination between HR and IT. Two senior HR specialists are constantly in conflict—one prefers traditional methods, while the other pushes for digital-first solutions. Their lack of collaboration is delaying projects. The company is planning to roll out a new performance-linked incentive policy across departments. HR operations must design the rollout plan, ensure transparent communication, and integrate it with existing HR systems—all within two months.

1. *If you were Ananya, how would you handle the conflict between the two senior HR specialists? How should she ensure smooth collaboration between HR and IT teams during onboarding?*
2. *What strategy should Ananya follow to implement the new performance-linked incentive plan within two months?*

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End Term Question Paper
AY 2025-26
Semester: III

Course Code:SC-HR-07 **Course Name: HR Analytics**

Total Marks: 50

Instructions:

1. *Apply HR analytics concepts to propose solutions.*
2. *Justify your answers with reasoning, frameworks, or examples*

Question 1 An FMCG company wants a performance dashboard. But data from regions arrives in mixed formats—percentages, ratings, open-text. When combined, outputs look inconsistent, and managers dismiss HR's analysis as "unreliable." ***(10 marks)***

Question 2: Accenture, with offices across India, Europe, and the US, is implementing a company-wide HR metrics dashboard. HR collects data from multiple sources including HRIS, payroll systems, learning management platforms, engagement surveys, and project management tools. Data from different regions arrives in inconsistent formats—some report absenteeism as percentages, others as total days; training hours are tracked differently across learning platforms. Certain sensitive information, such as salary and health records, must comply with privacy and security regulations. Previous quarterly HR reports were lengthy and hard to interpret, resulting in low managerial engagement. The HR analytics team proposes a balanced scorecard approach covering recruitment efficiency, onboarding effectiveness, learning & development participation, performance ratings, engagement levels, and attrition. They also plan to visualize the data using interactive dashboards. However, cleaning and standardizing data reveals missing values, duplicated records, and inconsistent naming conventions. Leadership is pressuring HR to roll out the dashboard quickly, but the team is concerned that premature deployment could undermine trust in HR analytics.

Students Task: Analyze the scenario from an HR analytics perspective. Discuss the challenges of preparing and managing HR data across multiple sources, the importance of selecting meaningful metrics, and strategies for visualizing insights effectively while ensuring data accuracy, security, and managerial engagement. (***10 marks)***

Question 3: Solve any two each carrying 15 marks

a. An e-commerce company invests heavily in LinkedIn and other online recruitment channels to attract new talent. Over time, HR observes that employees hired through internal referrals tend to stay longer, perform better, and integrate more quickly into teams. Based on this insight,

HR proposes reallocating a portion of the recruitment budget toward referral programs. However, leadership expresses concern: "What if we miss out on top external candidates?"

Expectations from students: *Analyze the situation from an HR analytics perspective. Evaluate how data-driven insights could inform recruitment strategy, the potential trade-offs involved in shifting hiring channels, and ways HR can present evidence to leadership to support informed decision-making while balancing organizational goals and talent needs.*

b. A mid-sized IT services firm recently implemented an AI-based tool to analyze employee emails and chat messages for sentiment trends. Over several months, the AI dashboard indicated a steady increase in negative sentiment, especially in high-pressure project teams. HR shared these findings with team leads and senior managers, but many dismissed the insights as exaggerated and expressed concerns about employee privacy and the reliability of AI-generated "soft data."

Expectations from students: *Critically evaluate the situation from an HR analytics perspective. Discuss the potential benefits and limitations of using AI for employee sentiment analysis, the challenges HR might face in gaining managerial buy-in, and how such insights could be leveraged to improve employee engagement while maintaining ethical standards and trust.*

c. Microsoft India wants to understand how compensation and perks influence retention. Analytics reveals that employees in certain roles leave despite above-market salaries, while others are highly engaged due to flexible work policies. HR needs to redesign benefits packages for different employee segments. Segmenting employees based on compensation sensitivity and engagement. Suggest your view in this regards

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Semester: III

Marking Scheme – SC-HR-07: HR Analytics

General Guidelines:

- Marks are awarded for issue identification, application of HR analytics concepts, analysis, proposed solutions, and justification/examples.
- Partial marks can be given for correct identification or partial analysis.
- Emphasis on data-driven insights, managerial impact, and ethical considerations.

Question 1 – AI Sentiment Analysis in IT Firm (10 Marks) Scenario: AI dashboard indicates negative sentiment; managers are skeptical

Component	Marks
Identification of issues (negative sentiment, managerial skepticism, privacy concerns)	2
Analysis of challenges in interpreting AI-generated data	3
Strategies to leverage insights ethically to improve engagement	3
Justification/examples (HR analytics frameworks, ethical considerations)	2

Question 2 – Accenture HR Metrics Dashboard (10 Marks) Scenario: Multi-source HR data, inconsistent formats, dashboard deployment

Component	Marks
Identification of issues (data inconsistency, missing/duplicate data, managerial engagement)	2
Analysis of challenges in preparing & managing HR data	3
Proposed solutions (metric selection, visualization, accuracy, security)	3
Justification/examples (dashboard design, balanced scorecard, analytics frameworks)	2

Question 3 – Solve any two (Each 15 Marks)

a. E-commerce recruitment channel analysis

Component	Marks
Identification of issues (channel effectiveness, trade-offs, leadership concerns)	3
Analysis using HR analytics insights (referral vs external hiring, performance trends)	4
Proposed solutions & recommendations (budget allocation, evidence presentation, balanced approach)	5
Justification/examples	3

b. IT Firm – AI Sentiment Analysis (similar to Q1)

Component	Marks
Identification of issues (negative sentiment, privacy, reliability)	3
Analysis of HR analytics implications (AI benefits, limitations, buy-in challenges)	4
Proposed solutions (leveraging insights ethically, engagement strategies)	5
Justification/examples	3

c. Microsoft India – Compensation & Retention Analytics

Component	Marks
Identification of issues (role-based attrition, compensation vs engagement)	3
Analysis using HR analytics (segmentation, policy evaluation)	4
Proposed solutions (benefits redesign, targeted strategies)	5
Justification/examples	3

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AY 2025-26
Semester: III

Course Code: SC – HRM -04 **Course Name: Compensation & Benefits Management**
Time: 2 hours 30 mins **Total Marks: 50**

Instructions:

i. **Marks are indicated against each question.**
ii. **All questions are compulsory unless otherwise specified.**
iii. **Read each question carefully and answer to the point.**

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

Capgemini introduced a benefit wallet where employees choose from various perks: higher pay, extra leave, or enhanced insurance. A tech employee opts for higher leave due to personal obligations.

Q1. Apply the principles of *personalized rewards* to this scenario.
Q2. Analyze the impact of this system on employee satisfaction and organizational productivity.

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

Tata Steel implemented a structured job grading system based on job roles and complexity. A senior technician raised concerns about pay parity when a new hire in a similar role was offered a higher package.

Q1. Apply the principle of internal equity to this situation.
Q2. Analyze how structured grading can help reduce such disparities.

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

a) A logistics company wants to implement performance-based incentives for drivers. HR suggests tracking delivery timeliness, fuel efficiency, and customer satisfaction.

Q1. Analyze the appropriateness of these metrics in designing the incentive plan.
Q2. Evaluate the fairness and practicality of linking incentives to such KPIs in the logistics industry.

b) An employee noticed that their net salary was lower due to a deduction they didn't recognize. On reviewing the pay slip, they found deductions under PF, PT, and TDS.

Q1. Apply statutory deduction rules to explain the breakup.
Q2. Analyze how understanding payroll deductions helps employees manage finances.

c) A mid-sized ITES company in Nagpur pays lower than its Pune competitors. HR justifies this by citing lower cost of living. However, attrition remains high.

Q1. Analyze how geographic variation affects salary benchmarking.
Q2. Evaluate whether location-based pay alone is sufficient to retain talent.

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AY 2025-26
Semester: III

Course Code: SC-HRM-05 **Course Name: Current Trends and Global HRM**
Total Marks: 50
Time: 2 Hours 30 Minutes

Instructions:

i. **Draw the flow chart wherever required**
ii. **Read the question carefully, Identify the case correlate with taught pattern and suggest real time solution accordingly.**

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

Infosys, India's leading IT services company, manages projects in more than 45 countries. Over time, regional HR teams developed their own performance evaluation systems, leading to inconsistencies in ratings, promotions and pay increments. In 2024, Infosys introduced OneWorld, a single global performance management framework based on a balanced scorecard: client satisfaction, project delivery quality, innovation and leadership competencies. The system included quarterly check-ins and an online platform accessible to all employees worldwide.

While the European teams appreciated the structured metrics, US teams argued for more flexibility to set individual goals. Japanese employees, accustomed to informal year-round feedback, found quarterly reviews too rigid. In India, younger employees welcomed transparency but senior managers feared that a uniform global rating scale might undervalue region-specific market challenges.

Questions (attempt all):

1. **Discuss the challenges Infosys faces in implementing a single global system & discuss how should success of global framework be measured?**
2. **Recommend modifications that can balance global consistency with local adaptability & suggest methods to ensure fairness and transparency across geographies.**

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

In amazon, a Singapore-headquartered e-commerce giant operating in 35 countries with over 60,000 employees, faces declining employee engagement despite strong business performance. Annual surveys reveal that staff across regions feel disconnected from leadership, frontline employees experience inconsistent communication, younger workers seek mobile-first tools and instant feedback, and European teams demand strict privacy safeguards. To address these issues, the Chief Human Resources Officer proposes a Global Employee Experience Platform (EXP)—a single digital ecosystem combining communication, collaboration, learning pathways, recognition, well-being resources, and real-time feedback.

Designing the platform poses significant challenges: diverse cultural expectations (for instance, peer-to-peer recognition is popular in the U.S. but less so in Japan and South Korea), varying roles and technology needs (warehouse associates require simple, low-bandwidth mobile apps while engineers seek sophisticated career

analytics), and compliance with complex regional regulations. The solution calls for a human-centered design approach using employee journey mapping, an AI-driven personalization engine, and a modular architecture
with global core features and region-specific plug-ins for local languages, policies, and compliance.
You are HR head consulting the IT team to build a system to enhance employee experience, your aim is to strengthen internal communication and belonging, and provide leaders with real-time insights to enhance talent retention and employer branding globally.
What critical features would you insist on including in the employee experience platform to strengthen internal communication and create a stronger sense of belonging across 35 countries, and why?
What key integrations with existing HR systems or tools would you suggest to make the employee experience seamless for both frontline and knowledge workers?

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

a) Nova, a global IT solutions company headquartered in Bangalore, employs over 50,000 people across 25 countries. Despite strong business growth and a reputation for innovation, internal audits revealed significant gaps in workforce diversity, gender representation in leadership roles, and pay equality. Women accounted for only 28% of senior management positions, and salary analysis showed unexplained pay gaps between male and female employees performing similar roles. Nova aims to not only comply with regulatory requirements but also position itself as a truly inclusive employer and a leader in gender equality within the technology sector

1. **What strategies should Nova prioritize to achieve gender parity and pay equality while respecting regional and cultural differences?**
2. **How can the company measure the effectiveness of its diversity and inclusion initiatives to ensure sustained workforce equity and engagement?**

b) Boat Tech Solutions, a multinational technology company headquartered in New York, employs over 80,000 people across 40 countries. As the company expanded globally, it faced challenges in ensuring that employees across different regions possessed the skills, knowledge, and competencies necessary to drive innovation, maintain quality standards, and meet client expectations. Variations in educational backgrounds, work cultures, and access to learning resources resulted in inconsistent performance and limited career growth opportunities for employees in some regions.
The HR leadership seeks to build a culture of continuous learning that supports both individual career growth and organizational competitiveness in a fast-evolving global market.

1. **What fundamental principles should guide the design of a global training and development program to ensure it effectively addresses the needs of a diverse, multinational workforce?**
2. **How can Boat Tech measure the effectiveness of its global training initiatives and ensure that learning translates into improved employee performance and organizational competitiveness?**

c) Tech Mahindra has set up a Global Leadership Academy offering modules in cross-cultural negotiation, virtual team leadership and ethical decision-making. Training blended online courses with international job rotations. Graduates achieved 20% higher client satisfaction scores and faster promotion rates. However, employees outside the programme felt excluded and raised concerns

a) Explain the principles that should guide global training and development.

b) How can Tech Mahindra ensure inclusivity and fairness when selecting employees for such global programmes?

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MBA End Term Question Paper
AY 2025-26
Semester: III

Course Code: SC-MKT-01 **Course Name: Marketing Research & Information Systems**
Time: 2 hours 30 minutes **Total Marks: 50**

Instructions:
All questions are Compulsory.

Question No. 1:
A brand selling electric scooters wants to understand why some customers prefer competitors. Develop a basic research approach by stating one research objective, one hypothesis, and one way to collect data. **[10 Marks]**

Question No. 2:
A cosmetic brand wants to measure customer attitude toward its new organic face cream. Suggest an appropriate measurement and scaling technique. Explain your choice. **[10 Marks]**

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

3A. A researcher wants to know if there is a significant association between the gender of a customer and his / her internet usage **[15 Marks]**

The results of the survey are shown in the table below:

Internet Usage	Male	Female	Total
Light	50	100	150
Heavy	100	50	150
Total	150	150	300

To see if gender is linked to internet usage, perform a Chi-square test of independence, construct suitable **null & alternative hypothesis.**
Calculate the Chi-Square Value
Interpret the results using Critical Value of Chi-Square = 3.841 at 5% level of significance

3B. A skincare brand is thinking about introducing a new organic product line but is unsure if customers want it. Delineate how marketing research can help the company make this decision covering kind of information needs to be gathered and how it can guide product launch decisions. **[15 Marks]**

3C. A company wants to conduct a survey on customer satisfaction with its home delivery service. Who should be the respondents and how would you collect the data? (sampling and data collection) **[15 Marks]**

Maharashtra Education Society
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End Term Question Paper
AY 2025-26
Semester: III

Course Code: SC-MKT-02 **Course Name: Consumer Behavior**
Total Marks: 50 **Time:2hours 30 mins**

Instructions:

i. **All questions are compulsory**
ii. **Draw suitable diagrams wherever necessary.**

Question No. 1: Every year, India experiences a sharp rise in consumer spending during festivals like Diwali, Eid, Christmas, and regional celebrations such as Onam and Pongal. During these times, families invest in new clothes, jewellery, sweets, home appliances, and even vehicles. Retailers and e-commerce platforms such as Flipkart and Amazon introduce "festive sales," offering discounts and EMI options to attract diverse consumer groups. Cultusral traditions strongly influence purchase behaviour—such as buying gold during Dhanteras, gifting sweets during Diwali, or purchasing new clothes for Eid. At the same time, demographic factors like age, income, urban–rural divide, and lifestyle also shape preferences. For instance, younger consumers often prioritize fashion and gadgets, while older generations may focus on religious or household purchases. Urban consumers rely heavily on online shopping, whereas rural consumers often prefer local markets.This blend of cultural significance and demographic diversity makes festive shopping one of the most critical drivers of India's consumer economy.

Question: Analyse how cultural and demographic factors influence consumer behaviour in India, using the example of festive season shopping.**[10 Marks]**

Question No. 2: In today's digital marketplace, influencer marketing has become a powerful tool for brands to connect with consumers. Gen-Z, a generation that has grown up with social media, tends to follow influencers not only for product recommendations but also for their perceived authenticity, relatability, and values. They are quick to spot inauthentic endorsements, and their trust in an influencer directly impacts purchase decisions. For instance, a Gen-Z consumer may buy a skincare product if it is recommended by an influencer who openly shares personal experiences, behind-the-scenes routines, and aligns with causes they believe in. Millennials, while also active on social media, often focus more on the aspirational lifestyle projected by influencers. They value expertise, quality, and convenience, and may be more willing to accept brand-sponsored content if it comes from influencers they admire. This contrast highlights how the same marketing strategy can generate different consumer responses depending on generational traits.

Question Examine the impact of trust and authenticity in influencer marketing on Gen-Z consumers. How does it differ from Millennial consumer behaviour? **[10Marks]**

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

a) Consumers often make decisions differently depending on the type of service they are seeking. In healthcare services, factors such as cleanliness, safety, timely treatment, and qualified doctors act as hygiene factors—their absence causes dissatisfaction, but their presence alone may not create high

satisfaction. On the other hand, motivators like personalized care, empathy from staff, and advanced medical facilities can significantly enhance patient satisfaction and loyalty.
In contrast, for entertainment services like cinemas, streaming platforms, or theme parks, hygiene factors may include basic aspects such as ticket pricing, availability, or smooth booking processes. Motivators, however, are linked to the excitement, uniqueness, and emotional experiences—such as exclusive content on OTT platforms, immersive theatre experiences, or innovative rides—that drive repeat consumption and positive word-of-mouth. This illustrates how Herzberg's Two-Factor Theory can be applied differently across service sectors, shaping consumer expectations and satisfaction.
Question: Compare the role of Herzberg's Two-Factor Theory in consumer decisions for healthcare services vs. entertainment services. **[15 Marks]**

b) When buying high-involvement products such as refrigerators, washing machines, or smartphones, consumers often engage in extensive pre-purchase information search. The extent of this search is influenced by several factors such as product price, perceived risk, previous experience, availability of alternatives, and the importance of the purchase to the household. For example, a first-time buyer of a washing machine may spend considerable time comparing brands, checking online reviews, consulting friends, and visiting showrooms, while a repeat buyer may rely more on prior experience and brand trust.
Marketers of consumer durables increasingly track these behaviours. By offering detailed product information online, comparison tools, virtual demos, and customer testimonials, they can reduce uncertainty and guide consumers toward their brand. Similarly, well-trained sales staff and after-sales assurances further enhance consumer confidence and reduce perceived risk.
Questions: What are the factors that influence the extent of pre purchase information search by consumers? How can marketers of consumer durables utilize this information? **[15 Marks]**

c) Riya, a young professional in Mumbai, recently decided to buy a fitness tracker. Her decision was not spontaneous—several motivational factors played a role. The need to monitor her health (physiological and safety needs), the desire to look fit and confident (social and esteem needs), and the long-term goal of leading a healthier lifestyle (self-actualization need) all influenced her purchase.
In consumer behaviour, motivation acts as the inner driving force that pushes individuals to satisfy their needs and wants. Sometimes this motivation stems from basic necessities like food, clothing, and shelter, while at other times it arises from higher-level aspirations such as recognition, status, or personal growth. Marketers often tap into these motivational factors by designing campaigns that highlight how their product can fulfil consumer needs—whether functional, emotional, or symbolic.
Question: "Motivation is the driving force among individual consumers that impel them to action" elaborate this statement what are the motivational factors? Elaborate with the above scenario. **[15 Marks]**

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End Term Question Paper
AY 2025-26
Semester: III

Course Code: SC-MKT-03/SC-BA-03 **Course Name: Digital Marketing**
Time: 2 hours 30 minutes **Total Marks: 50**

Instructions:
All questions are compulsory

Question No. 1:
A new café in Pune wants to use social media to attract college students. Suggest ideas(2 each type) with four content types (educational, promotional, engagement, topical, or UGC). Explain how each type will help the café achieve visibility and engagement. **[10 Marks]**

Question No. 2: **[10 Marks]**
A small fashion brand has created Instagram and Facebook pages but is struggling to grow followers and engagement. Analyze two possible reasons for this issue and suggest two strategies to improve their organic social media growth.

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

3A) A coaching institute wants to use **LinkedIn Campaign Manager** to attract working professionals for its weekend MBA program. Design a simple **LinkedIn campaign strategy** highlighting targeting, ad type, and expected outcome. **(15 Marks)**

3B) A retail brand wants to run an **email marketing campaign** for Diwali. Suggest the **sequence of emails** (at least 4 emails) they should send to engage and convert customers. **(15 Marks)**

3C) A food delivery app wants to run a **Facebook Ads campaign** to increase first-time orders from new users. Create a campaign plan covering **objective selection, targeting, ad creative, and call-to-action.** **(15 Marks)**

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

Course Code: SC-MKT-04 **Course Name: Sales and Distribution Management**
Time: 2 hours 30 minutes **Total Marks: 50**

Instruction:
All questions are compulsory

Question No. 1:

A new company is preparing to launch a range of healthy, plant-based protein supplements for Health enthusiasts. They want to sell their products through a combination of online platforms and a network of health food stores and gyms across India. Illustrate organization structure, a sales plan for any one scenario (online Vs offline) of the sales team with measures for the Sale Audit. **[10Marks]**

Question No. 2:
Assume you are the sales manager of a consumer durable company. How would you apply the territory sales plan to balance workload and sales potential among salespeople? Given that you have data of past two years? Make suitable assumptions. **[10 Marks]**

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

3A) AuraGuard Technologies is a startup launching a premium, AI-powered smart home security system. The system includes complex components like facial recognition cameras, door sensors, and central hubs that require professional installation and periodic maintenance. The initial target market is affluent homeowners and small businesses in Tier-1 Indian cities who prioritize security and are willing to pay a premium for high-tech, reliable service.

AuraGuard's challenge lies in distribution. The product is not a simple purchase; it requires demonstration, technical consultation, and specialized installation, which cannot be managed through mass retail stores. The company needs a distribution channel that ensures high-quality service and technical support, as this directly influences customer satisfaction and brand trust. They must decide whether to build their own installation teams, which is expensive, or rely on external partners.

The company is considering two primary channels: Exclusive System Integrators/Dealers who handle sales, installation, and service for a specific territory, or a Direct Model where sales are managed online, but installation is outsourced to certified third-party technicians. The cost structure and control over the brand experience vary significantly between these options. They need to design a channel that optimizes both the customer's complex purchasing journey and the company's long-term profitability and service standards.

1. (Designing Channel) Design a distribution channel structure (from manufacturer to end-user) for AuraGuard. Justify your choice by explaining how this structure addresses the need for technical installation and after-sales service.
2. What is the primary reverse logistics concern AuraGuard must address regarding its high-value, electronic equipment?

3B) Tech Solutions Inc. is a well-established company that sells complex software solutions to large enterprises. Their sales process is highly technical and involves multiple stages, from lead generation and qualification to product demonstrations and contract negotiations. The sales team, which is geographically dispersed, relies on a mix of spreadsheets, emails, and phone calls to manage their client relationships and sales pipeline. This manual process has led to a lack of data visibility, inconsistent client follow-up, and missed sales opportunities.

The existing manual system creates several operational hurdles. Sales reps struggle to find up-to-date marketing collateral or case studies, often resulting in inconsistent messaging during client presentations. Crucially, the sales pipeline data is often weeks old, making accurate revenue forecasting impossible for senior management. This lag prevents the company from proactively identifying deals that might stall, or quickly reallocating resources to high-potential leads. The lack of standardized data also makes it difficult for new sales hires to quickly ramp up and effectively manage inherited client portfolios.

The management at Tech Solutions Inc. believes that adopting a modern Sales Force Automation (SFA) system is crucial to improving efficiency and competitiveness. The chosen SFA system is expected to integrate with their email server, automate lead scoring, and provide a single view of the customer across all touchpoints (Customer Relationship Management). However, the long-tenured, high-performing sales team is resistant to the change, fearing that the new system will be too complex and intrusive, turning them into "data entry clerks" rather than consultative sellers.

The success of the SFA implementation hinges not just on the technology itself, but on a carefully structured change management process. Management must develop a plan that demonstrates the SFA system's direct benefit to the sales reps (e.g., reducing administrative work, providing better lead intelligence) rather than simply presenting it as a tool for managerial surveillance. This requires a dedicated training program focused on real-world sales scenarios and a tiered rollout plan, potentially starting with a pilot group of sales leaders who can champion the new tool to their peers.

Question 1: Analyze the specific problems and inefficiencies that Tech Solutions Inc. is facing due to its manual sales process. Explain how these issues are impacting both sales performance and customer relationships.

Question 2: Evaluate the key features of an SFA system that would be most beneficial for a B2B sales process like Tech Solutions Inc. Discuss how these features can improve sales productivity and enhance customer relationship management.

Question 3: Formulate a comprehensive change management plan to introduce the new SFA system to the sales team. Discuss strategies to overcome resistance and ensure successful adoption of the new technology.

3C) Imagine you are the channel manager for a fashion accessory brand. Design a hybrid channel system combining offline retail and e-commerce. What challenges might arise in managing power bases and channel conflicts? Suggest strategies to overcome them.

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

Course Code: SC-MKT-07 **Course Name: Marketing Analytics**
Total Marks: 50 **Time:2hours 30 mins**

Instructions:

i. **All questions are compulsory**
ii. **Draw suitable diagrams wherever necessary.**

Question No. 1: "How would you analyze the concept of Marketing Analytics and examine the detailed process through which Ms. ABC can implement the Marketing Analytics Process in her business for effective decision-making?" **[10 Marks]**

Question No. 2: GloboTech," a consumer electronics company in smart home devices, faces intense competition and slowing market growth. The marketing team seeks to make strategic decisions on **pricing, product positioning, and new product development**. They are considering advanced techniques like **Conjoint Analysis, Choice Modeling, and Brand Equity Measurement** to understand customer preferences, willingness to pay, and brand perception.

Question: As a marketing consultant, explain how these techniques can support strategic decision-making. Evaluate their application in:

1. **Pricing** – determining optimal price points and trade-offs.
2. **Product positioning** – identifying differentiating features.
3. **Product development** – guiding new products or enhancements based on customer preferences and brand strength. **[10Marks]**

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

a) XYZ Electronics, a mid-sized consumer electronics firm, is preparing to launch a new line of smartwatches in a highly competitive market dominated by Apple and Samsung. The company is unsure about which features (battery life, fitness tracking, design aesthetics, price range, or brand collaborations) to emphasize. While R&D has suggested multiple design prototypes, the marketing team faces challenges in deciding the right **price point**, **product positioning**, and **feature mix**. Moreover, since XYZ is a lesser-known brand, the management is worried whether the brand equity is strong enough to justify premium pricing against established competitors.

Question: Discuss how advanced techniques such as **conjoint analytics, choice analytics, and brand equity measurement** can contribute to strategic decision making for XYZ Electronics. Evaluate the application of these techniques in **pricing, product positioning, and product development**.
[15 Marks]

b) Ms. ABC manages a mid-sized supermarket chain. To improve cross-selling opportunities and long-term growth, she has started exploring different marketing analytics tools.

1. **Market Basket Analysis (Lift):** Initial studies reveal that customers frequently purchase breakfast cereals with milk, and chips with soft drinks, indicating potential for bundled promotions.
2. **Characteristics of Marketing Analytics:** Her team emphasizes that effective analytics must be data-driven, predictive, and actionable to guide decision-making.
3. **S-Curve Analysis:** The sales data of certain product categories (like organic foods) shows an initial growth phase, but other categories (like canned goods) are reaching maturity, suggesting the need for strategic product lifecycle decisions.

Question:
Evaluate how Ms. ABC can integrate Market Basket Analysis (Lift), the core Characteristics of Marketing Analytics, and S-Curve Analysis to design an effective business growth strategy. Which of these tools should she prioritize to ensure both short-term sales improvements and long-term sustainability? Justify your recommendation with suitable reasoning from the caselet. [**15 Marks]**

c) "FreshBite," a fast-growing food delivery startup, is struggling to retain customers and optimize its marketing spend. The management wants to leverage **Marketing Analytics** to better understand customer behavior, measure campaign performance, improve sales strategies, and make data-driven decisions.

Question:
Discuss the **scope, importance, and applications** of Marketing Analytics in modern business. Explain how FreshBite can use analytics to:

1. Understand customer preferences and behavior.
2. Measure the effectiveness of marketing campaigns.
3. Improve sales and promotional strategies.
4. Support data-driven decision-making for growth and profitability.

Provide examples of insights Marketing Analytics could generate to help FreshBite achieve its business objectives **[15 Marks]**