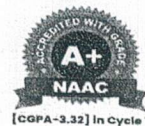




Maharashtra Education Society
Institute of Management & Career Courses, Pune (Autonomous)
End Term Question Paper
AY 2024-25
Semester: II



Course Code: GM 08

Time: 2 hrs 30 mins

Total Marks: 50

Course Name: Financial Management

- 1) **Instructions: All Questions are compulsory.**
- 2) **The figures to the right indicate marks.**
- 3) **Scientific calculator is not allowed.**

Question No. 1:

[10 Marks]

The Reliance India Ltd, wants to diversify the business for which they need funds. As a financial manager of reliance India, comment and help to take the decision about procurement of funds of in the company if they want to raise 2Cr. The Reliance India Ltd. is a listed company in the stock exchanges in India.

1. What are the roles of the financial manager to raise the funds
2. How the funds of the organization will be managed to overcome liability.

Question No. 2:

[10 Marks]

A manufacturing unit producing rubber tubes is working at 50% capacity & produces 15000 rubber tubes per months. The present cost breakup per tube is as under,

- Material Rs. 40
- Labor Rs. 12
- Overheads Rs. 20(50% Fixed)
- Selling Price Rs. 80

If it is decided to work the manufacturing unit at 60% capacity, the selling price falls by 5%. At 90% Capacity, the selling price falls by 7% accompanied by the similar fall in the price of materials. Prepare the statement showing the profits at 60% & 90% capacities and determine the sales value and sales volume.

Question No. 3: Any Two (15 marks each)

[30 Marks]

A.

- a) The following are the cost details available by Rk. Ltd, Pune.

[7.5 marks]

Direct wages Rs. 5000
 Std Hours produced 2000 Hours
 Standard rate per hour Rs. 3
 Actual hours paid for 1800 Hours
 Out of which abnormal idle time is 100 hours

Calculate

Labor cost variance
Labor rate variance
Labor efficiency variance

- b) The standard & Actual mix of a products is given below

[7.5 marks]

Calculate

Material cost variance
Material price variance
Material usage variance

Product	Standard			Actual		
	Qty.	Rate	Amount	Qty.	Rate	Amount
A	600	15	9000	640	17.50	11200
B	800	20	16000	950	18.00	17100
C	1000	25	25000	870	27.50	23925

B. From the following details prepare an estimate of working capital of Lions India ltd. (15 Marks)

Particulars	Amount
Production	50000 units
Selling Price	Rs. 5 per unit
Raw material	60% of selling price
Direct wages	10% of selling price
Manufacturing	20% of selling price
Material in hand	2 Months
Production time	1 Months
Finished goods in stores	2 Months
Credit period of materials	2 Months
Credit period of customers	1 Month
Cash balance	Rs. 10000
Safety margin	10%

Lag in payment of wages and overheads is 1 month

C. Tata Ltd Provides you the following information

(15 Marks)

Particulars	Information
Purchase price of each machine	750000
Working capital	250000
Useful life of machine	5 years
Estimated salvage value at the end of useful life	Rs. 80000
Actual salvage value realized at the end of life	Rs. 100000
Method of depreciation	Straight line method
Tax Rate	30%
Cost of Capital	12%

Earnings before depreciation and taxes

Machine	Year 1	Year 2	Year 3	Year 4	Year 5
MA	500000	500000	500000	500000	500000
MB	-	100000	200000	350000	300000
MC	700000	600000	500000	450000	400000

Which of the above machine should be purchased on the basis of Net present Value

Note. PV Factor @ 12%

*****ALL THE BEST*****



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Semester: II

Course Code: GM10
Total Marks: 50

Course Name: Business Research Methods
Time: 2 hrs. 30 min

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]

A national bank wants to study customer satisfaction with its online banking services. The bank operates across 200 branches and has 5 million customers nationwide. Due to time constraints, the research team decides to survey 2,000 customers who actively use online banking.

Questions:

1. What is the meaning of universe & population in research?
2. Write in brief the following for this study -
 - i. Universe
 - ii. Population
 - iii. Sampling frame
 - iv. Sample Size

Question No. 2:

[10 Marks]

A multinational IT company introduced a remote work policy in 2020. The HR department now wants to conduct a research study on how remote work impacts employee productivity, work-life balance, and job satisfaction.

Questions:

1. Suggest the appropriate title for the study.
2. What are the contents of the research report? Explain in brief.

Question No. 3:

[15 Marks]

(A) A multinational corporation (MNC) conducted a research study on employee well-being and stress levels to improve workplace policies & practices. Employees participated in a survey, but:

- ✓ The survey collected personal information (health issues, mental well-being) without informing participants how the data would be used.

- ✓ Some employees were forced by their managers to participate, fearing it might impact their performance reviews.
- ✓ The company later shared the survey results with third-party consultants without hiding employee identities.
- ✓ Employees who reported high stress levels were later denied promotions, leading to distrust in the research process.
- ✓ The research firm conducting the study was owned by a close friend of the company's CEO.

Questions:

1. What do you mean by ethical principles in research? Why are they important?
2. Identify all the ethical principles that are violated in the study and explain why it is problematic.

(B) TechPro Solutions, a multinational IT company, is experiencing a decline in employee productivity. To address this, the HR department launches a new training program aimed at enhancing both technical and soft skills. After implementing the program, the company observes that some employees show a significant improvement in their performance, while others remain unaffected. Researchers also note that employee motivation plays a role in determining how well individuals apply the new skills. Additionally, employees with prior work experience seem to benefit differently from the training compared to new hires.

Questions:

1. What is variable? Explain different types of variables.
2. Identify and classify the key variables in this study into independent, dependent, mediating, and moderating variables. Justify your answer.

(C) A leading airline has received mixed reviews about its services. The management wants to conduct a survey to understand passenger experiences in the following key areas:

- ✓ Ease of booking and check-in
- ✓ Cabin crew service
- ✓ Seat comfort and in-flight experience
- ✓ Food quality and entertainment
- ✓ Punctuality and baggage handling

Question

1. Design a questionnaire to study the customer experience for airline passengers.
 - Use a combination of multiple-choice, open-ended & closed-ended questions.
 - Include Section A for demographic questions in the questionnaire.

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A.Y. 2024 -25

Semester II

Course Code: GM 09

Course Name: Human Resource Management

Total Marks: 50

Time: 10 am to 12:30 pm

Date: 02/05/2025

Instructions:

1. Draw relevant Flow chart wherever required.
2. Read the questions carefully, Identify the case correlate with taught pattern and suggest real time solutions accordingly

Question No. 1: Case People First: HRM at Work in a Fast-Growing Conglomerate

(10 marks)

NovaTech Solutions is a fast-growing multinational conglomerate based in India, operating in sectors like IT services, retail, pharmaceuticals, and FMCG. Founded just 12 years ago, NovaTech quickly scaled its operations across 18 countries with over 45,000 employees. However, with rapid expansion came complex human resource management challenges.

The HR department, led by Mr. Rohan Verma (Chief Human Resource Officer), has been under pressure to manage globalization, attract and retain diverse talent, integrate technology, and align employee engagement with strategic goals.

Despite competitive salaries and growth opportunities, NovaTech has recently seen an uptick in employee turnover (especially among Gen Z), declining engagement in annual surveys, and poor cross-cultural collaboration in global teams.

Mr. Verma believes that their current HR policies, mostly adopted from earlier stages of business growth, are outdated and not aligned with best practices of global giants like Google, Amazon, or Infosys. NovaTech's HR strategy faces the following key concerns, like Lack of updated HR policies across departments, leading to inconsistency in hiring, promotion, and grievance redressal. High attrition rate (18% annually), especially among high performers and young professionals. Cultural resistance from senior leadership in adopting digital HR tools and employee-centric approaches. Inadequate diversity management, particularly in global offices in the US, UK, and Southeast Asia. Low employee motivation, revealed through internal surveys showing declining satisfaction scores. Minimal training of HR professionals, with competency gaps in data-driven HR, conflict resolution, and strategic planning.

Questions:

1. Identify the gaps and root causes mentioned in the case. Also, support your answer with suitable examples from global HR leader's perspective.
2. Propose HR policies aligned with company vision.



Question No. 2: Case Study on Apex Manufacturing - The Talent Tightrope (10 marks)

Apex Manufacturing is a well-established, mid-sized manufacturing company specializing in precision components for the automotive and aerospace industries. Headquartered in Pune, Maharashtra, they have experienced steady growth over the past decade, building a reputation for quality and reliability. However, recent industry trends, including rapid technological advancements, increased competition for skilled labor, and evolving employee expectations, are posing significant challenges to their HR function, particularly in the areas of talent acquisition and retention. It is an Manufacturing (Precision Components for Automotive and Aerospace) Company Size is 500 employees & Location Pune, Maharashtra, India

Recent Challenges:

Apex has witnessed a noticeable rise in employee turnover, particularly among skilled technicians, engineers, and machine operators. The attrition rate has jumped from 8% to 15% in the last fiscal year. Exit interviews suggest reasons ranging from better compensation and growth opportunities elsewhere to dissatisfaction with the current work environment and lack of career progression within Apex. The demand for specialized skills in areas like CNC programming, robotics maintenance, and quality control has outpaced the local supply. Apex is finding it increasingly difficult and time-consuming to fill vacant positions, leading to production delays and increased recruitment costs. A significant portion of Apex's experienced workforce is nearing retirement age. The company lacks a robust succession planning process to effectively transfer knowledge and skills to younger employees. Several new manufacturing units, including multinational corporations, have set up operations in the vicinity, offering competitive salaries and benefits, further intensifying the talent war. Younger employees are increasingly prioritizing factors like work-life balance, opportunities for continuous learning and development, a positive and inclusive work culture, and a sense of purpose in their work. Apex's traditional approach to HR may not be fully aligned with these expectations.

- a. *What innovative recruitment methods can be implemented to reach a wider pool of qualified candidates, especially for niche skills?*
- b. *How can Apex improve employee engagement and create a more positive and supportive work environment?*

Question No 3: Solve any two cases

(15 Marks)

a. Blinkit - The 10-Minute Blitz and the Human Capital Challenge

Blinkit (formerly Grofers) is a rapidly growing e-commerce company in India, pioneering the "quick commerce" or "q-commerce" model. They promise delivery of groceries and other essentials within 10 minutes. This lightning-fast service is achieved through a dense network



of dark stores strategically located across urban centers and a large fleet of delivery partners. Blinkit has witnessed exponential growth, attracting significant investment and disrupting the traditional grocery delivery market. However, this hyper-growth and unique business model present significant challenges in managing its workforce, particularly concerning performance and training & development. Blinkit's operational model hinges on speed and efficiency. Delivery partners are the frontline of this promise, directly impacting customer satisfaction. They operate under intense pressure to meet the 10-minute delivery window, often navigating complex urban traffic and tight schedules. The company utilizes sophisticated technology for order allocation, route optimization, and real-time tracking of delivery partners.

Questions for Students:

1. *Design a comprehensive performance management system for Blinkit's delivery partners. What key performance indicators (KPIs) would you recommend, and how would you measure and evaluate them fairly and effectively, considering the high-pressure environment and external factors?*
2. *Design a training and development framework for Blinkit's delivery partners, outlining the key training modules for onboarding and continuous learning.*
3. *Analyze the potential challenges and ethical considerations Blinkit might face in implementing your proposed performance management and training & development strategies. How can the company mitigate these challenges and ensure a fair and ethical approach towards its workforce?*

b. Read the case given below and answer the questions given at the end of the case:

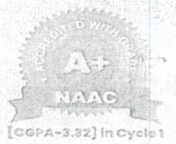
Zomato, a leading food delivery and restaurant discovery platform in India, has seen phenomenal growth in recent years. With services spanning across major cities and a workforce that includes technology developers, operations managers, delivery partners, and customer support teams, Zomato has built its brand on speed, innovation, and round-the-clock service.

The company's high-energy, fast-paced culture has been central to its success — but it's now presenting internal challenges. Recent employee engagement surveys and exit interviews have flagged serious concerns regarding burnout, extended working hours, and a lack of work-life balance — especially in demanding departments like delivery operations and tech development. Many employees report feeling overworked, undervalued, and uncertain about their long-term career growth within the company.

The HR team has noted a correlation between these issues and a spike in attrition rates, declining productivity, and lower morale in some key teams. Additionally, the absence of a



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structured succession planning framework has placed heavy pressure on high-performing individuals to consistently deliver results without adequate support or relief.

With the stakes high and Zomato's growth trajectory still strong, the leadership is seeking strategic HR solutions that can balance organizational performance with employee sustainability.

1. *As part of the HR strategy team at Zomato, you have been tasked with designing a work-life balance program that addresses these concerns without compromising the company's efficiency and customer satisfaction goals.*
 2. *How can effective succession planning help reduce the pressure on high-performing individuals and prevent burnout at leadership levels?*
 3. *What according to you would be the future implications of maintaining work life balance owing to the unprecedent technological advancements. Elucidate your answer with suitable real life examples*
- c. *Read the case given below and answer the questions given at the end of the case Consider this scenario:*

Google, a global technology giant, is acclaimed not only for its groundbreaking innovations like Search, Android, and AI, but also for revolutionizing how companies manage their people. From its early days as a scrappy startup to its current position as a leading multinational conglomerate, Google has consistently championed a human resources philosophy centered around one core belief 'happy employees are productive employees'.

This belief has shaped policies that prioritize employee autonomy, well-being, and continuous development. Google's famous initiatives—such as "20% time" that allows employees to pursue passion projects, and its use of data-driven people analytics—have influenced HR practices across the tech world and beyond. The company has fostered a "Googley" culture defined by openness, collaboration, flat hierarchies, and a strong emphasis on innovation and inclusion.

However, as Google expands globally and matures into a sprawling enterprise, it faces a new challenges. With increasing organizational complexity, market pressures, and public scrutiny, Google must find ways to uphold its cultural DNA while adapting to a changing business environment.

Discussion Questions:

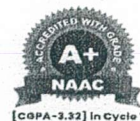
1. *How has Google's HR philosophy contributed to its success? What are the strengths and weaknesses of Google's data-driven approach to HR?*
2. *How can Google maintain its unique culture and HR practices as it continues to grow?*
3. *What are the ethical considerations associated with Google's HR policies?*



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AY 2024-25

Semester: II



Course Code: GM07
Total Marks: 50

Course Name: Marketing Management
Time: 2 hrs 30 mins

Instructions:

Question No. 1:

[10 Marks]

A company is witnessing a decline in sales of its once-popular soft drink brand. Apply the concept of the 'Product Life Cycle' and suggest strategic decisions the company should take at this stage.

Question No. 2:

[10 Marks]

Zomato uses AI to determine surge pricing during peak hours. Analyze how 'Data and AI tools' can be used to dynamically set prices in an e-commerce or service-based platform.

Question No. 3: Solve any Two of below (15 marks each)

[30 Marks]

- I. The Indian Air Conditioner Market including the portable Air conditioner is a rapidly growing sector with projections indicating an increase in revenue and sales volume in coming years. The market was valued at US\$3.38 Billion in 2023 and will grow to US\$11.69 Billion by 2032. Design a 'Marketing Plan' for a company planning to launch a new Portable Air conditioner in Indian market.
- II. Develop a 'Viral Social Media Campaign' for Dove by mapping the 5A's framework (Aware, Appeal, Ask, Act, Advocate).
- III. A company uses micro-targeted ads on social media based on users personal data without clear consent. Analyze the 'Ethical and Legal Implications' of such a strategy and suggest suitable corrective actions.



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Course Code: GM11

Time: 2 hrs 30 mins

Total Marks: 50

Semester: II
Course Name: Supply chain and Logistics Management

- 1) Instructions: All Questions are compulsory.
- 2) The figures to the right indicate marks.
- 3) Scientific calculator is not allowed.

Question No. 1:

[10 Marks]

Following is the inventory data of a manufacturing unit. Categorize the Components in A, Band 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

Question No. 2:

[10 Marks]

Pune-based PuneTech is facing significant order fulfillment delays for its new smart speaker. The core issue is a bottleneck in the supply of a custom-designed chip, sourced solely from a supplier in Taiwan. Global logistics disruptions and increased lead times from this single supplier are causing major production backlogs. This reliance on a single overseas source for a critical component threatens customer satisfaction and Pune Tech's growth. Addressing this supply chain vulnerability is now a top priority.

1. What are the characteristics of good performance metrics pertaining to the current situation?
2. Elaborate the supply chain performance metrics?

Question No. 3: Solve any Two of below (15 marks each)

[30 Marks]

1. Case study on Alpha Electronics

Alpha Electronics is a mid-sized manufacturer of smart home devices such as smart thermostats and lighting systems. As demand increased, the company began facing challenges with inventory management—either running out of crucial components or overstocking others, leading to increased costs and production delays. The company's manual inventory planning system couldn't cope with the complexity of managing thousands of parts and their lead times. Frequent stockouts of microcontrollers and sensors were delaying production, while warehouse space was being consumed by excess low-priority components. Alpha Electronics decided to implement a Material Requirements Planning (MRP) system. The system used data from the bill of materials (BOM), current inventory records, and master production schedules to calculate material requirements.

Implementation Steps:

1. The company standardized its BOMs for all products.
2. Current inventory levels were input into the MRP system.
3. Lead times for each component were established.
4. A master production schedule (MPS) was created based on forecasted demand.
5. The MRP system generated planned order releases for each component.

Questions:

1. What challenges did Alpha Electronics face before implementing the MRP system?
 2. Explain how the MRP system works
 3. Describe the role of the bill of materials (BOM) in MRP.
 4. What could be some limitations of an MRP system?
 5. Suggest one improvement or addition to the MRP system to make it more effective for Alpha Electronics.
2. M/s Unique Carb Tooling Company buys its requirement of component at the rate of Rs. 10 each from a local vendor every quarter. The average monthly requirement of component is 600 nos. 10% extra components are procured to take care of in-process rejection. The procurement cost and inventory carrying cost have been calculated at Rs. 50 per order and 20% of average inventory investment. [10]

Calculate:

- i) Economic Order Quantity to optimize the cost.
- ii) What is the total inventory cost of existing inventory policy?
- iii) How much company can save by switching over EOQ buying inventory policy?

3. "Fashion Forward," a rapidly expanding online apparel retailer based in Pune, initially managed its warehousing and order fulfillment in-house. However, with exponential growth in sales, their small warehouse became overwhelmed, leading to errors in order picking, packing delays, and rising shipping costs. Customer complaints regarding incorrect and late deliveries started to escalate, impacting Fashion Forward's reputation. Recognizing their core competency lay in design marketing, the company is now considering outsourcing its logistics operations to a third-party logistics (3PL) provider. This caselet explores the challenges Fashion Forward faces in its current logistics setup and the potential benefits and considerations of partnering with a 3PL to streamline its supply chain and improve customer satisfaction.

Questions:

1. Explain how logistics management helps organizations gain a competitive advantage.
2. Discuss the role of 3PL.
3. Discuss the concept of 4PL.
4. Where should the "Fashion Forward" go for the third-party logistics.
5. How will you create a scenario of Bull whip effect?

