



PGDM

2021-2023 BATCH

QUESTION PAPERS

SEMESTER-II



**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**  
**KHARGHAR, NAVI MUMBAI**  
**SEMESTER – II END TERM EXAMINATION SCHEDULE**

**PROGRAMME OF**

**PGDM - (GENERAL, MARKETING, FINANCE, OPERATIONS & SCM, BUSINESS ANALYTICS, FIN. TECH, DIGITAL MARKETING & TRANSFORMATION, HUMAN RESOURCE MANAGEMENT, INTERNATIONAL BUSINESS, RETAIL MANAGEMENT & MARKETING AND FINANCIAL MARKETS)**

**BATCH: 2021 – 2023**

The written examination will be conducted in the following order: -

[REVISED & FINAL]

EXAM DATE & DAY	TIME	CRE DIT	SUBJECT	SPECIALISATION
19-04-2022 Tuesday	11am to 12.15pm	FC	Market Research Corporate Finance Optimisation Techniques FinTech in Investment Mgmt. and Robo Advisory Service Operations Management Organizational Behaviour Global Operations Management	PGDM – Marketing, DMT & RMM PGDM – Finance & FM PGDM – BA PGDM – FT PGDM – OPS PGDM – HRM PGDM – IB
			Customer Insights and Relationship Management Website Creation and Web Analytics Security Analysis and Portfolio Management Research Process and Analytics Fixed Income and Forex Markets Supply Chain and Logistics Management Industrial Relations Global Supply Chain and Logistics Management	PGDM – Marketing & RMM PGDM – DMT PGDM – Finance & FM PGDM – BA PGDM – FT PGDM – OPS PGDM – HRM PGDM – IB
21-04-2022 Thursday	11am to 12.15pm	FC	Digital and Social Media Marketing Social Media Marketing Financial and Commodity Derivatives Financial Derivatives Introduction to Machine Learning Business Process Management Learning and Development Export and Import Management Retail Operations	PGDM – Marketing PGDM – DMT PGDM – Finance PGDM – FM PGDM – BA PGDM – OPS PGDM – HRM PGDM – IB PGDM –RMM
	11am to 11.45pm	HC	FinTech Applications	PGDM – FT
22-04-2022 Friday	11am to 12.15pm	FC	Product and Brand Management Brand and Online Reputation Management Project Management HR Planning, Audit, Metrics & HRIS E-commerce	PGDM – Marketing PGDM – DMT PGDM – OPS PGDM – HRM PGDM –RMM
	11am to 11.45pm	HC	Cost and Management Accounting Finance Analytics with Python International Trade Finance Business Data Base	PGDM – Finance & IB PGDM – FT PGDM – FM PGDM – BA
23-04-2022 Saturday	11am to 12.15pm	FC	Integrated Marketing Communication Digital Media Planning, SEO and SEM Buying & Merchandizing	PGDM – Marketing PGDM – DMT PGDM –RMM
	11am to 11.45pm	HC	Research Methodology Analytical Tools	PGDM – Finance, FT, OPS, HRM, IB & FM PGDM – BA
	12.30pm to 01.15pm	HC	Leadership Lab	[PGDM – GEN., MKTG, FIN, OPS, BA, FT, DMT, HRM, IB, RMM & FM]



# SEMESTER – II END TERM EXAMINATION SCHEDULE

**BATCH: 2021 – 2023**

EXAM DATE & DAY	TIME	CRE DIT	SUBJECT	SPECIALISATION
25-04-2022 Monday	11am to 11.45pm	HC	Sales Management Online-user Behaviour and Analytics Financial Products and Services Commodity Markets Design Thinking Digital Analytics Materials Management Performance Management International Trade Retail Sales Management	PGDM – Marketing PGDM – DMT PGDM – Finance PGDM – FM PGDM – FT PGDM – BA PGDM – OPS PGDM – HRM PGDM – IB PGDM –RMM
26-04-2022 Tuesday	11am to 11.45pm	HC	Selling and Customer Handling Strategic Social Selling Sales and Services of Financial Instruments Consultative Selling For Financial Managers Selling Skills for Fintech Selling Skills Service Selling for Managers Employee Sourcing & Recruitment Retail Sales Strategy	PGDM – Marketing PGDM – DMT PGDM – Finance PGDM – FM PGDM – FT PGDM – BA & IB PGDM – OPS PGDM – HRM PGDM –RMM
27-04-2022 Wednesday	11am to 11.45pm	HC	Managerial Communication – 2	[PGDM – GEN., MKTG, FIN, OPS, BA, FT, DMT, HRM, IB, RMM & FM]
	12.15pm to 01.00pm	HC	Forex Markets Corporate Financial Management Talent analytics French – 2 Compensation Management Retail Lab	PGDM – FM PGDM – FT PGDM – BA PGDM – IB PGDM – HRM PGDM – RMM
28-04-2022 Thursday	11am to 11.45pm	HC	Verbal Skills and Quantitative Analysis – 2	[PGDM – GEN., MKTG, FIN, OPS, BA, FT, DMT, HRM, IB, RMM & FM]
	12.15pm to 01.00pm	HC	Digital Sales Funnel Management Financial Risk Management Technical Analysis FinTech Technologies Analytics for Marketing & Sales Foreign Policy Operations Research Competency Mapping Brand Management	PGDM – DMT PGDM – Finance PGDM – FM PGDM – FT PGDM – BA PGDM – IB PGDM – OPS PGDM – HRM PGDM –RMM
29-04-2022 Friday	11am to 11.45pm	HC	Advanced Excel	[PGDM – GEN., MKTG, FIN, OPS, BA, FT, DMT, HRM, IB, RMM & FM]
	12.15pm to 01.00pm	HC	Career Management – 2	[PGDM – GEN., MKTG, FIN, OPS, BA, FT, DMT, HRM, IB, RMM & FM]
30-04-2022 Saturday	11am to 11.45pm	HC	Integrated Digital Marketing Communication Bank Management Financial Instrument Trading Payment Infrastructure and API Analytics in Banking Services Country Profiling and Market Evaluation Mall Management	PGDM – DMT PGDM – Finance PGDM – FM PGDM – FT PGDM – BA PGDM – IB PGDM –RMM
	12.15pm to 01.00pm	HC	Financial Modelling and Simulation RegTech	PGDM – FM PGDM – FT

Kharghar, Navi Mumbai  
13<sup>th</sup> April 2022

*smishna*  
Controller of Examination



# INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialisation – Marketing, DMT & RMM]

**SUBJECT: MARKET RESEARCH**

**[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 1.30 minutes

Max. Marks: 20

Note: This paper is divided into two parts; part A is compulsory. From part B attempt any two questions.

## Part A

Answer the following questions: All Questions are compulsory.

(10 Marks) (CO1)

1. Why is factor analysis called data reduction technique?
2. Give two differences between correlation and regression?
3. Differentiate between factor analysis and cluster analysis?
4. Explain the terms a) cluster centroid b) Eigen values?
5. What is research design?

## Section B

Answer any two questions. All Questions carry equal marks.

(10 Marks)

1. Read the following output on Factor analysis and answer the following questions. (5 marks) (CO3)

### **KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.706
Bartlett's Test of Sphericity    Approx. Chi-Square	359.080
df	21
Sig.	.000

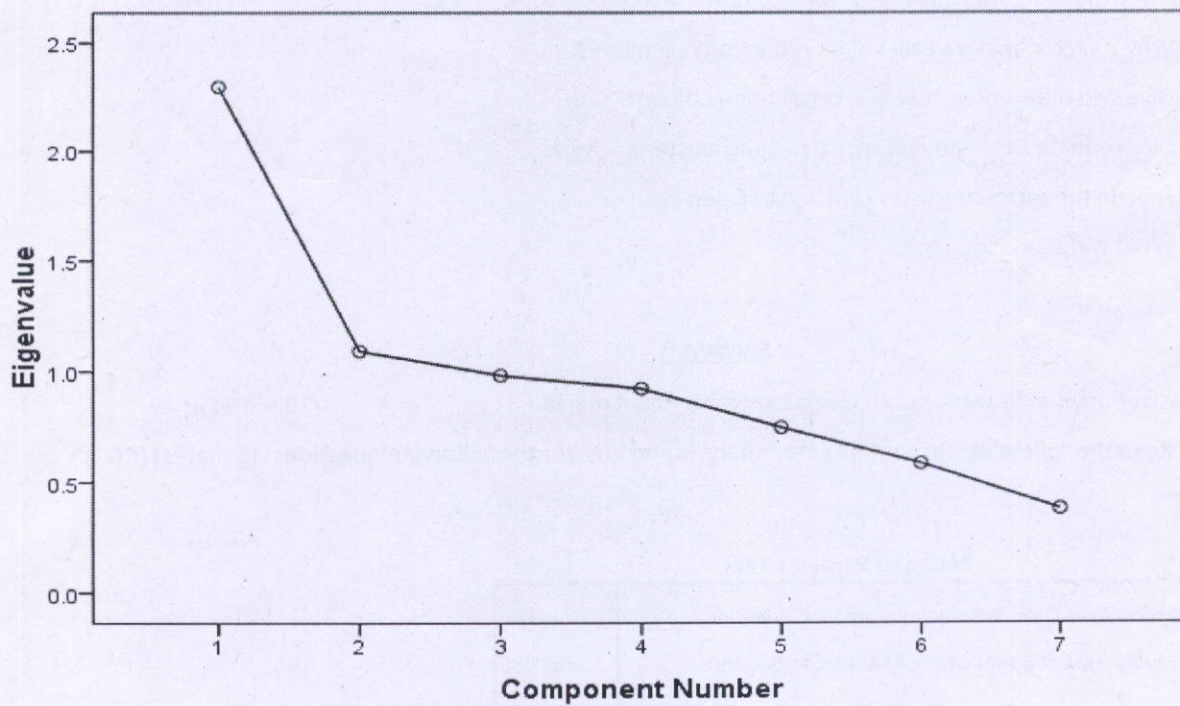


### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.297	32.816	32.816	2.297	32.816	32.816	2.223	31.756	31.756
2	1.091	15.583	48.398	1.091	15.583	48.398	1.165	16.642	48.398
3	.981	14.008	62.406						
4	.920	13.138	75.545						
5	.745	10.646	86.191						
6	.586	8.366	94.557						
7	.381	5.443	100.000						

Extraction Method: Principal Component Analysis.

### Scree Plot



**Rotated Component Matrix<sup>a</sup>**

	Component	
	1	2
Please indicate which of these you have ever done on the Internet: Newsgroup or Chatrooms	.430	.154
Please indicate which of these you have ever done on the Internet: Looked for a job	.081	.784
Please indicate which of these you have ever done on the Internet: Booked trips	.075	.715
Please indicate which of these you have ever done on the Internet: Downloaded picture	.711	.086
Please indicate which of these you have ever done on the Internet: Downloaded audio	.847	.061
Please indicate which of these you have ever done on the Internet: Information about TV show or movie	.416	.058
Please indicate which of these you have ever done on the Internet: Downloaded video	.793	-.038

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

**QUESTIONS:**

- 1: Is the data good enough to conduct factor analysis?
2. How many factors have been extracted ? Why ?
3. Explain the variables in each of the factors ?
4. Create a factor model for each of the factors .
5. What is scree plot ? How many factors are extracted according to scree plot?

**2. Read the output of Regression analysis and answer the following questions (5 Marks) (CO3)**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.128 <sup>a</sup>	.016	.014	.68897	1.975

a. Predictors: (Constant), Recoded Age

b. Dependent Variable: Recoded Education

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.912	1	2.912	6.135	.014 <sup>a</sup>
	Residual	175.633	370	.475		
	Total	178.546	371			

a. Predictors: (Constant), Recoded Age

b. Dependent Variable: Recoded Education



## QUESTIONS

1. Identify the dependent and independent variables and frame the hypothesis?
2. Which hypothesis is accepted? Why?
3. Frame the regression equation and interpret the value of Y when x is 10.

3. Read the output of cluster analysis and answer the following questions. (CO3)(5 marks)

**Final Cluster Centres**

	Cluster	
	1	2
Please indicate which of these you have ever done on the Internet: Newsgroup or Chatrooms	1.34	1.60
Please indicate which of these you have ever done on the Internet: Looked for a job	1.52	1.67
Please indicate which of these you have ever done on the Internet: Booked trips	1.300	1.479
Please indicate which of these you have ever done on the Internet: Downloaded picture	1.01	1.42
Please indicate which of these you have ever done on the Internet: Downloaded audio	1.03	1.83
Please indicate which of these you have ever done on the Internet: Information about TV show or movie	1.18	1.56
Please indicate which of these you have ever done on the Internet: Downloaded video	1.18	1.95

**Number of Cases in each Cluster**

Cluster	1	250.000
	2	121.000
Valid		371.000
Missing		1.000

1. Analyze the variables in each cluster and name them.
2. How many members are there in cluster ?

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# INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialisation – Finance & FM]

**SUBJECT: CORPORATE FINANCE**

**[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 1.30 minutes

Max. Marks: 20

Instruction: Question number 1 is compulsory, answer any two questions from the remaining ones.

1. A company is considering an investment proposal to purchase a machine costing Rs.2,50,000. The machine has a life expectancy of 5 years and no salvage value. The company's Tax Rate is 40%. The firm uses the straight-line method for providing depreciation. The estimated cash flows before tax after depreciation from the machine are as follows: (CO 4) (8 Marks)

Year	Cash flows before tax after depreciation
1	60,000
2	70,000
3	90,000
4	1,00,000
5	1,50,000

From the above information, find out:

- Internal Rate of Return
- Pay back period

2. Write short notes on
- Net Income (NI) Approach
  - Net Operating Income (NOI) Approach

(CO 4) (6 Marks)

OR

2. A simplified income statement of Zenith Ltd. is given below. Calculate & interpret its degree of operating leverage, degree of financial leverage & degree of combined leverage.  
Reformatted Income Statement of Zenith Ltd. For year ended 31<sup>st</sup> March, 2021 (CO 4) (6 Marks)

Sales	10,50,000
Variable Cost	7,67,000
Fixed Cost	75,000
EBIT	2,08,000
Interest	1,10,000
Taxes (30%)	29,400
Net Income	68,000



3. Briefly discuss Gordon's Model of Dividend Policy.

(CO 5) (6 Marks)

OR

3. The following are the details regarding two different companies:

(CO 5) (6 Marks)

Details	Alpha Ltd.	Bauch Ltd.
Internal Rate of Return	15%	5%
Equity Capitalisation Rate	10%	10%
EPS	Rs. 8	Rs. 8

Calculate the value of an equity share for each of the companies applying Walter's dividend model when Dividend Pay-out Ratio is

- a) 25%
- b) 50%
- c) 75%

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# INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialisation – Business Analytics]

**SUBJECT: OPTIMISATION TECHNIQUES**

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 1.15 minutes

Max. Marks: 20

**Instructions:** Attempt questions for 20 marks.

- Use of calculator is allowed, and mobile phones are not allowed.
- Read the question paper carefully before attempting any question.
- Crisp, precise, and bullet-point answers will be appreciated.
- Keywords/terms should be underlined.

## Section A

**Numerical Questions - Attempt any 3 questions from the following (5 marks each = 15 marks):**

[CO-2 & 3]

**Q1.** A firm manufactures two products desk chairs and bookshelves, with help of machinery M1 and labours. To produce one unit of desk chairs 20 machine hrs and 50 labour hrs are required, also to produce one unit of bookshelves 10 machine hrs and 50 labour hrs are required. Machine hrs and labour hrs can be utilised for a maximum of 500 hrs and 300 hrs respectively. Formulate the given problem in the standard form of LPP and solve using the simplex method only. Profit per unit: Desk chair Rs. 50, Bookshelves Rs. 20.

LPP Formulation:

$X_1$  = No. of units of desk chairs

$X_2$  = No. of units of bookshelves

Max.  $Z = 50X_1 + 20X_2$

Subject to constraints:

$20X_1 + 10X_2 \leq 500$  ..... Machine hrs

$50X_1 + 50X_2 \leq 300$  ..... Labour hrs

$X_1, X_2 \geq 0$

**Q2.** A company is transporting its units from three factories F1, F2, and F3 to four warehouses W1, W2, W3 and W4. The supply and demand of units with transportation costs per unit (in Rs.) are given below:

Plants	Warehouse				Supply in units
	W1	W2	W3	W4	
F1	7	8	5	2	14
F2	5	10	4	9	20
F3	2	7	6	9	16
Demand in units	15	10	12	13	50

- (i) Find an Initial Feasible Solution (IFS) using Vogel's approximation method.  
 (ii) Test IFS for optimality using MODI method and find an optimal solution. [CO-2,3 & 4]



**Q3.** In a factory, there are 5 Employees, and 5 jobs are to be done on a one-to-one basis. Time required (in Minutes) is given for each Employee-Job combination. Find optimal Assignment of Employees & Jobs to minimize total time. [CO-2 & 3]

Employee	Time (in minutes)				
	Job				
	A	B	C	D	E
I	160	130	175	190	200
II	135	120	130	160	175
III	140	110	155	170	185
IV	50	50	80	80	110
V	55	35	70	80	105

**Q4.** A small project consists of the following activities. [CO-2,3 & 4]

Activity	Preceding activity	Time(days)
A	-	4
B	-	5
C	-	7
D	A	6
E	B	7
F	C	6
G	D	5
H	E	8
I	F	5

Draw a network diagram and find the critical path and project completion time.

OR

**Q4.** A small project consists of seven activities, details of the project are as follows:

Activity	Time Estimates (days)		
	Optimistic $t_o$	Most Likely $t_m$	Pessimistic $t_p$
1-2	2	4	6
1-3	3	6	9
2-3	1	4	7
2-4	2	3	4
3-5	1	3	5
4-6	1	1	1
5-6	1	2	3

- Draw a project network diagram and find a critical path along with the project completion time.
- Tabulate Variance and expected project completion time.
- Find the probability of project completion in 15 days.

**Q5.** In a small town, there are two stores, ABC and XYZ, which handle sundry goods. The total number of customers is equally divided between the two, as the price and quality of goods sold are equal. Both stores have an equally good reputation in the community and can render equally good customer service. Assume that the gain of customers by ABC is a loss to XYZ and vice versa. Both stores plan to run an annual pre-Diwali sale during the first week of November. Sales are advertised through the local newspaper, radio, and television media. With the aid of the advertising firm, store ABC has constructed the game matrix as given in table. [CO-2,3 & 4]

Strategy of ABC	Strategy of XYZ		
	Newspaper	Radio	Television
Newspaper	30	40	-80
Radio	0	15	-20
Television	90	20	50

Determine the optimal strategies for both ABC and XYZ using the dominance rule and find the value of the game using any one method out of three methods.



## Section B

**Attempt any one question from the following (5 marks):**

- a) Explain slack, surplus, and artificial variables in simplex. How can you identify an optimal solution in the simplex method for the minimization problem? [CO-3]
- b) Explain the algorithm of the Hungarian method to solve an assignment problem. [CO-3 & 4]
- c) Explain the algorithm of the modified distribution method to obtain an optimal solution to a transportation problem. [CO-3 & 4]
- d) Explain – normal time and cost, and crash time and cost in project crashing. Explain the steps involved in project crashing. [CO-3 & 4]
- e) What is your understanding of a zero-sum game? Explain the concept of the saddle point, and what are the advantages and limitations of the graphical method in game theory? [CO-3 & 4]

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# INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Fintech]

**SUBJECT: FINTECH IN INVESTMENT MANAGEMENT AND ROBO ADVISORY**

**[TERM END EXAMINATION APRIL - 2022]**

**Max. Duration: 1.30 minutes**

**Max. Marks: 20**

**Instruction:** All questions are mandatory.

1. Mr. X knows that in the spot market, price of stock ABC is definitely going to go up. He has recently read about futures and options contracts and wants your suggestion on what strategy he should adopt for stock ABC. As the spot price is definitely going to rise sharply, suggest him two appropriate strategies out of six given below. Also, provide brief justification. **(CO-2) (5 Marks)**

- a) Buy Call,      b) Sell Call,      c) Buy Put,      d) Sell Put,      e) Buy Futures and      f) Sell Futures

2. Investment of a client was handled by a PMS provider for 5 years. During these 5 years the client kept on investing into the fund at the beginning of each year Rupees, 50 Lakhs, 30 Lakhs; 20 Lakhs; 15 Lakhs and 10 Lakhs, and the accumulated fund generated 35%, -8%, -5%, 25%, 20%, at the end of each of the 5 years. The client expected a net return after tax of 12% p.a. on his entire investments by the end of 5 years. The average tax that the client could attract is 15%. The average rate of return on the relevant benchmark was 15% with a standard deviation of 12% with risk free rate of 6% during the same 5 years. **(CO-3) (7 Marks)**

- a) What is time weighted rate of return of 5 year investment?  
b) Using Arithmetic Mean for comparison, what is the ratio of excess return of the investment to its total risk?

3. Mr. X is a 45-year single earning member of his family with a good income. He is saving for different financial goals, some of which are due for funding now. He has a home loan and a car loan that he is servicing. **(CO-4) (8 Marks)**

a) How would you best categorize Mr. X's risk profile? **(2 Marks)**

- I. Conservative      II. Moderate  
III. Liquidity seeker      IV. Aggressive

b) What are the assets that will be most suitable for Mr. X given his situation? **(3 Marks)**

- I. Primarily growth with some income-oriented assets      II. Primarily liquid assets  
III. Primarily growth assets      IV. Combination of liquid and income-oriented assets

c) Mr X has to park the funds from fixed deposits that have matured for a short period till it will be used for his daughter's education. What will you suggest as a suitable investment option? **(3 Marks)**

- I. Large-cap equity, to capture growth but with lower risk  
II. Current account, to enable liquidity  
III. Alternative investments, to increase the corpus  
IV. Short-term fixed deposit, to ensure liquidity and some returns

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# INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialisation – Operations & SCM]

**SUBJECT: SERVICE OPERATIONS MANAGEMENT**

**[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 1.30 minutes

Max. Marks: 20

**Note: All 5 Questions are compulsory (5\*4=20 marks)**

## **Case study on Amazon Services**

The payment gateway of Amazon takes in the account the debit card or credit card information of the end user who would place an order for a product. Netscape Secure Commerce Server is a vibrant tool that is used by Amazon with the help of the secure socket layer in order to store the banking information. These data are not made accessible over internet thus paving way for high confidentiality and protection of customer data. The company also provide customer an option of making a part amount of the payment online and rest through the telecommunications post order. Legal as well as privacy policies are being communicated to the users at this stage thus ensuring that the trust component of customers is being increased.

Yet another important part of Amazon CRM is the integration of logistics systems with that of the customer contact information. Customers could track the progress of the shipping through logging in to the Amazon website and entering a unique identity order number; this enhances the confidence amongst the customers by offering tangibility in the services. At any point of time the customers could be able to know the status of the product. Each one of the marketing strategies of Amazon reflects in the behaviour preferences. Amazon also offers an incentive marketing program in order to gain more customers and business to its website. Amazon uses incentive marketing as a tool for collecting customer information which is used both for the marketing activities of the organization and also sold out to other pertinent layers for a particular fee. Virtual storefronts have been the interface which has attracts n number of customers to the website of Amazon. Through virtual storefronts Amazon h s been able to enhance the retention of the existing customers as well as increase the word-of-mouth marketing through gaining customer loyalty.

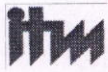
Customers value the importance offered by Amazon towards them as the company has ensured to take all the opportunities to understand the changing preferences and expectations. Employees of Amazon are satisfied with the work as the ERP packages offers what is being expected from each one of the end users working in for marketing, sales and administration of the business process. The role of automated warehouses is appreciable as the user interface through which the employees interact with the customers is commendable in the case of Amazon. Amidst interactions with the customers Amazon uses the cloud computing. The AWS product of the company has not only acted as product but as a tool behind the successful integration and management of information systems

## **Questions:**

1. Summarize how amazon provides superior services to the customer. (4 marks) (CO2)
2. What are the security controls provides by amazon? (4 marks) (CO2)
3. How does CRM help amazon to provide better service? How the service can be enhanced henceforth. (4 marks) (CO4)
4. What is your opinion on integration of website operations with social networking? (4 marks) (CO2)
5. What are benefits reaped by Amazon using ERP packages? What are other technologies used for state-of-the-art infrastructure? (4 marks) (CO2)

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# INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialisation – Marketing & RMM]

## SUBJECT: CUSTOMER INSIGHTS & RELATIONSHIP MANAGEMENT

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 1.15 minutes

Max. Marks: 20

**Note: Question 1 is compulsory (10 marks)**

Q1. Understanding that parenting is an uplifting and rewarding experience. Pampers has launched its latest campaign 'ItTakes2'.



As a viewer, how will you interpret the above print advertisement. Discuss how the brand has used Perception to change the mindset.

(CO3)

OR

Gillette, a razor brand, inspired men in India to embrace a more equal world with its Shaving Stereotypes campaign. Gillette knew that much of its target audience had been brought up on centuries-old notions of masculinity and believed men to be superior to women. Gillette chose to highlight the inherent gender stereotypes in India and help society as a whole to reject such notions. By encouraging men to shave away "stereotypes" that prevent them from being the best versions of themselves, Gillette inspired them to embrace a more equal world. Gillette decided to shift focus from male aspiration to male responsibility – a shared responsibility to undo stereotypes that stop men from making society more gender equal. Gillette had to create cracks in centuries-old 'traditions' and bring about a change in a strongly patriarchal belief system that has remained unchanged. For this campaign, Gillette actively chose to communicate to people at large, since people as a whole shape culture, and culture impacts how men treat women. To create a society that is more gender equal, Gillette decided to inspire the men of tomorrow and the culture they grow up in, to be more vocal in rejecting gender bias. And who better to inspire new thinking than the true story of two girls from Banwari Tola, a backward village in India, who challenged deep-rooted stereotypes by taking over their father's barbershop, a role solely reserved for men. Because blades, unlike people, don't know the difference between a boy and a girl.



This was the first time in India that a men's brand featured women as protagonists of its campaign and demonstrated the importance of having positive role models for the next generation of men. The film received 53m views, the campaign engaged over 100 million people and brand conversations increased by 700%.

What core Indian cultural beliefs and customs are addressed and shifted through this campaign by Gillette.  
Answer by taking insights from Hofstede's Cultural values. (CO3)

**Q2. Attempt any 4 short notes. Each question carries 2.5 marks (CO2) 10 marks**

1. Classical Conditioning theory in Learning
2. Opinion leader
3. Transaction vs Relationship Marketing
4. Five levels of Customer Lifecycle
5. Trait Theory of Personality

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT****(ITM BUSINESS SCHOOL – NAVI MUMBAI)****PGDM 2021-2023 BATCH****[Specialisation – Digital Marketing & Transformation]****SUBJECT: WEBSITE CREATION AND WEB ANALYTICS****[TERM END EXAMINATION APRIL – 2022]****Max. Duration: 1.15 minutes****Max. Marks: 20****Section -01: Website Creation**

Q1) ABC Educational institute wants to setup a website in HTML, where they want to add different CSS styling sheets. Explain various ways to include different types of CSS in their HTML website with examples. (5Marks) [C0-1]

Q2) A start-up ecommerce company wanted to have digital presence. Suggest platforms to create website for the firm. Also suggest theme, plugins and payments gateways to build an ecommerce website for the same. (5 Marks) [C0-2]

**Section -02: Website Analytics**

**1. Google Analytics can only recognize returning users on websites, not on mobile apps.**

**(1Mark) [C0-3]**

- a. True
- b. False

**2.The largest potential impact on data accuracy in Google Analytics comes from: (1Mark) [C0-4]**

- a) None of these
- b) No Script
- c) users deleting or blocking Google Analytics cookies
- d) Firefox's Ad block

**3.Which page should the tracking code be installed to?**

**(1Mark) [C0-4]**

- a) Index Page
- b) Mobile Pages
- c) E-commerce Pages
- d) ALL Pages

**4. A page tag, called the Google Analytics Tracking Code is a snippet of \_\_\_\_\_ code. (1Mark) [C0-6]**

- a) PHP Script
- b) DotNetScript
- c) HTML Script
- d) JavaScript

**5.CTR is short for?**

**(1Mark) [C0-2]**

- a. Customer Trending Report
- b. Check The Reports
- c. Click Through Ratio
- d. Click Through Rate



**6.What is the set of rules that determines how sales and conversions get credited based on touch-points in the conversion path?** (1Mark) [C0-6]

- a) Channel Groupings
- b) Attribution modelling
- c) Multi-Channel Funnels
- d) Conversion tracking

**7.Which of the following attribution models would be useful for evaluating ads and campaigns that are designed to create initial awareness about a brand?** (1Mark) [C0-4]

- a) Last Click Attribution Model
- b) Linear Attribution Model
- c) First Click Attribution Model
- d) Last Non-Direct Click model

**8.Which query will give the list of web pages indexed by a particular search engine on given domain?** (1Mark) [C0-2]

- a) list:http://www.websitename.com
- b) link:http://www.websitename.com
- c) site:http://www.websitename.com
- d) webpage:http://www.websitename.com

**9.What is anchor text?** (1Mark) [C0-2]

- a) The text within the left or top panel of a web page
- b) It is the main body of text on a particular web page
- c) It is the visible text that is hyperlinked to another page
- d) None of the Above

**10.What is Google using to crawl a website??** (1Mark) [C0-4]

- a) Bugs
- b) Spiders
- c) Pigeons
- d) Softwares

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# INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialisation – Finance & FM]

## SUBJECT: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

[TERM END EXAMINATION APRIL – 2022]

Max. Duration: 1.15 minutes

Max. Marks: 20

**Note: All Questions are compulsory. Workings should form part of your answer**

Q1. An investor has decided to invest Rs.100,000 in the shares of two companies, namely, ABC and XYZ. The projections of returns from the shares of the two companies along with their probabilities are as follows:

Probability	ABC (%)	XYZ (%)
0.20	12	16
0.25	14	10
0.25	-7	28
0.30	28	-2

You are required to:

- Assess the return and risk of investment in individual shares
- Determine the coefficient of correlation between these two securities.
- Determine the proportion of each of the above shares to formulate a minimum risk portfolio.
- Evaluate the risk and return of a portfolio of these shares invested in the proportion as calculated in part (iii) above.

8 Marks (CO4)

Q2. (a) The following data are available for a bond

Face value Rs. 1,000  
Coupon Rate 16%  
Years to Maturity 6  
Redemption value Rs. 1,000  
Yield to maturity 17%

Examine the current market price, duration and Modified Duration of this bond? Analyse the percentage change in market price, if increase in required yield is by 75 basis points.

6 Marks (CO3)

OR

Q2. (b) Examine the risks associated with Bonds.

6 Marks (CO3)

Q3. (a) Consider the following information of three portfolios managers for a 5-year period:

	Mean return (%)	Standard deviation (%)	Beta
Warren	14	9	0.80
Tony	17	14	1.25
Gates	15	10	0.90

If the mean market return for the same period was 16% and mean risk-free rate was 10%, Evaluate and rank the performance of each of the portfolio managers using:

- Jensen index;
- Reward to volatility ratio; and
- Reward to variability ratio

6 Marks (CO5)

OR

Q3. (b) Explain Portfolio Evaluation and appraise its techniques in detail.

6 Marks (CO5)

**ALL THE BEST!!**





# INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialisation – Business Analytics]

## SUBJECT: RESEARCH PROCESS & ANALYTICS

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 1.15 minutes

Max. Marks: 20

Note: A. Calculators are permitted B. New question should be started on new page.

**Q1** A study of the effect of caffeine on muscle metabolism used (10 marks)  
Eighteen male volunteers who each underwent arm exercise tests. Nine of the men were randomly selected to take a capsule containing pure caffeine one hour before the test. The other men received a placebo capsule. During each exercise the subject's respiratory exchange ratio (RER) was measured. (RER is the ratio of CO<sub>2</sub> produced to O<sub>2</sub> consumed and is an indicator of whether energy is being obtained from carbohydrates or fats). The question of interest to the experimenter was whether, on average, caffeine changes RER. The two populations being compared are "men who have not taken caffeine" and "men who have taken caffeine". The spss output showed the following:  
**T-Test**

### Group Statistics

GROUP		N	Mean	Std. Deviation	Std. Error Mean
RER	Placebo	9	100.5556	7.6992	2.5664
	Caffeine	9	94.2222	5.6075	1.8692

### Independent Samples Test

		Levene's Test for equality of Variances		t-test for Equality of Means					
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference Lower Upper
RER	Equal variance assumed	.197	.663	1.995	16	.063	6.3333	3.1749	-.3972 13.0639
	Equal variance not assumed			1.995	14.624	.065	6.3333	3.1749	-.4491 13.1158

1. What are the conditions to use independent t test? (CO2- 2 Marks)
2. Frame the necessary hypothesis (null and alternate) for the study. (CO5-2 Marks)
3. What is the significance value of the test result ? (CO4-2 Marks)
4. Comment on acceptance/rejection of hypothesis (CO4-2 Marks)
5. Comment on the result. (CO3-1 Mark)
6. Explain the relevance of statistical test used in this case with another example. (CO5-1 Mark)

**Q2** Write short notes (Any 2). Explain with relevant examples (10 Marks) (CO1-5 & CO2-5 Marks)

1. Exploratory Research and Descriptive Research
2. Systematic Sampling and Stratified Sampling
3. Survey and Observation methods of data collection

Best of Luck





# INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialisation – FINTECH]

## SUBJECT: FIXED INCOME AND FOREX MARKETS

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 1.15 minutes

Max. Marks: 20

**Notes:** All questions are mandatory.

### 1. Answer/Solve any 1 of the following. (CO-2)

(8 Marks)

- a) Answer both the following.
  - (i) Distinguish between Duration and Convexity? Which of these measures is more reliable?
  - (ii) Explain Parallel Shift in Yield Curve?
- b) A 7 year, 10% annual pay bond has a par value of Rs.1000. What would this be trading for if it were being priced to yield 13% at an annual rate?

### 2. Answer/Solve any 1 of the following. (CO-3)

(5 Marks)

- a) If EURUSD is 1.0829/0842 and AUDUSD is 0.6031/6039. You are required to compute Bid and Ask rates for EURAUD.
- b) What are the major factors affecting Foreign Exchange Rate Determination? Explain each briefly.

### 3. Answer/Solve any 1 of the following. (CO-4)

(7 Marks)

- a) Compute if there is any arbitrage opportunity between two markets:  
 Interest Rates: Mumbai: 6.45%/ 7.15%  
 Interest Rates: New York: 2%/2.5%  
 USDINR SPOT: 75.2315/2338  
 3-month Forward: 75.4653/4671

Give your strategy of investing in this market.

- b) Answer both the following.
  - (i) What do you understand by TT Rates and Bill Rates? Explain
  - (ii) Who are hedgers, speculators and arbitrageurs in Forex Markets?

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# INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialisation – Operations & SCM]

## SUBJECT: SUPPLY CHAIN & LOGISTICS MANAGEMENT

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 1.15 minutes

Max. Marks: 20

### Case Study : Zara: Apparel Manufacturing and Retail

Zara is a chain of fashion stores owned by Inditex, Spain's largest apparel manufacturer and retailer. In 2009, Inditex reported sales of about 11 billion euros from more than 4,700 retail outlets in about 76 countries. In an industry in which customer demand is fickle, Zara has grown rapidly with a strategy to be highly responsive to changing trends with affordable prices. Whereas design-to-sales cycle times in the apparel industry have traditionally averaged more than six months, Zara has achieved cycle times of four to six weeks. This speed allows Zara to introduce new designs every week and to change 75 percent of its merchandise display every three to four weeks. Thus, Zara's products on display match customer preferences much more closely than the competition. The result is that Zara sells most of its products at full price and has about half the markdowns in its stores compared to the competition.

Zara manufactures its apparel using a combination of flexible and quick sources in Europe (mostly Portugal and Spain) and low-cost sources in Asia. This contrasts with most apparel manufacturers, who have moved most of their manufacturing to Asia. About 40 percent of the manufacturing capacity is owned by Inditex, with the rest outsourced. Products with highly uncertain demand are sourced out of Europe, whereas products that are more predictable are sourced from its Asian locations. More than 40 percent of its finished-goods purchases and most of its in-house production occur after the sales season starts. This compares with less than 20 percent production after the start of a sales season for a typical retailer. This responsiveness and the postponement of decisions until after trends are known allow Zara to reduce inventories and forecast error. Zara has also invested heavily in information technology to ensure that the latest sales data are available to drive replenishment and production decisions.

In 2009, Inditex distributed to stores all over the world from eight distribution centers located in Spain. The group claimed an average delivery time of 24 hours for European stores and up to a maximum of 48 hours for stores in America or Asia from the time the order was received in the distribution center (DC) to the time it was delivered to the stores. Shipments from the DCs to stores were made several times a week. This allowed store inventory to closely match customer demand.

The following questions raise supply chain issues that are central to Zara's strategy and success:

**All 5 questions are compulsory.**

**(5\*4= 20 marks)**

1. What advantage does Zara gain against the competition by having a very responsive supply chain?  
( 4 marks ) ( CO1)
2. Why has Inditex chosen to have both in-house manufacturing and outsourced manufacturing? Why has Inditex maintained manufacturing capacity in Europe even though manufacturing in Asia is much cheaper?  
( 4 marks ) (CO4)
3. Why does Zara source products with uncertain demand from local manufacturers and products with predictable demand from Asian manufacturers?  
(4 marks ) ( CO5)
4. What advantage does Zara gain from replenishing its stores multiple times a week compared to a less frequent schedule? How does the frequency of replenishment affect the design of its distribution system?  
(4 marks ) ( CO4)
5. Do you think Zara's responsive replenishment infrastructure is better suited for online sales or retail sales?  
( 4 marks ) ( CO4)

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialisation – Marketing]

**SUBJECT: DIGITAL AND SOCIAL MEDIA MARKETING**[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 1.15 minutes

Max. Marks: 20

**Note: All questions are compulsory.****Shriram City Two-Wheeler Loan**

**Background** - Buying a Two-wheeler of a choice with the help of Two-Wheeler loan in a quick and hassle-free manner has always been preferred choice by Indian middle-class customers. Shriram City specialize in providing tailor-made Two-Wheeler financing solutions to fulfil their dreams. Shriram City provides up to 100%\* financing of the On-Road price of the bike of customers choice. Shriram City has a nationwide presence in Scooter and Motorcycle showrooms as their preferred financing partner. Shriram City company executives are available with dedication, who are working hard to make customers' two-wheeler dream come true. Shriram City has a presence in more than 1000 locations and number is growing, the majority of these branches are present in Tier 2 & below.

**Audience** – Shriram Group is a household name in states like Tamil Nadu & Andhra Pradesh and most part of South India. Shriram City has maximum market-share when it comes to rural part of south and western part of India. Shriram City hold very strong presence in rural segment market with economy & commuter bike segments. Which is also highest selling in bike segment in India. Shriram City Union Finance is India's largest Two-Wheeler financier by the volume of bikes financed. In the month of Nov-2021 Shriram City Union Finance on Monday announced that it has crossed the milestone of one crore customers in two-wheeler financing.

**Previous Learnings** – Shriram City Union Finance has always struggled in in Urban Markets due to the strong presence of Banks as it cannot compete with the interest rate provided by the Banks. And entire service-class customer segment with good banking habits always attracted towards banks. Contrary, Shriram City has a strong presence in Tier-2, 3 & Non-Tier Cities. Also holds significant market-share in Rural Market. Traditionally Shriram City has been a media shy company and has always maintained a low media profile. In this new age company intends to break away from that image.

**Action** - The Shriram City brand has started its presence across digital platforms and they're getting mix response on social media. They intent to increase their digital footprints & engagement on social media. Also, with digital platforms Shriram City intends to acquire the new customers through digital acquisition which will full-fill the growing needs for leads to all the branches.

**Questions**

1. Based on the above media brief define Consumer Persona for the Shriram City Two-Wheeler Loan. (5M)
2. Based on the previous learning prepare a Social Media Strategy for Shriram City Two-Wheeler Loan. (5M)
3. Based on the entire digital brief prepare Google Ads plan for the Shriram City Two-Wheeler Loan. (5M)
  - i. Keyword Strategy & Types of Keywords Used
  - ii. Targeted Locations with detailed explanation.
  - iii. Communication Strategy with examples of Google Ad Copies.



**Multiple Choice Questions:**

1. What does SERP mean?
  - a) Stop eating rice pudding
  - b) search engine results page
  - c) search engine resource page
  - d) search engine resource program
2. What is Google using to crawl a website?
  - a. Bugs
  - b. Spiders
  - c. Pigeons
  - d. Software's
3. What is CTR?
  - a. Cost Through Rate
  - b. Click Table Rate
  - c. Click Through Rate
  - d. Cost Table Rate
4. Which is not a keyword type in Google Ads?
  - a. Phrase Match
  - b. Negative Match
  - c. Broad Match
  - d. Common Match
5. What does CTA mean?
  - a. Call to Action
  - b. Call to Act
  - c. Call to Acquisition
  - d. Call to Acquire

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# INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialisation – Digital Marketing & Transformation]

**SUBJECT: SOCIAL MEDIA MARKETING**

**TERM END EXAMINATION APRIL - 2022**

Max. Duration: 1.15 minutes

Max. Marks: 20

**Note: All questions are compulsory.**

Q1) Explain Social Media Mind Map? (5 marks)[C0-4 ]

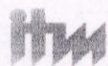
Q2) What is Social Media Audit? Explain how to perform Social Media Audit? (5 marks)[ C0-3 ]

Q3) XYZ company is coming up with a new product (**Detergent powder**) under their brand name. They want to advertise on Facebook to derive awareness about this new product.

Assuming yourself as the brand manager of this new product explain/elaborate how you would setup a campaign on Facebook to achieve this goal of the company? Give a detailed campaign structure explaining all the necessary key points? (10 marks)[CO-5]

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialisation – Finance]

**SUBJECT: FINANCIAL AND COMMODITY DERIVATIVES****[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 1.15 minutes

Max. Marks: 20

**Note: All questions are compulsory, each question carries five marks.**

- 1) A stock is trading at spot price of Rs. 60 and it is expected to go up by 40% and down by 20% over the next one year. Calculate the value of call option using binomial option pricing model. Assume that the call option has strike price of Rs. 50 and risk-free rate is 12%. **(CO 2, CO 4)**
- 2) An investor prepares a strategy wherein he buys a call option for an equity underlying which is currently trading at Rs. 900. He buys a European Call Option with a strike price of 900 which is currently trading at a premium of Rs. 80 and he sells a European Call option with a strike price of 950 which is currently trading at Rs. 30. The lot size of the call option is 250. What is this derivative strategy called? Prepare a pay-off diagram for the trader. Calculate profit or loss if expiry happens at Rs. 970. **(CO2, CO 3)**
- 3) The stock of XYZ Corporation is trading for Rs.75. A 3-month call option with an exercise price of Rs. 75 is selling for Rs. 4.50 and a 3-month put of Rs.75 is selling for Rs. 3.80. The risk-free rate is 5%. Calculate the no-arbitrage price of the put option and illustrate how the violation of put-call parity can be exploited to earn arbitrage profits. **(CO3, CO 4)**
- 4) Mr. Jones expects to have a surplus of Rs. 25 million after 3 months from now. He intends to park the surplus funds in 6-month deposit currently giving a rate of 4.5%. However, in order to protect his investment against falling interest rates, he is planning to use 3 x 9 FRA available at a rate of 4.25%. What action will Mr. Jones take to hedge his position using FRA? Assuming Mr. Jones has hedged his position with FRA, you are required to compute annualized return if on expiry of the FRA the 6-month rate interest rate is 3.75%. **(CO2, CO3)**

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# INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialisation – Business Analytics]

## SUBJECT: INTRODUCTION TO MACHINE LEARNING

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 1.15 minutes

Max. Marks: 20

**Note:** A. Calculators are permitted B. New question should be started on new page.

### Q 1 Case/numerical/situation-based question etc. ....(10 marks)

1. A manufactures of metal pistol finds that on a avg 12 % of his pistols are success because they are either oversize or undersize. What is the probability that a batch of 10 pistols will contain –

- a. - No more than 2 reject  
b. - At least 2 reject

( CO2- 2 Mark)

2. Evaluation Metric for Classification given below

		Loan Status ( Actual )		
		Good	Bad	Grand Total
Predict ( Model )	Good	6745	193	6938
	Bad	13	49	62
	Grand Total	6758	242	7000

a. Accuracy also do Interpretation

b. Sensitivity, Specificity also do Interpretation

(CO5-2 Mark)

3. Missing value is present in dataset without outlier as data given below

(CO4-2 Mark)

hp	drat	wt	qsec
110.0	3.578	2.620	16.46
110.0	3.900	2.875	17.02
93.0	3.578	2.320	18.61
NaN	3.080	3.215	19.44
175.0	3.150	NaN	17.02
105.0	2.760	NaN	20.22
245.0	3.210	NaN	15.84
62.0	3.690	NaN	20.00

Do the Treatment of Missing value based on best suitable method?



4. Perform Dummies Concept on Categorical data as dataset given below (CO4-2 Mark)

	Gender	Martial_Status
0	Female	Single
1	Male	Married
2	Male	Divorce
3	Female	Married

5. Different between T- Test & ANOVA Test (CO3-1 Mark)

6. Describe the Use of PCA & Its Advantages (CO5-1 Mark)

**Q2 Write short notes (Any 2). Explain with relevant examples (10 Marks). (CO1- 2.5 Mark , CO2-2.5 Mark).**

1. Acme toy co. prints baseball cards. The company claims that 30% of the cards are rookies; 60% veteran but not all stars & 10% are veteran All-stars suppose a all random sample of 100 cards has 50 rookies , 45 veterans & 5 all-stars. Is this consistent with Acme's claims? Use 0.05 level of significance. ( Table value = 5.991)
2. Our counseling center on campus is concerned that most student requiring therapy do not take advantage of this service. Right now students attend only 4.6 session in a given year. Administration is considering having patient sign a contract stating that they will attend 10 session in a academic year.

3.

Number of Attended Therapy Session
6
6
12
7
8

Does signing the contract actually differ in participation / attendance? Use 5% LOS. ( Table value = 2.776 )

4. Marie is getting married tomorrow, at an outdoor ceremony in the desert. In recent years, it has rained only 5 days each year. Unfortunately, the weatherman has predicted rain for tomorrow. When it actually rains, the weatherman correctly forecasts rain 90% of the time. When it doesn't rain, he incorrectly forecasts rain 10% of the time. What is the probability that it will rain on the day of Marie's wedding?

**Best of Luck**



**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT****(ITM BUSINESS SCHOOL – NAVI MUMBAI)****PGDM 2021-2023 BATCH****[Specialisation – Operations & SCM]****SUBJECT: BUSINESS PROCESS MANAGEMENT****[TERM END EXAMINATION APRIL - 2022]****Max. Duration: 1.15 minutes****Max. Marks: 20****Note: Read the following case study and answer the questions given below.****Case study- Business Process Transformation Strategy - Amazon India**

Under Bezos's leadership, Amazon identified India as a strategic market as early as 2013. Amazon's India story is rooted in Bengaluru. Agarwal, who is a close friend of Bezos, came here in 2004 and started with a handful of software development engineers. He recalled the team was writing code huddled in a tiny office space in Bengaluru. "Imagine a typical scrappy Bengaluru start-up, looking to make a difference," said Agarwal recently. "The company drew on the talent in this city," he said. Amazon has so far committed over \$6.5 billion to the India market. It has been scaling up its investments in the country at a time when the Seattle-headquartered firm had signed off from China.

Indeed, only 7 per cent of the \$1.2-trillion Indian retail market is online, and Amazon and its rivals including Walmart-owned Flipkart and Reliance's Jio-Mart are aggressively eyeing the remaining 93 per cent. The market opportunities for online commerce in the country are also expected to touch \$200 billion by 2028 from \$30 billion in 2018.

Industry insiders said this move gave a sneak peek into the business strategy that Amazon is betting on to take on rivals such as Walmart-owned Flipkart and Reliance's e-commerce venture JioMart by merging online and offline retail. These include millions of kirana and local store owners across the country that Amazon and Flipkart are wooing.

Not only online retail, under Bezos, Amazon has also forayed into other big sectors including web services, education, digital payments, video and music streaming and delivery of food and medicine. The company launched Amazon Academy to cater to students preparing for the JEE (Joint Entrance Examination) for entrance to engineering colleges. The move would enable it to take on top edtech companies such as Byju's, Unacademy, Vedantu and traditional education institutes and tap country's \$180-billion education sector which has gone online to adapt to the new reality.

Last year Amazon forayed into food delivery which puts it in direct competition with established local players including Tencent-backed Swiggy and Alibaba-backed Zomato. It also forayed into the online medicine segment and launched Amazon Pharmacy. This puts it in direct competition with established local players including NetMeds, 1mg, PharmEasy and Medlife. The Covid-19 pandemic has accelerated the adoption of e-commerce and tech by consumers and small and medium businesses. The payments arm of Amazon competes with rivals Walmart-owned PhonePe, Alibaba-backed Paytm, and Google's mobile payment service Google Pay. Amazon Pay revenue grew 64% to Rs 1,370 crore, losses increase 61%.

Amazon announced that the company plans to invest \$1 billion to help bring 10 million traders and micro, small, and medium enterprises (MSMEs) across India online, enabling \$10 billion in cumulative exports by 2025. The firm also said it planned to create 1 million jobs in India by 2025 through continued investments in technology, infrastructure, and its logistics network. Any enterprise including MSME can register on Amazon portal and explore world markets.



Amazon is eyeing to tap multiple sectors in the country ranging from insurance, wealth management to credit through its digital payments arm Amazon Pay. The Jeff Bezos-led firm is also making inroads in India's booming digital payments market. The company had partnered with Acko General Insurance to offer insurance for two-wheelers as well as four-wheelers. It had also launched Covid-19 health insurance to all its sellers in the country.

Amazon Pay launched 'Amazon Pay Later', a service that extends a virtual line of credit to eligible customers. It partnered with digital lender Capital Float and The Karur Vysya Bank (KVB) for this. Amazon also recently partnered with 'Indian Railway Catering and Tourism Corporation' (IRCTC), to provide its customers with the facility to book reserved train tickets on Amazon.

However, Bezos' transition comes at a time when Amazon is locked in an intense legal battle with Kishore Biyani-headed Future Group for the retail conglomerate's \$3.4 billion deal with Reliance Industries. The Delhi High Court asked Future Retail Ltd (FRL) to maintain the status quo with respect to its deal with Reliance Retail. In August 2020, the Future group struck a \$3.4-billion asset sale deal with RIL. Amazon then sent a legal notice to Future, alleging the retailer's deal breached an agreement with the American e-commerce firm. It has also been reported that India is planning to tighten foreign investment rules which might e-commerce companies include Amazon and Walmart.

Amazon and its rival Flipkart have also faced court cases related to probe by the Competition Commission of India (CCI) for alleged anti-competitive practices. These kinds of courtroom battles have been backed by trade bodies, the Confederation of All India Traders (CAIT) and Delhi Vyapar Mahasangh (DVM) and are expected to have a bearing on the upcoming e-commerce policy, according to people familiar with the matter. All India Organisation of Chemists and Druggists (AIOCD), which represents more than 850,000 members across the country have also been opposing the e-commerce giant's entry into the online pharmacy segment in India.

#### **Amazon's India Journey:**

February 2012: Amazon made its foray into the Indian market with the launch of Jungle.com.

June 2013: Amazon launches its first shopping website in India.

July 2014: Amazon announces \$2 billion investment in India.

June 2016: Bezos made an announcement of a further \$3-billion investment.

July 2016: Amazon announced the launch of its globally popular Amazon Prime membership programme in India. It later launched services related to payments, video and music.

September 2018: Samara Capital and Amazon signed a deal to acquire food and grocery retail chain More from the Aditya Birla Group, in a deal reportedly valued at around Rs 4,200 crore.

August 2019: Amazon acquires a 49% stake in Future Coupons, the promoter entity of Future Retail, for about Rs 1,500 crore.

The firm also opens its largest campus in the world in Hyderabad.

#### **Questions**

1. Explain the business diversification strategy of Amazon in India. (10 marks) (CO4)
2. How is Amazon helping India to export Made-In-India goods to global markets? (5 marks) (CO2)
3. What are the challenges faced by Amazon in India? Elaborate. (5 marks) (CO2)

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialisation – FINTECH]

**SUBJECT: FINTECH APPLICATION****[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 45 minutes

Max. Marks: 10

**Notes:**

1. All questions are mandatory.

**1. Answer any one of the following. (CO-1)****(2 Marks)**

- a) Explain BFSI sector in India
- b) Describe Fintech Eco systems

**2. Answer any one of the following. (CO-3)****(4 Marks)**

- a) Explain P2P model. What is crowdfunding
- b) Describe BAAS and Neo banking. What do you mean by banking aggregators with examples.

**3. Answer any two of the following. (CO-4)****(4 Marks)**

- a) Explain equity trading, mutual fund investments using FinTech.
- b) Describe about evolution of cryptocurrencies.
- c) Explain the process of Mining in Bitcoin, Also what is POW and POS.

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialisation – MARKETING]

**SUBJECT: PRODUCT AND BRAND MANAGEMENT****[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 1.15 minutes

Max. Marks: 20

**Note: Question 1 is compulsory.****Section: 1****Marks: 10**

- 1) Mr. Mahesh has started new venture in 2009, dealing with pharmaceutical product and services. Company is only involved in sales and marketing. Mr. Mahesh is getting product from solan, located in Himachal Pradesh on Third party manufacturing concept. Mr. Mahesh has given 100% of effort and used all possible resource to established brand in market but could not succeed. Sales of company's product is good but not well recognised by customer. As a Branding Manager suggest Mr. Mahesh about how to:
- A. Establish product as a well-known brand.
  - B. Extend your Brand from one to multiple.

**SECTION: 2****Marks: 10****Answer any 2 questions out of 4.**

- 1) Describe reason for failure of new launched product. (CO2)
- 2) Explain methods to evaluate Brand Positioning status. (CO4)
- 3) Illustrate types of Brand extension in favour of organisation. (CO3)
- 4) Discuss about key point in development of Brand Architect? (CO5)

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialisation – Digital Marketing &amp; Transformation]

**SUBJECT: BRAND AND ONLINE REPUTATION MANAGEMENT****[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 1.15 minutes

Max. Marks: 20

**Part A. Case Study 1 (15 Marks)**

You are the head of marketing for a leading health insurance company in India. The brand wants to increase its brand salience in the Eastern markets of India where its presence is low.

They want to come up with a campaign during the Nov-Dec to cash on the end of financial year trends in Jan, Feb, and March.

**Please answer the following:**

- |   |                  |
|---|------------------|
| 1> Define Core Vs Augmented product for health insurance category.  | CO2 – 3 marks    |
| 2> Map the customer journey for buying a health insurance product for any one of the personas you define. | CO 3 – (4 marks) |
| 3> Build a complete brand communication campaign for the above case.                                      | CO5 – 8 marks    |

**Part B (5 marks)**

Explain the customer-based brand equity pyramid as defined by Keller in detail.

CO5 – 5 marks

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# INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialisation – Operations & SCM]

**SUBJECT: PROJECT MANAGEMENT**

**[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 1.15 minutes

Max. Marks: 20

## **CASE - WHAT IT TAKES TO BE A GOOD PROJECT MANAGER**

Selecting a good project manager is not a simple task. Being an effective project manager is an ongoing challenge. The complex nature and multifaceted range of activities involved in managing projects precludes easily identifying managerial talent and continually stretches the capabilities of talented project managers. **Two seemingly contradictory viewpoints have been advanced about what is required to be a good project manager.**

One perspective prescribes a set of *personal characteristics* necessary to manage a project. Such personal attributes include aggressiveness, confidence, poise, decisiveness, resolution, entrepreneurship, toughness, integrity, versatility, multi disciplinarity, and quick thinking. However, Daniel Roman maintains that it would take an extraordinary individual to have all of these critical personal characteristics. A more practical solution, he suggests, would be to determine the *critical problems* faced by project managers and to select a person who can handle such difficulties.

The shortcoming with this second perspective, argue those like Michael Badaway [3], is that the primary problems of project managers are really not technical ones. The reason managers fail at managing projects, he contends, is because they lack critical organization and management skills. Scholars like Roman and Badaway—as well as practitioners—may actually be raising different issues. On the one hand, good project managers understand the critical problems which face them and are prepared to deal with them. On the other hand, managing projects well requires a set of particular attributes and skills. But, are these two viewpoints really at odds with one another? In this study they were discovered to be two sides of the *same* coin!

The following reading integrates two views about the requirements for good project managers. One view concerns the personal and managerial characteristics of PMs and their ability to lead a team, regardless of the project. The other view considers the critical problems in the project in question and the PM's talents relative to these problems. A survey is first described and then the critical problems that projects face are identified from the survey responses. Next, the skills required of project managers, as indicated by the survey respondents, are detailed. Last, the skills are related back to the critical project problems for an integrated view of the requirements for a successful project manager.

### **Study of Project Manager Problems and Skills**

Questionnaires were completed by project managers during a nationwide series of project management seminars. Project managers attending these seminars came from a variety of technology-oriented organizations. Responses to the survey instrument were both voluntary and confidential.

Information about the respondents and the nature of their projects was collected.

Two open-ended questions were asked (their order was randomized).

1. The first asked about the skills necessary to be a successful project manager.
2. The second question investigated the most likely problems encountered in managing projects.

The two questions were:

1. What factors or variables are *most* likely to cause you problems in managing a project?
2. What *personal* characteristics, traits, or skills make for "above average" project managers? What specific behaviors, techniques, or strategies do "above average" project managers use (or use better than their peers)?



## Problems in Managing Projects

Most of the statements received could be clustered into eight categories as shown in Table 1.

Inadequate resources were the issue most frequently mentioned as causing problems in managing a project. "No matter what the type or scope of your project," wrote one engineering manager, "if insufficient resources are allocated to the project, you have to be a magician to be successful." Not having the necessary budget or personnel for the project was a frequent complaint.

That resources are inadequate is caused by many factors, not the least of which being that resources are generally limited and costly. Before this hue is dismissed by veteran project managers as just so much bellyaching—"after all, there are never enough resources to go around"—it is important to examine the cause(s) of this problem. Respondents pointed out that resource allocation problems were usually created by senior management's failure to be clear about project objectives, which in turn resulted in poor planning efforts. These two problems—lack of clear goals and effective planning—were specifically mentioned by more than 60 percent of the respondents. It is painfully obvious that vague goals and insufficient planning lead to mistakes in allocating the resources needed by project managers.

**Table 1. Project Management Problems**

1. Resources inadequate (69)
2. Meeting ("unrealistic") deadlines (67)
3. Unclear goals/direction (63)
4. Team members uncommitted (59)
5. Insufficient planning (56)
6. Breakdown of communications (54)
7. Changes in goals and resources (42)
8. Conflicts between departments or functions (35)

*Note:* Numbers in parentheses represent percentage of project managers whose response was included in this cluster.

**When project goals are not clear,** it is difficult (if not impossible) to plan the project efficiently. The lack of planning contributes directly to unrealistic resource allocations and schedules. People assigned to the project are unlikely, therefore, to commit energetically to the endeavor. The lack of commitment (and poor motivation) among project personnel was reported as emerging more from the problems already mentioned than from issues associated with the project's technology or organizational structure (e.g., matrix form).

**The communication breakdowns** (problems which occur during the life of a project) were often referred to as "inevitable." These breakdowns occur as a result of the ambiguity surrounding the project, but also result from difficulties in coordinating and integrating diverse perspectives and personalities. The project manager's challenge is to handle communication breakdowns as they arise rather than being able to predict (and control) communication problems before they happen. How the problems confronting project managers were interrelated is exemplified by how frequently problems of communication and dealing with conflicts were linked by respondents. The linkage between these two issues was demonstrated in statements like: "My problem is being able to effectively communicate with people when we disagree over priorities."

"Conflicts between departments end up as major communication hassles." Conflicts between departments were also linked to earlier problems of poor goal-setting and planning

**Managing changes** (e.g., in goals, specifications, resources) contributed substantially to project management headaches. This was often mentioned as "Murphy's Law," highlighting the context or environment in which project management occurs. Planning cannot accurately account for future possibilities (or better yet, unknowns). Interestingly, less than one in ten project managers mentioned directly a "technological" factor or variable as significantly causing them problems in managing a project.

## Project Manager Skills

The second issue investigated was what project manager skills—traits, characteristics, attributes, behaviors, techniques—make a difference in successfully managing projects.

These survey statements were summarized into six skill areas as shown in Table 2. Several factors within each are highlighted. Eighty-four percent of the respondents mentioned "being a good communicator" as an *essential project manager skill*



**Table 2. Project Management Skills**

1. Communication Skills (84)	4. Leadership Skills (68)
• Listening	• Sets an example
• Persuading	• Energetic
2. Organizational Skills (75)	• Vision (big picture)
• Planning	• Delegates
• Goal-setting	• Positive
• Analyzing	5. Coping Skills (59)
3. Team Building Skills (72)	• Flexibility
• Empathy	• Creativity
• Motivation	• Patience
• Esprit de corps	• Persistence
	6. Technological Skills (46)
	• Experience
	• Project knowledge

Note: Numbers in parentheses represent percentage of project managers whose response was included in this cluster.

Communication skills :- Being persuasive or being able to sell one's ideas was frequently mentioned as a characteristic of a good communicator within the project management context. Organizational skills represented a second major set of competencies. Characteristics included in this category were planning and goal-setting abilities, along with the ability to be analytical.

While successful project managers were viewed as good problem solvers, what really differentiated them from their so-so counterparts was their problem *finding* ability. Because of their exceptional communication skills, goal clarity, and planning, effective project managers were aware of issues *before* they became problems. Problem finding gave them greater degrees of freedom, enabling them to avoid being seriously sidetracked by problems caused by unforeseen events.

The important team building skills involved developing empathetic relationships with other members of the project team. Being sensitive to the needs of others, motivating people, and building a strong sense of team spirit were identified as essential for effectively managing a project. "The best project managers use a lot of 'we' statements in describing the project."

Being clear about the project's objectives and subsequently breaking down the project into its component parts (e.g., schedules) helped project participants to understand their interdependencies and the need for teamwork.

Leadership Skills :- Several different attributes and behaviors were catalogued under leadership skills. These included setting a good example, seeing the big picture, being enthusiastic, having a positive outlook, taking initiative, and trusting people. Having a vision is closely related to goal clarity (which was included as an organizational skill). The leadership component of this competency was best expressed by one financial analyst as "the ability to see the forest through the trees."

Coping Skills :- the only constant in managing a project is change, successful project managers require coping or stress management skills. Respondents indicated that both flexibility and creativity were involved in effectively dealing (or coping) with change, as were patience and persistence. What project managers experience are generally high levels of stress. How well they handle stress ("grace under pressure") significantly affects their eventual success or failure

Technological skills :- The final cluster of skills was labeled technological. Successful project managers were seen as having relevant experience or knowledge about the technology required by the project. Seldom, however, were effective project managers seen as technological "experts." Indeed, expertise was often felt to be detrimental because it decreased flexibility and the willingness to consider alternative perspectives. Project managers do need to be sufficiently well versed in the technology to be able to ask the right questions

### **Skills and Problems:**

#### **Fundamentally Interconnected**

It has been argued in the literature that project managers require certain skills in order to be effective. It has also been argued that project managers need to be able to handle certain problems in order to be effective. The results of this study suggest that these two perspectives are not contradictory but are fundamentally compatible. When the set of required skills is considered side-by-side with the set of critical problems project managers face, the complementary nature of these two perspectives is evident. This is illustrated in Table 3.

Without arguing which comes first, it is clear that either

(a) project managers require certain skills in order to deal effectively with the factors most likely to create problems for them in managing the project, or

(b) because certain problems are most likely to confront project managers, they require particular skills in order to handle them.



Since communication breakdowns are likely to create project management problems, effective project managers need to cultivate their communications (persuading and listening) skills. Project managers with good organizational skills are likely to be more effective at planning and subsequently allocating resources. Unless project managers are able to build strong project teams, they are likely to be plagued by problems caused by poorly committed team members and interdepartmental conflict. Project goals are likely to be more easily understood when the project manager's leadership is consistent. Interpersonal conflicts will likely diminish when project managers set clear standards of performance and demonstrate their trust in, and respect for, others. The inevitable changes which accompany any Project will be less problematic when not only coped with calmly, but also when handled with flexibility and creativity.

**Table 3. Skills—Problems: Interconnected in Project Management**

Communication	Breakdowns in communications
Organizational	Insufficient planning Resources inadequate
Team Building	Team members uncommitted Weak inter-unit integration
Leadership	Unclear goals/direction Interpersonal conflicts
Coping	Handling changes
Technological	Meeting (“unrealistic”) deadlines

Problems created when deadlines and schedules are unrealistic may be minimized through a project manager's problem finding ability and experience in getting things back on track. What was found underscores the claim that the primary problems of project managers are not technical, but human. Improving project managers' technological capabilities will be helpful only to the extent that this improves their ability to communicate, be organized, build teams, provide leadership, and deal comfortably with change. The challenge for technical managers, or for those moving from technical into managerial positions, is to recognize the need for, and to develop where necessary, their interpersonal skills.

**Questions: - Answer all questions. Each question carries 5 marks. Total 20 marks.**

1. What primary characteristic distinguishes the very successful project managers from the more mediocre project managers? (5 Marks) (CO1)
2. In Table 3, match the rankings between skills and problems. Why aren't the top skills matched to the main problems? (5 Marks) (CO1)
3. In Table 1, which of the problems are related to project setup (perhaps occurring before a project manager was selected) and which are related to the project manager's skills? (5 Marks) (CO1)
4. **True or False – based on the info in the case study. (Each true or false carry 1 mark so total 5 marks)**
  - 4.1. Project managers with good organizing skills are unlikely to be more effective at Planning and allocating resources (CO1)
  - 4.2 The primary problem of a Project manager is lack of technical knowledge rather than handling the project team (CO1)
  - 4.3 One of the characteristics of an effective Project Manager is their “problem finding ability” well in advance before an issue becomes a problem rather than being a good problem solver. (CO1)
  - 4.4 The only constant in managing a project is Change, and flexibility and creativity are involved in effectively dealing with change. (CO1)
  - 4.5 It is the responsibility of the senior management to articulate clearly where the Project should be going, why , and what it expects from the Project manager and the Project team (CO1)

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# INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialisation – Finance & IB]

## SUBJECT: COST AND MANAGEMENT ACCOUNTING

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 45 minutes

Max. Marks: 10

Q.1. A particular component Z used in the assembly of a product manufactured by your company can be purchased from the market. The current market price of this component is Rs. 240. Further the firm has to incur transportation cost of Rs. 54 per piece. Annual requirement of this component is 6000 units. The cost of manufacturing the component is as follows:

(5 marks) (CO2, CO4 & CO5)

<b>Component Z per unit (Rs.)</b>	
Raw materials	192
Direct wages	16
Overheads - Variable	16
Overheads -Fixed	112
Total Cost	336

Should we manufacture the product or buy it from the market? Make your recommendations.

Q.2. S. V. Ltd. manufactures plastic. From the following information you are required to calculate Cost Variance, Price variances and Usage Variance for Direct materials:

(3 marks) (CO2, CO3 & CO5)

A standard mix of the compound required is as follows: -

<b>Direct materials</b>		
	<b>Std. Qty. (kgs.)</b>	<b>Std. Price (Rs per kg.)</b>
A	4650	0.90
B	3100	0.65

During December 2021, actual materials consumed were:-

<b>Direct materials</b>		
	<b>Actual Qty. (kgs.)</b>	<b>Actual Price (Rs per kg.)</b>
A	5000	0.85
B	2900	0.60

**OR**

Q.2. Briefly explain the concepts of the following variances: Material Cost Variance Material Price Variance, Material Usage Variance, Material Mix Variance and Material Yield Variance. (3 marks) (CO2, CO3 & CO5)

Q.3. XYZ Ltd. has recorded the following data of the sales and profit during the two years were as follows:

<b>Year Ending 31<sup>st</sup> March</b>	<b>Sales (Rs.)</b>	<b>Profit (Rs.)</b>
2020	4,00,000	40,000
2021	6,00,000	80,000

From the above, you are required to calculate the following:

- Profit-Volume (P/V) Ratio
- Fixed Cost
- Break Even Point

(2 marks) (CO2, CO4 & CO5)

**OR**

Q.3. What do you mean by Marginal Costing? Discuss the following terms in relation to Marginal Costing: (a) P/V Ratio, (b) Margin of Safety and (c) Break-even analysis.

(2 marks) (CO2, CO4 & CO5)



**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – FinTech]

**SUBJECT: FINANCE ANALYTICS WITH PYTHON****[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 45 minutes

Max. Marks: 10

**Notes:** All questions are mandatory.**1. Solve/Answer any one of the following. (CO-3)****(5 Marks)**

a) Find the error in:

Program 1:

def f1(a,b): 2

a+b

f1(1,2)

desired output - 3

Program 2:

a=0

b=4

if b&gt;a

print ("b")

desired output - 4

b) Answer following.

- i. Which function can be used to compute the future value (financial) function?
- ii. Explain lambda with example.

**2. Answer/Solve any one of the following. (CO-4)****(5 Marks)**

a) Give function name to do the following (all are compulsory)

- i. Convert a value to date format.
- ii. Convert a dataset to dataframe.
- iii. Function used to merge two dataframe with example.



b) Write code for following.

Date	High	Low	Open	Close
19-12-2021	406.8	396.5	397.3	404.0
20-12-2021	413.0	400.2	410.3	405.6
23-12-2021	422.0	410.0	411.8	419.2
24-12-2021	425.5	412.7	418.4	425.3
26-12-2021	433.5	426.4	427.9	430.9
27-12-2021	435.3	426.1	435.0	430.4
30-12-2021	429.0	409.33	428.8	414.7
31-12-2021	421.3	402.1	405.0	418.3

- i. Set the date as index 1
- ii. Calculate the difference between Open and Close and save it in the column 'Diff' 2
- iii. Select the record for the date 23-12-2021. 1
- iv. Select the rows where the Close was higher than the Open price 2

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

**PGDM 2021-2023 BATCH****[Specialization – Business Analytics]****SUBJECT: BUSINESS DATABASE****[TERM END EXAMINATION APRIL - 2022]****Max. Duration: 45 minutes****Max. Marks: 10**

A) Explain DDL and DML statements in DBMS. What is a transaction?

[CO1]..2 Marks

Case :

Company ABC has been serving international customers since a decade. It has a huge database of large number of customers. It needs to analyse this huge database and generate various reports which showcase summary of data like product with maximum price, number of customers from different countries etc. These analytical reports help them arrive at various business decisions.

The DBMS that they use is MySQL.

Following are the problem statements which require use of SQL to generate queries and get the reports. The snapshots of the respective tables are also given.

Design queries for the following problem statements mentioned in the sub questions below:

B) Find the average quantity of products in every order from the Order Details Table.

[CO4]..4 Marks

**OR**

C) Find the number of products in every order from the Order Details Table

[CO4]..4 Marks

D) Find all customers from Berlin, London, and Mexico DF.

[CO2]..4 Marks

**OR**

E) Find all customers who are not from the city of Lulea.

[CO2]..4 Marks



OrderDetailID	OrderID	ProductID	Quantity
1	10248	11	12
2	10248	42	10
3	10248	72	5
4	10249	14	9
5	10249	51	40

Above table is the OrderDetails Table.

CustomerID	CustomerName	ContactName	Address	City
1	Alfreds Futterkiste	Maria Anders	Obere Str. 57	Berlin
2	Ana Trujillo Emparedados y helados	Ana Trujillo	Avda. de la Constitución 2222	México D.F.
3	Antonio Moreno Taquería	Antonio Moreno	Mataderos 2312	México D.F.
4	Around the Horn	Thomas Hardy	120 Hanover Sq.	London
5	Berglunds snabbköp	Christina Berglund	Berguvsvägen 8	Luleå

Above table is the Customers Table.





# INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization –Marketing]

## **SUBJECT: INTEGRATED MARKETING COMMUNICATION**

**[TERM END EXAMINATION APRIL - 2022]**

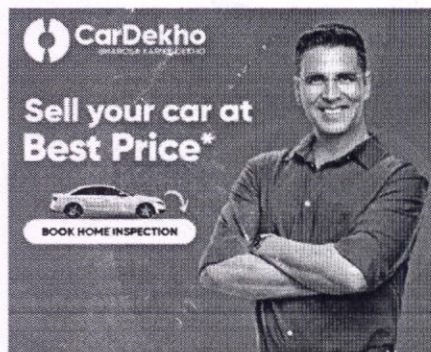
Max. Duration: 1.15 minutes

Max. Marks: 20

**PART-1\_Short answers. Answer any two of the following questions**

**(2 X 5 = 10m)**

1. Name an advertising appeal and an advertising objective from the following ad. Also justify your answer in a couple of sentences each (CO3)



2. Analyse the below-found advertisement and explain the *market factors* which the brand should have analysed before commercialization (CO3)



3. Explain in brief, the difference between reach and frequency in media planning with a suitable example (CO1)
4. According to the report by eMarketer, February 2021, mobile internet users in the country will surpass 600 million in 2022. With consumers on the go once again and despite lingering pandemic restrictions, mobile ad spend is set to grow 27% to surpass \$2 billion in 2022. List out atleast 4 product categories which could be advertised effectively to the younger population on mobile (CO2)

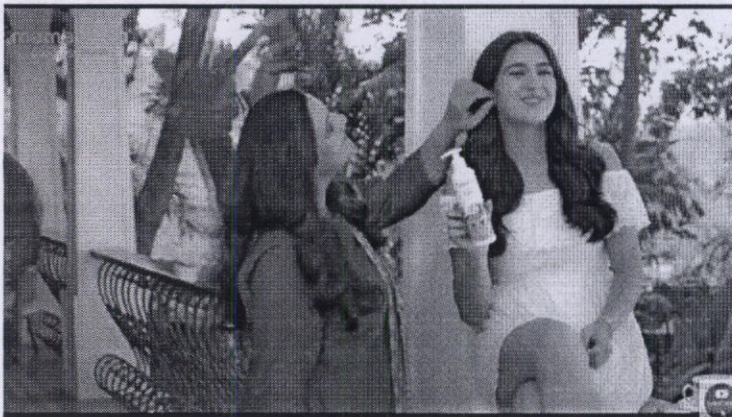


## PART-2\_Case study (compulsory)

With two Bollywood celebrities - Shilpa Shetty Kundra and, more recently, Sara Ali Khan - endorsing its different products, the growth of personal care brand Mamaearth is noteworthy. Mamaearth was launched as a baby-care brand, with six products. It competed with brands like Mother Sparsh, Priyanka Raina's Maate, The Baby Atelier, among others.

Started in 2016, the brand managed to get over 1 million customer base. Also, Mamaearth is one of the few companies that crossed the 100 crore mark in just four years. This tremendous growth of the brand in such a short period is commendable. Moreover, Mamaearth was declared as "one of the best brands" in India in the ET brand festival 2019 when the brand was just three years old

Talking about the media mix, Mr Sambit Dash, the brand's VP said, "It's similar to the face wash campaign the brand did earlier. With the scale increasing, Mamaearth needs to find more ways of reaching out to the new consumers continuously. Mamaearth is a digital-focused millennial brand. Millennials also watch television. Hence, TV is a major part of the campaign. But the overall spends are digital-first; the brand is also on social media, OTT, TV, other digital media, and in-shop branding. Print and outdoor are not part of the plan at the moment."



The brand relies on digital marketing (primarily influencer marketing), and works with 500 'mom bloggers' to spread awareness about its products among ingredient-conscious users. As a result, Mamaearth's Instagram account organically clocks in 40K-50K new followers every month. Even though the bulk of sales comes from online channels, offline sale is an essential growth component for the brand, contributing 15

per cent. As part of its expansion plans, Mamaearth has tied up with modern trade retail outlets such as Shoppers Stop, Wellness Forever, Health & Glow, Dabur NewU, among others. The pandemic has amplified the demand for 'clean' (natural, non-toxic) beauty products, because general awareness around health, purity and ingredients has increased. Mamaearth has, therefore, witnessed growth across the healthcare, face-care and baby-care segments

### Questions

1. It is evident that the brand targets the millennial at large. If the brand decides to attract the older adult market with products like organic hair colour or adult diapers, what could be the ideal advertising and media planning strategies? (5m) (CO4)
2. Create a newspaper ad for the product for older adults with a suitable caption, how-to-statements and the other relevant information to appeal to the target audience (5m) (CO4)

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

**PGDM 2021-2023 BATCH****[Specialization – Digital Marketing & Transformation]****SUBJECT: DIGITAL MEDIA PLANNING, SEO AND SEM****[TERM END EXAMINATION APRIL - 2022]****Max. Duration: 1.15 minutes****Max. Marks: 20****Case Study 1**

ABC company is one of the largest suppliers of specialist auto van parts. Their website consists of information relating to the business and the wider automotive community. One of the main aspects of the site is that it is eCommerce and offers hundreds of products on many product pages. Their main objectives were to increase sales, conversions rates and brand awareness.

**Which all concepts you will use? – [ 1 mark each]**

- What type of Campaign Goal we can use? [ CO 6]
- Campaign type? [CO 1]
- How to reduce CPC? [CO 5]
- How to increase conversions? [ CO 2]
- How to increase ad relevance and landing page experience? [ CO 3]

**Case Study 2**

Media Mantra Ltd have a website but now they want to optimize their website for SEO by following all the SEO guidelines. In the media industry there is a lot of competition for exact match & high-volume keywords. They are finding it difficult to compete with competitors who have deep pockets.

**In this case guide them by answering the below questions.**

- 1) In competitive SEO industry, which type of keywords are best to start the journey? **[1mark] [CO 1]**
- 2) What is the optimal length of Meta Title and Meta Description in SEO? **[1 mark] [CO 2]**
- 3) Name 1 content marketing/ backlink strategy that can be used by Media mantra. **[1mark] [CO 3]**
- 4) Name any 5 important On Page factors impacting SEO. **[ 2 marks] [CO 2]**

**Case Study 3 (10 Marks)**

You are brand manager for a EdTech company offering management and data science courses to freshers and working professionals in India.

Please come up with media planning strategies to increase overall brand awareness and generate website traffic to website?

1. Define the different consumer personas you would like to target for this campaign? **[CO 3] (2 marks)**
2. What is relationship between reach, frequency and impressions? **[ CO4] (2 marks)**
3. What is the budget mix you would suggest for this campaign and what type of channels you would suggest and why? **[CO 2](4 marks)**
4. Please explain the consumer buying funnel from a media perspective for the above case. **[ CO 3] (2 marks)**

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# INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Finance, FT, OPS, HRM, IB & FM]

## SUBJECT: RESEARCH METHODOLOGY

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 45 minutes

Max. Marks: 10

### Section A

**Note : Section A is compulsory and carries 5 marks. (5 Marks)**

1. Patanjali wants to know whether their products are preferred by people of different demographics and which attributes of the products are liked by them. (CO2)

- a) What research design can be used?
- b) Define the research objectives?
- c. Which are the variables in this study?
- d. What hypothesis can be formulated?
- e. What sampling method can be used?

### Section B

**Note: Answer any ONE question. Each Question carries 5 Marks**

**Short Notes (any ONE: 5 marks each) ( 5Marks)**

- 1. Explain various steps involved in the research process. (CO1)
- OR**
- 2. Explain the various methods of sampling? (CO1)

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Business Analytics]

**SUBJECT: ANALYTICAL TOOLS****TERM END EXAMINATION APRIL - 2022**

Max. Duration: 45 minutes

Max. Marks: 10

**PART 1**

In PART 1, answer all the following questions

1. Briefly explain each of the components of Hadoop? (CO1-2.5 marks)
2. Why do you think Big Data is relevant? Explain with application perspective of Big Data. (CO5-2.5 marks)

**PART 2**

In PART 2, answer any one of the following

3. Explain the Hadoop ecosystem? (CO1-5 marks)
- OR
4. Explain the Hadoop components HDFS and MapReduce? (CO3-5 marks)

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# INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Marketing, Finance, OPS, BA, DMT, FT, FM, HRM, IB & RMM]

**SUBJECT: LEADERSHIP LAB**

**[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 45 minutes

Max. Marks: 10

**Note: Answer all questions based on your level of understanding.**

Based on your readings, activities, and dialogue in Leadership Lab sessions, write a **Reflective essay** (Minimum 2 pages and not more than 4 pages) based on pointer given below:

- a. What concepts/ tools that you learned resonates with you the most and which the least? (Make use of personal narratives wherever appropriate to elaborate. For eg. When I was reading x or working on x presentation with Y...this insight made me curious....etc.) **4 Marks (CO 1, CO2)**
- b. What principles/learnings have you applied or are working with in your daily life. (Make use of personal narratives wherever appropriate to elaborate.) **6 Marks (CO2, CO3, CO4)**

-All the Best-



**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

**PGDM 2021-2023 BATCH****[Specialisation – Marketing]****SUBJECT: SALES MANAGEMENT****[TERM END EXAMINATION APRIL - 2022]****Max. Duration: 45 minutes****Max. Marks: 10****Question 1****5 marks**

Q1. In October 2002, readers of '*India Today*', a popular weekly magazine in India were surprised to receive a program guide of Discovery Channel (Discovery) along with the magazine. The program guide provided information on Discovery's programs for the coming quarter. Along with programming information, it provided a program summary. The program guide was in the form of booklet that could be pulled out from the magazine and retained by the consumer.

This move was aimed at familiarizing Indian viewers with Discovery. According to channel sources, a market research survey revealed that while viewers loved to watch Discovery; they were not aware of its programs and their broadcast timings. Sanjay Raina (Raina), Associate Director, Marketing, said, "The booklet is laid out in an easy-to-use manner, so that consumers can plan their viewing on Discovery by flipping through its pages and locating the different time bands." Discovery also changed its programming content and announced a new programming strategy for its Indian viewers.

In early 2003, it announced a distribution tie-up with Sony Entertainment Television (SET) India Limited. Under this arrangement, Discovery would be made available by SET along with its other channels. According to channel sources, this would help Discovery increase its viewer base from 21 million homes to 29 million homes.

Though Discovery's changed programming strategy was successful (it increased its viewership from 13 million in 1999 to 21 million in 2001), analysts expressed doubts about the channel's continued viewership growth in India, as National Geographic Channel (NGC); its competitor, had also changed its programming strategy to increase viewership. However, Discovery was confident about its performance in India and said that it did not regard NGC as its competitor, as the programming content of NGC was different from that of Discovery.

As a Marketing Director of National Geographic Channel, what type of sales promotion mix will you be applying to your channel. **(CO4)**

**Attempt any two. Each carry 2.5 marks (CO5)****5 marks**

Q2. Write short notes on:

- (I) SMART Quota
- (II) Emerging trends in sales management
- (III) Use of IT in designing sales territory

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

**PGDM 2021-2023 BATCH****[Specialization – Digital Marketing and Transformation]****SUBJECT: ONLINE-USER BEHAVIOUR AND ANALYTICS****[TERM END EXAMINATION APRIL - 2022]****Max. Duration: 45 minutes****Max. Marks: 10****CASE 1****10 MARKS****Buyer Behaviour Towards EVs in India**

For many, buying a vehicle tends to be a time-consuming process as they take into consideration several internal and external factors which influence their decision. Especially in India, the decision-making process is particularly a complicated and arduous task as the consumers are faced with an influx of information. Market research has shown that when buying an automobile, female buyers give primary importance to features like safety, efficiency, and affordability, whereas male buyers look for performance, aesthetics (interiors and style), and specifications. Also, generally, male buyers are more keenly interested in electric vehicles.

Reports suggest that most consumers in India are considering buying an electric vehicle by the year 2022, but many also believe that it would not be until 2025 that the maximum number of new cars which will be purchased then would be electric. The results have shown that for a consumer in India, generally, a charging time of 35 minutes, a range of 401 km from a single-time charge and a price point of Rs 23 lakhs or USD 31,000 are factors that will eventually lead up to mainstream adoption of EVs. However, two-thirds (about 67 percent) of consumers in India have adopted a 'wait-and-watch' stance. Studies conducted show that misconceptions about maintenance costs could be possible factors preventing consumers from switching to electric vehicles in a full-fledged manner with about 83 percent of Indians saying that these misleading costs were keeping them from purchasing a full-electric car.

**With Reference to the above case, Kindly Elaborate on the Tri-component Attitude model (Cognitive, Affective, Conative).**

**[C0 -3]****@@@@@**



**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

**PGDM 2021-2023 BATCH****[Specialization – Finance]****SUBJECT: FINANCIAL PRODUCTS & SERVICES****[TERM END EXAMINATION APRIL - 2022]****Max. Duration: 45 minutes****Max. Marks: 10****NOTE: ANSWER ANY ONE QUESTION:**

Q-1) Mr. Jha is a businessman aged around 40 yrs is requesting you to do his Financial Planning. His monthly income is around Rs.one lakh. His wife is a home maker. He has a daughter aged 14 yrs. and son 06 yrs. old. He resides in his own house, and he is paying EMI of Rs.35000/-. Suggest the investment products for him.

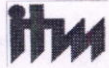
**(CO3- 5 MARKS & CO4 5 MARKS) – TOTAL 10 MARKS****OR**

Q-2) Mr. Agrawal aged 61 yrs had just retired from his pvt. job. He is looking for investment options which will help him create a regular flow of income. His children are settled and suggest him the plans which will give assured returns and also little risky investments. Design the options for him keeping in view the risk appetite.

**(CO3- 5 MARKS & CO4 5 MARKS) – TOTAL 10 MARKS**

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# **INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

**PGDM 2021-2023 BATCH**

**[Specialization – FINTECH]**

**SUBJECT: DESIGN THINKING**

**[TERM END EXAMINATION APRIL - 2022]**

**Max. Duration: 45 minutes**

**Max. Marks: 10**

**Notes:** All questions are mandatory.

**1. Answer any one of the following. (CO-3)**

**(5 Marks)**

- a) Explain any 5 tools used during brainstorming session for generating idea.
- b) Which methods and forms are used for evaluating idea? Explain the purpose and process of each method and form.

**2. What are the different types of prototyping ideas? Explain where and when each of them are used with examples. (CO-4)**

**(5 Marks)**

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# INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Business Analytics]

**SUBJECT: DIGITAL ANALYTICS**

[TERM END EXAMINATION APRIL - 2022]

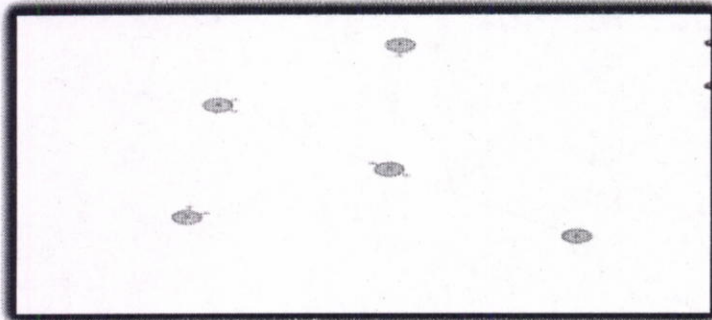
Max. Duration: 45 minutes

Max. Marks: 10

**Note:** A. Calculators are permitted B. New questions should be started on a new page.

**Questions:**

1. Identify SMART elements of the following goal.....(CO1-2.5 Marks)  
We wish to double our website traffic within the next 12 months, by publishing 2 targeted blog posts every week. In the last 6 months we were able to increase our traffic by 100% using 2 targeted blogs every week.
2. Define In-Market segment, Affinity categories, channel benchmarking in the reference of Google Analytics..... (CO2-1.5 Marks)
3. Define each of these 5 channels given below
  - a. Referral Traffic
  - b. Direct Traffic
  - c. Organic Traffic
  - d. Paid Traffic
  - e. Social Traffic..... (CO3-2.5 Marks)
4. Define these 3 bidding strategies
  - a. CPC
  - b. CPM
  - c. CPV
 Also explain what is enhanced CPC..... (CO3-2 Marks)
5. Create a path distribution table for the following diagram ..... (CO4-1.5 Marks)  
**Digital Analytics**



**Best of Luck!!**





# INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Operations & SCM]

## **SUBJECT: MATERIAL MANAGEMENT**

**[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 45 minutes

Max. Marks: 10

### **CASE STUDY: Linamar India Pvt Ltd – Pune.**

The inventory needs to be managed efficiently due to various reasons, some of them can be:

- For smooth running of business
- To fulfil an expected demand
- To avoid a stock-out situation
- To seek protection from price increases in near future
- For the smooth distribution cycle

An efficient inventory management system helps in integrated functioning of all these above-mentioned factors. It is a process dependent on effective inventory control

**Linamar India Pvt. Ltd.**, is involved in manufacturing special purpose machinery. The company produces core engine components including cylinder blocks & heads, camshafts and connecting rods. From the core precision, metallic components used in automotive power trains to sky jack aerial work platforms, to the agricultural products that Harvester and OROS designs and builds.

The company has a diversified product line and the company manufactures products that power vehicles, motion, work and lives. For transmission, company builds different assemblies, gear sets, shaft & shell assemblies, as well as clutch models. For the vehicle's driveline, the company is a full-service supplier of gears and gear driven systems such as Power Transfer Unit and Rear Drive Unit for use in all-wheel drive systems. From single machine components to complex assemblies, company is the supplier of choice for OEM (Original Equipment Manufacturer) customers. The products manufactured by Linamar are of different kinds, Transmission Housing, Output shaft, Clutch Housing, Spline shaft, Selector Shaft, Cylinder Head and Bar Pin.

### **Data Analysis & Interpretations**

EOQ is the inventory management tool for determining optimum order quantity which is the one that reduces the total of its carrying costs and order cost

**Table 1: Calculation of EOQ for the year 2017-2018**

Sr. No	Particulars	Demand / year	Re Order cost	Order Carrying Cost	Unit / year EOQ	No of orders last year
1.	LD Differential Case	86160	5000	50	4151.14	21
2	HD Differential Case	24552	4000	40	2215.94	11
3	LD Output shaft	136992	2000	10	7402.48	19
4	HD Output shaft	11160	1800	8	2340.89	6
5	Spline Shaft	57600	100	2	2400	24
6	Selector Shaft	48000	100	2	2190.89	22
7	Cylinder Head	18000	12000	500	929.516	19
8	Transmission Housing	480	2000	50	195.95	3
9	Clutch Housing (1)	72	1000	60	48.98	2
10	Clutch Housing (2)	180	800	30	97.97	2



Table 1 shows that, the number of units of each component purchased in the organization is compared with the calculated Economic Order Quantity. It is found that, there is a difference in the no. of units purchased & Economic Order Quantity. The company can improve its inventory system. Safety stock is the reduced surplus inventory, which serves as a safety margin to meet an unexpected increase in usage resulting from a strangely high demand and an unmanageable late receipt of incoming inventory.

**Table 2: Classification of A, B and C items in the Organization for the year 2017-2018**

Item No	Average no of Units	Cost per unit	Total Cost	
1	50,000	60.80	30,40,000	
2	15,000	102.40	15,36,000	
3	1,20,000	11.00	13,20,000	
4	10,000	100.28	10,02,800	
5	55,000	3.40	1,87,000	
6	40,000	56.00	22,40,000	
7	14,000	48.00	6,72,000	
8	400	300.20	1,20,080	
9	50	360.00	18,000	
10	150	176.30	26,445	
	Total		1,01,62,325	

### Inventory Turnover Ratio

Inventory turnover ratio is also called Stock Turnover Ratio. It is the calculated inventory frequency that is converted into the sales. In simple terms, it measures capacity of the firm to generate revenue.

**Table 3: Inventory Turnover Ratio of Linamar India Private limited for Past Three Years**

Year	Net Sales (Rs .)	Avg Inventory (Rs )
2015 - 2016	8,44,88,723	6,62,28,318
2016 - 2017	11,06,43,669	8,92,28,407
2017 - 2018	18,20,97,639	5,56,27,391

**Questions: - Answer any two questions. Each question carries 5 marks. Total marks – 10 marks**

1. Define the conditions to be satisfied to arrive at an EOQ (Economic Order Quantity). And check its degree of compliance for the first three items in Table 1 above. Based on your finding, confirm if Linamar India Pvt Ltd is adopting the EOQ Model. **(5marks) (CO5)**
2. Define ABC analysis in Inventory control technique. From Table 2, categorize all the items into ABC category on the above basis and draw a graph depicting the same. **(5marks) (CO5)**
3. From the data given in Table 3 calculate the Inventory Turnover ratio for the three years. Briefly explain the finding. **(5marks) (CO5)**

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization –Marketing]

**SUBJECT: SELLING AND CUSTOMER HANDLING****[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 45 minutes

Max. Marks: 10

**CASE:**

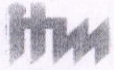
You work for a television manufacturing company and are one of the senior executives in the Corporate B2B relations department. Your company has just launched a latest range of LED Smart TVs. One of your clients, who is based in Delhi is now opening a regional office in Mumbai. They wish to put up 20-25 television screens on the various floors of their office. Mr. Rajora, the decision maker, has called you for a meeting in this regard.

Q1. Try and understand their exact requirements using the SPIN Technique. (5 MARKS) *(Please note: Write only the list of questions that you can probably ask and categorize them under S, P, I & N...uncategorized questions will attract a score of Zero)*

Q2. Explain your new product to him using FAB. (5 MARKS) *(Create a FAB Table/Chart...failing to do so will attract a score of Zero)*

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT****(ITM BUSINESS SCHOOL – NAVI MUMBAI)****PGDM 2021-2023 BATCH****[Specialization –Digital Marketing and Transformation]****SUBJECT: STRATEGIC SOCIAL SELLING****[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 45 minutes

Max. Marks: 10

**CASE:**

You work for a Digital Marketing firm and are one of the senior executives in the Corporate B2B relations department. A prospective client, 'Ghar ka Khana' has reached out to you. They started off during the lockdown to provide home-cooked meals to people. They have an app and also a website wherein they take the orders from. They wish to hire you to provide SEO services to them. Ms. Avni Goyal, the key decision maker, has called you for a meeting in this regard.

Q1. Try and understand their exact requirements using the SPIN Technique. (5 MARKS) *(Please note: Write only the list of questions that you can probably ask and categorize them under S, P, I & N...uncategorized questions will attract a score of Zero)*

Q2. Explain your service to her using FAB. (5 MARKS) *(Create a FAB Table/Chart...failing to do so will attract a score of Zero)*

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# INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Finance]

## SUBJECT: SALES AND SERVICES OF FINANCIAL INSTRUMENTS

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 45 minutes

Max. Marks: 10

**Q1. Given below are the features of STAR health insurance. Write three FAB statements to pitch STAR health for self, family and parents (5 marks)**

Myself	My family	My Parents
<ul style="list-style-type: none"> <li>For Individuals aged between 18 to 65 years.</li> <li>No capping on room rent - Treatment at Single Standard A/C room</li> <li>Hospital cash benefits</li> <li>All day care procedures are covered</li> <li>Cost of health check-up for every claim free year.</li> </ul>	<ul style="list-style-type: none"> <li>Affordable Health Insurance cover on a floater basis</li> <li>Covers Dental / ophthalmic treatments on OPD basis</li> <li>Up to 100% Increase in Sum Insured upon a claim free renewal</li> <li>Benefits include Air ambulance facility and availing Second medical opinion</li> <li>No capping on room rent - Treatment at Single A/C room</li> </ul>	<ul style="list-style-type: none"> <li>For Senior citizens aged between 60 to 75 years</li> <li>No pre-insurance medical test required</li> <li>Covers pre-existing diseases from the second year onwards</li> <li>Medical Consultations as an outpatient in a Network Hospital</li> <li>Guaranteed lifetime renewals</li> </ul>

### **Q.2 Short Answer (5 marks)**

"Approach each customer with the idea of helping him or her solve a problem or achieve a goal, not of selling a product or service"

Explain this statement through the SPANCO model.

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# **INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

**(ITM BUSINESS SCHOOL – NAVI MUMBAI)**

**PGDM 2021-2023 BATCH**

**[Specialization – FinTech]**

**SUBJECT: SELLING SKILLS FOR FINTECH**

**[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 45 minutes

Max. Marks: 10

## **CASE**

Q.1. M/S. Sharpmind solutions is a financial management company. They provide consultancy in financial planning and offering various investment solutions. They wish to sell their product to a wide range of individuals and corporates. They need a detailed plan in prospecting and developing a sales methodology. Using any kind of methods that you have learnt; you are required to prepare a plan. (5 marks)

**[Answer in about 250 words]**

Q.2. Define SPIN selling and explain each stages of SPIN selling with an example (5marks)

**[Answer in about 250 words]**

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# **INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Business Analytics]

**SUBJECT: SELLING SKILLS**

**TERM END EXAMINATION APRIL - 2022**

Max. Duration: 45 minutes

Max. Marks: 10

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1. M/s. Mycustomer pvt ltd is launching a CRM tool. They have a specialized product which enhances the utility by any organization which needs a CRM tool. They wish to study competition before the launch. You are assigned to prepare a report on competition analysis using a proper process. **5 marks**
  
  2. M/s. PhoneIndia is all set to launch their smart phone in the market. They need to prepare a value proposition for themselves which will distinguish from the other players in the market. With your thought process and innovative idea chart out a FAB. **5 marks**

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Operations &amp; SCM]

**SUBJECT: SERVICE SELLING FOR MANAGERS****[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 45 minutes

Max. Marks: 10

**Question.1 is Compulsory – (5 Marks)****Q.1. Case Scenario –**

Sigma Enterprises have been in the FMCG export business since last two decades. They have a good and loyal client base. 2 years back there has been a shift in management and sales team (decision taken by BoD), which has affected the servicing to the clients. Sigma Enterprises have already lost few of their clients due to the changes. The company is quite concerned about their profits and working on strategy to acquire the old clients and venturing into new markets.

What marketing approach should they follow to reach out and acquire new clients? What strategy will you apply as Sales Manager for changes in the Team and its effect on the business.

Write a script on approaching the old clients and bringing them back on board.

**Answer Any 1 – (5 Marks)**

Q.2. Explain in detail each step in the ODPEC Model. What is the purpose of each step, and questions to be used at each of the steps?

Q.3. Explain your understanding of the key points from the SPIN Selling book?

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# INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization –Marketing, Finance, OPS, BA, FT, DMT, HRM, IB, RMM & FM]

## SUBJECT: MANAGERIAL COMMUNICATION - 2

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 45 minutes

Max. Marks: 10

Read the following Case studies and answer the questions given below in 200 - 250 words (5x2 = 10 Marks)

### Case 1

Radha was very proud of her father. He was a senior bureaucrat in the state and he was invited to every major function in Radha's school and colleges. She used to feel like a star on such occasions. She boasted about her father in her friends' circle. It was not without reason as her father himself used to tell her his stories of honesty, integrity in administration from his personal experiences.

Radha was a brilliant student in her studies. She had many friends and some enemies too. Ramya was one of those enemies who was jealous of Radha and she constantly searched for an opportunity to hurt Radha with her acerbic taunts. Most of the time Radha avoided encountering Ramya inside the college campus. When Radha was in her final year of graduation, just before her final exams, her father was arrested on charges of corruption and was sent to jail. This became a major news in the state and severely affected Radha mentally.

She did not want to write her exams as she felt embarrassed to go to college. But her friends and mother convinced her to give exams as it was very important for her future. As soon as Radha entered college, Ramya met her and started talking sarcastically about Radha's father, how an honest father got arrested and how Radha had come to write exams in spite of a major crisis in her family. Ramya wryly asked Radha if her father had gone to jail to deliver a lecture about honesty and integrity.

One of Radha's close friends slapped Ramya there itself. Radha was hurt by Ramya's comments and not able to control her emotions she rushed out of college crying loudly. That day she did not give her exam. Next day she committed suicide at her home. In the above example, Radha, Ramya and Radha's friend who slapped Ramya all have displayed different shades of low emotional intelligence.

- Identify points of Low EI on the part of Radha, Ramya and Radha's friend **CO4..(2.5 Marks)**
- Analyse how each one of them (Radha, Ramya and Radha's friend) would have behaved if they all had possessed high emotional intelligence? **CO4.. (2.5 Marks)**

### Case 2

Neha, a second year student, and Tara, a senior, are roommates in one of the university dorms and have been enjoying spending time with each other. Recently, Neha has been leaving dirty dishes and personal belongings in the communal area she and Tara share. This has started to annoy Tara, as she is becoming overwhelmed with the messy room, increased class assignments, and the stress of her upcoming graduation. Tara feels Neha is taking advantage of her and being disrespectful.

This morning, after stepping on one of Neha's wire clothing hangers, she hurt her foot. In anger, Tara threw Neha's cell phone against the wall and shattered the screen on Neha's phone. This act enraged Neha and she started pushing Tara and yelling profanities. The RA was contacted and resulted in Neha being arrested for assault.

- What signs of conflict did you observe in the scenario? **CO5..(2.5 Marks)**
- What could they have done to improve their conflict? **CO5..(2.5 Marks)**

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# INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – FINTECH]

## SUBJECT: CORPORATE FINANCIAL MANAGEMENT

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 45 minutes

Max. Marks: 10

**Notes:** All questions are mandatory.

1. A company is considering a new project requiring an initial outlay of Rs. 5,00,000 and salvage value at the end of the life is Rs.20,000. The estimated life of the project is 8 years. The tax rate is 40%. The following are the cash flows before depreciation and tax: **(CO 4) (5 Marks)**

Year	Profit before depreciation & tax
1	80,000
2	1,40,000
3	1,20,000
4	1,80,000
5	2,30,000
6	1,20,000
7	1,18,000
8	80,000

From the above information, find out:

- Net Present Value
  - Payback period
2. Solve / Answer **any one** of the following **(CO 4) (3 Marks)**
- Write short notes on
    - Operating Leverage
    - Financial Leverage
  - Firm Alpha and Beta are identical in every respect except that firm Beta is levered while Alpha is unlevered. Company Beta has Rs. 20,00,000 of 8% debentures outstanding. Assume (i) all MM assumptions are met; (ii) The tax rate is 50%; (iii) EBIT is Rs. 6,00,000 and (iv) equity capitalization rate is 10%. What would be the value of both the firms according to MM approach?
3. Why maximizing the wealth of shareholders, a better goal than profit maximization? **(CO 1) (2 Marks)**

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# INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Business Analytics]

## **SUBJECT: TALENT ANALYTICS**

**[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 45 minutes

Max. Marks: 10

**Note:** A. Calculators are permitted B. New question should be started on new page.

### **Q1 (10 marks)**

A company is trying to address the question - *Why are our best and most experienced employees leaving prematurely?* A logistic regression is carried out and the results of the same are presented here (0- Employee left, 1 – Current employee). Based on output answer the questions given below:

	Estimate	Std. Error	z value	Pr(> z )
(Intercept)	0.22848466	0.1938372685	-7.61611128	2.614323e-14
satisfaction_level	0.01599164	0.0980537849	-42.17775933	0.000000e+00
last_evaluation	2.07695560	0.1491787031	4.89951416	9.607392e-07
number_project	0.72973146	0.0213247754	-14.77524007	2.116019e-49
average_monthly_hours	1.00447026	0.0005160733	8.64275893	5.487162e-18
time_spend_company	1.30702513	0.0155735521	17.19284445	3.004246e-66
work_accident	0.21657284	0.0895472838	-17.08402840	1.951669e-65
promotion_last_5years	0.23927628	0.2574957642	-5.55401915	2.791749e-08
saleshr	1.26159637	0.1313083754	1.76971102	7.677529e-02
salesIT	0.83467078	0.1221275813	-1.47974690	1.389408e-01
salesmanagement	0.63863409	0.1598254368	-2.80570872	5.020605e-03
salesmarketing	0.98798460	0.1319304064	-0.09162534	9.269957e-01
salesproduct_mng	0.85791269	0.1301538092	-1.17747570	2.390057e-01
salesRandD	0.55857528	0.1448848229	-4.01950917	5.831951e-05
salessales	0.96195663	0.1024006248	-0.37876640	7.048613e-01
salessupport	1.05129748	0.1092834485	0.45775547	6.471281e-01
salestechnical	1.07266519	0.1065378521	0.65841743	5.102699e-01
salarylow	6.98708012	0.1286271877	15.11393338	1.310763e-51
salarymedium	4.10918362	0.1293533779	10.92529935	8.725222e-28

### **Questions:**

1. Why is logistics regression used for this study? (CO1-2 Marks)
2. Frame the necessary hypothesis with any two independent variables (CO2-2 Marks)
3. What factors are significant in predicting employee attrition? State with reason (CO3-2 Marks)
4. Among various functional units, which department is significant in predicting attrition (CO3-2 Marks)
5. How can such a study help the organisation? State any 3 reasons. (CO4-1 Mark, CO5-1 Mark)

**Best of Luck**



**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

**PGDM 2021-2023 BATCH**

[Specialization – Marketing, Finance, BA, DMT, OPS, FT, FM, HRM, IB &amp; RMM]

**SUBJECT: VERBAL SKILLS AND QUANTITATIVE ANALYSIS - 2****[TERM END EXAMINATION APRIL - 2022]****Max. Duration: 45 minutes****Max. Marks: 10****Note: All Questions are mandatory. Each Question Carries 2 Marks.**

Q.1 A can complete a work in 10 days and B can complete the same in 15 days. In how many days they can finish the work working together. **CO2**

- (A) 6 (B) 7  
(C) 8 (D) 9

Q.2. A and B together can complete a work in 3 days while B alone can finish it in 5 days. In how many days A can finish it alone? **CO2**

- (A) 9 days (B) 15/8 days  
(C) 15/2 days (D) 8 days

Q. Which day was on 26<sup>th</sup> January 1950? **CO2**

- (A) Monday (B) Tuesday  
(C) Wednesday (D) Thursday

Q.4 A person was born on 29<sup>th</sup> February 1796. When did he celebrate his next birthday? **CO2**

- (A) 29<sup>th</sup> Feb 1798 (B) 29<sup>th</sup> Feb 1800  
(C) 29<sup>th</sup> Feb 1802 (D) None of these

Q.5 A train crosses a platform of length 120 mt and 162 mt in 15 sec and 18 sec respectively. Find the length of the train? **CO2**

- (A) 90 mtr. (B) 120 mtr  
(C) 150 mtr (D) Cannot be determined

Q.6 A person goes to his office at the speed of 6 km per hour and comes back with a speed of 4 km per hour. Find his average speed during the whole journey? **CO1**

- (A) 5 kmph (B) 4.8 kmph  
(C) 2.4 kmph (D) 3.6 kmph

Q.7. If a clock is showing 7:20 in real image what will be the time in mirror image? **CO1**

- (A) 4:40 (B) 5:40  
(C) 7:20 (D) 3:20

Q.8 If A can do a work in 15 days and B can do the same work in 12 days. In how many days they can finish the work working together? **CO1**

- (A) 60/7 days (B) 9 days  
(C) 20/3 days (D) 10 days



- 9) Arrange the following sentences in order to create a logical paragraph
1. Commercially reared chicken can be unusually aggressive and are often kept in darkened sheds to prevent them from pecking at each other.
  - a. The birds spent far more of their time — up to a third — pecking at the inanimate objects in the pens, in contrast to birds in other pens which spent a lot of time attacking others.
  - b. In low light conditions, they behave less belligerently but are more prone to ophthalmic disorders and respiratory problems.
  - c. In an experiment, aggressive head-pecking was all but eliminated among birds in the enriched environment.
  - d. Altering the birds' environment, by adding bales of wood-shavings to their pens, can work wonders.
  6. Bales could diminish aggressiveness and reduce injuries; they might even improve productivity since a happy chicken is a productive chicken.
- i. DCAB
  - ii. CDBA
  - iii. DBAC
  - iv. BDCA

- 10) Complete the following statements by filling the blanks with the appropriate words:

Mann's broadside \_\_\_\_\_ The New Republic to write an editorial in April 1936 praising him: "It is news in the international republic of letters when Thomas Mann comes out in \_\_\_\_\_ to the new Germany".

- i. impasse, spinster
- ii. prompted, spinster
- iii. impasse, opposition
- iv. prompted, opposition

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# **INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Digital Marketing and Transformation]

## **SUBJECT: DIGITAL SALES FUNNEL MANAGEMENT**

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 45 minutes

Max. Marks: 10

Note: Both questions are mandatory.

Q1) Explain the different stages of sales funnel using an example? (6 marks) [C0- 1]

Q2) Explain how sales funnel differ for B2C and B2B? (4 marks) [C0-2]

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Finance]

**SUBJECT: FINANCIAL RISK MANAGEMENT****[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 45 minutes

Max. Marks: 10

**Q1.** Mention four key financial risks faced by banks. Discuss in brief about four types of interest rate risk.

(2 Marks) – (CO1)

**Q2.** A financial institution holds two bonds in its portfolio. The first bond is a zero-coupon bond having maturity of 10 years. The second bond is a coupon bond with maturity of 12 years and Macaulay's duration of 8.75 years. Total investment in the first bond is 500 crores and in the second bond is 650 crores. The current yield is 9%. Find out weighted average duration of the bond portfolio. If yield goes up by 50 basis points from the current level, what will be the impact on portfolio value?

(4 Marks)- (CO2)

**Q3A.** Bank ABC has total available capital of Rs. 1000 crores, out of which Rs.250 crores have been utilised for lending.

The bank is going to give two types of loans-

1) with risk weightage of 50% and

2) with risk weightage of 100%. If both loans are going to utilise 50% of available capital each, how much can the bank lend, assuming that capital adequacy ratio is 8%?

(4 Marks)- (CO3)

Or

**Q3B:** Explain in brief concept of VaR. Discuss three types of VaR and how can they be applied in investment.

(4 Marks)- (CO3)

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# INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – FinTech]

## **SUBJECT: FINTECH TECHNOLOGIES**

**[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 45 minutes

Max. Marks: 10

**Notes: All questions are mandatory.**

1. Explain the different levels of evolution of programming languages, giving an example for each of the levels. (CO-3) (2 Marks)
2. Explain how the efficiency of an algorithm is determined in terms of the Big O notation. (CO-3) (2 Marks)
3. With the help of a diagram, explain the Machine learning process. (CO-4) (2 Marks)
4. Explain how a perceptron works drawing parallel to a neuron. (CO-4) (2 Marks)
5. How would you differentiate between Data Analytics and Data Science? (CO-5) (2 Marks)

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# INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Business Analytics]

## **SUBJECT: ANALYTICS FOR MARKETING AND SALES**

**[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 45 minutes

Max. Marks: 10

Q1)	Sub Question	Question Type	CO	Total Marks (10)
	A) What is Marketing Analytics? Why is it important in business?	Theory	CO1	02
	B) What is RFM Analysis? Explain its importance in business.	Theory	CO1	02
	C) Explain the terms: Confidence, Lift and Support.	Theory	CO1	02
	D) Explain apriori algorithm.	Theory	CO1	02
	E) Explain K-NN algorithm	Theory	CO1	02





# INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Operations and SCM]

## **SUBJECT: OPERATIONS RESEARCH**

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 45 minutes

Max. Marks: 10

**Instructions:** Attempt questions for 10 marks.

- Use of calculator is allowed, and mobile phones are not allowed.
- Read the question paper carefully before attempting any question.
- Crisp, precise, and bullet-point answers will be appreciated.
- Keywords/terms should be underlined.

### **Numerical and Theory Questions**

**Attempt Any 2 questions from the following 5 questions (5 marks each = 10 marks):**

**Q1.** Solve the following LPP using the simplex method

$$\text{Max. } Z = 8X_1 + 20X_2$$

Subject to constraints:

$$2X_1 + X_2 \leq 80 \text{ ..... Resource I}$$

$$3X_1 + 4X_2 \leq 96 \text{ ..... Resource II}$$

$$X_1, X_2 \geq 0$$

[CO-1,2,3,4, & 5]

**Q2.** A company has three factories F1, F2, and F3 with production capacities of 11, 13 and 19 units (in thousands), It has four warehouses W1, W2, W3 and W4 with demands of 6,10, 2 and 15 units(in thousands). The supply and demand of units with transportation costs per unit (in Rs.) are given below:

Plants	Warehouse				Supply in units
	W1	W2	W3	W4	
F1	42	32	50	26	11
F2	34	36	28	46	13
F3	64	54	36	82	19
Demand in units	6	10	12	15	43

(i) Find an Initial Feasible Solution (IFS) using Vogel's Approximation Method.

[CO-1,2,3,4, & 5]

**Q3.** In a plant, 4 employees are to be assigned 4 jobs on one-to-one basis. The cost in Rs. Thousands for each employee to do each job is given.

[CO-1,2,3,4, & 5]

Employee	Job			
	P	Q	R	S
A	60	50	40	45
B	40	45	55	30
C	55	70	60	50
D	45	45	40	45

Using HAM method find the optimal combination of employees and jobs to minimize total cost.



**Q4.** Determine the optimal strategies for both the players using the dominance rule and find the value of the game using any one method out of three methods. [CO-1,2,3,4, & 5]

		Player B's strategies		
		B1	B2	B3
Player A's strategies	A1	7	4	4
	A2	3	5	8

**Q5. Attempt any one from the following:**

- What is the difference between the simplex solution procedures for the maximization and minimization problems? [CO-4 & 5]
- Explain the concept of maximin and minimax in game theory. When do we use a mixed strategy? [CO 1,2,3, 4, & 5]
- Explain Modified Distribution Method (MODI). [CO-4 & 5]
- Explain steps involved in Hungarian Assignment Method (HAM) for solving assignment problems. [CO-4 & 5]

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – Marketing, Finance, BA, DMT, OPS, FT, FM, HRM, IB &amp;RMM]

**SUBJECT: ADVANCED EXCEL****[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 45 minutes

Max. Marks: 10

**Note: Select one correct option from the below MCQ's- (1 Mark each)**

- 1) Where is the PIVOT feature of EXCEL available in the ribbon? [CO3]
  - Home Tab
  - Insert Tab
  - Data Tab
- 2) Which of the following is a true statement about Pivot Tables? [CO3]
  - PIVOT report is a feature that summarizes the given data only if it is sorted in ascending order.
  - PIVOT report can only help if one needs to ADD the values in raw data however it can't perform any other operation
  - PIVOT report summarizes the raw data even if it is not sorted and can perform various operations like SUM, COUNT, MAX, MIN, PRODUCT, Grouping etc.
- 3) Once pivot table is created and the content from main database is updated, by which feature of excel would the pivot table be updated? [CO3]
  - Subtotal
  - Goal seek
  - Refresh All
- 4) Do slicers from different pivot table needs to be connected, in order to work in a synchronised manner? [CO3]
  - Yes
  - No
- 5) Which tool under Pivot table will further narrow down your search? [CO3]
  - Goal Seek
  - Name Manager
  - Slicer
- 6) Macros recorded once, can it be modified? [CO4]
  - Yes
  - No
- 7) Excel Macros can help us with \_\_\_\_\_ [CO4]
  - Graphs, dashboards & Histogram only
  - Print layouts exclusively
  - Helps Automate repetitive tasks.



8) Macro is coded in which language?

[CO4]

- C++
- Vb script
- Python

9) Can we enter data only in the row input cell under Data Table using What If analysis [CO2]

- Yes
- No

10) The Goal Seek tool, comes under which of these functions

[CO2]

- Statistical functions
- What If Analysis
- Pivot table

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

**PGDM 2021-2023 BATCH**

[Specialization – Marketing, Finance, BA, DMT, OPS, FT, FM, HRM, IB &amp; RMM]

**SUBJECT: CAREER MANAGEMENT****[TERM END EXAMINATION APRIL - 2022]****Max. Duration: 45 minutes****Max. Marks: 10**

**Q1)** Rahul, your classmate had an interview with TCS for the role of Assistant Manager. The interviewer asked him, "What Are Your Strengths?"

**Rahul:** "I do good work and I'm the best. I'm not so sure, but I'm a good learner also."  
The recruiter thanks him and asks the candidate to leave.

- a. Identify what's wrong with the answer. **2 Marks - CO5**
- b. Had this question been asked to you in the process, what would you have replied?  
(Write the Answer EXACTLY as you would say to the Recruiter) **3 Marks - CO5**

**Q2)** You are a participant amongst 8 in the Group discussion round of Infosys. Read the following case study and answer.

- a) How would you initiate the group discussion to make a powerful impact? **2 Marks - CO2**
- b) Which offer would you accept as a chairman and why? **3 Marks - CO2**

The Neelkamal Lacquer Company (NLC) of Ahmedabad, India, employed seven thousand men and produced 500,000 pieces of lacquer tableware annually.

The market for lacquerware in India seemed to have matured, with the production steady at 500,000 pieces a year. NLC did practically no business outside India.

In May 2000, the ambitious and dynamic Mr. Neel (Chairman, NLC) received two offers from American companies wishing to sell lacquer ware in America.

The first offer was from the National Company. It was the largest manufacturer of good quality dinnerware in the U.S., with their "Rose and Crown" brand. They were willing to give a firm order for three years for annual purchases of 400,000 sets of lacquer dinnerware. However, Neel would have to forgo their trademark to "Rose and Crown" and also undertake not to sell lacquer ware to anyone else in the U.S.

The second offer was from SSW, Chicago, the largest supplier of hotel and restaurant supplies in the U.S. They perceived a U.S. market of 600,000 sets a year. Since the Japanese government did not allow overseas investment, SSW was willing to budget \$1.5 million for the next two years towards introduction and promotion. Neel would sell his "Pride" brand but would have to give exclusive representation to SSW for five years at standard commission rates and also forgo his profit margin toward paying back the \$ 1.5 million.

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

**PGDM 2021-2023 BATCH****[Specialization – Digital Marketing and Transformation]****SUBJECT: INTEGRATED DIGITAL MARKETING COMMUNICATION****[TERM END EXAMINATION APRIL - 2022]****Max. Duration: 45 minutes****Max. Marks: 10****Part A****Case Study 1 (5 Marks)**

You are brand manager for Kesh King Hair oil who are coming up with new product line targeting young female millennials and want to be a digital first brand. Currently they don't have a Direct-to-consumer(D2C) website also.

As a brand manager what are your suggestions to them, please answer the following.

1. Do they build their own D2C website, or do they sell it thru marketplaces like amazon, flipkart and nykaa or do they sell in both the places? Please give your reasoning for the same. **(CO2 – 2 marks)**
2. Would you suggest them to build a brand community page on any of the social media platform, Give rationale. **(CO1 – 1 marks)**
3. Come up with Social Media communication hashtag for content-based campaign on FB/Insta for the above audience cohorts. Explain your insight behind that **(CO3- 2 marks)**

**Part B**

Graphically represent the Rossiter-Percy grid for the following products and give your rationale for the same **(CO4 – 5 marks)**

1. Health Insurance
2. Digital Watch
3. Xiaomi Mobile Phones
4. Samsung Smart TV
5. Studds Helmet
6. Cushion Cover
7. Garden Chairs

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# **INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

**PGDM 2021-2023 BATCH**

[Specialization –Finance]

**SUBJECT: BANK MANAGEMENT**

**[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 45 minutes

Max. Marks: 10

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**NOTE: ANSWER BOTH THE QUESTIONS:**

Q-1) EXPLAN CAMELS MODEL (OR) BASEL ACCORDS FOLLOWED BY BANKS. (CO3 - 5 MARKS)

AND

Q-2) HOW CAN THE LATEST TECHNOLOGY HELP CUSTOMERS TO COMPLETE THEIR BANKING NEEDS?  
WHAT PRECAUTIONS ARE REQUIRED TO BE TAKEN FOR THE NET/MOBILE BANKING USAGE?  
(CO5 - 5 MARKS)

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# INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – FINTECH]

**SUBJECT: PAYMENT INFRASTRUCTURE & API**

**[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 45 minutes

Max. Marks: 10

**Notes:** All questions are mandatory.

1. Answer any one of the following. (CO-2)

(5 Marks)

- a) Answer both.
  - (i) Please explain concept of Acquiring and Issuer Bank and what is their role in Payment system. Explain MDR and Interchange fee.
  - (ii) What is PPI and Explain at least 2 different type of Prepaid Instrument (PPI) prevalent in India. Explain concept of Close, Semi Closed and Open PPI.
- b) Please explain Payment merchant transaction flow with one of payment type and explain concept of Issuer, Acquirer Bank and how payment flows. Also explain what is payment authorization, Charge Back, Refund and Void transactions?

2. Answer any two of the following. (CO-4)

(5 Marks)

- a) In UPI Payments What is VPA (Virtual Payment Address)? Give example PULL (Collect) or PUSH Transaction flows
- b) Explain HTTP based API working and what is HTTP Request / Response. What is JSON and XML format
- c) Please explain 1 of the transaction flow of AEPS in details and how Business correspondence execute the transaction. Concept of MicroATM, IIN and Aadhar authentication should be covered in the answer.
- d) Explain API Authentication. Explain API KEY AUTHENTICATION.
- e) Explain OAUTH API Authentication mechanism.

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**INSTITUTE FOR TECHNOLOGY AND MANAGEMENT**

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

**PGDM 2021-2023 BATCH**

[Specialization – Business Analytics]

**SUBJECT: ANALYTICS IN BANKING SERVICES**

**[TERM END EXAMINATION APRIL - 2022]**

Max. Duration: 45 minutes

Max. Marks: 10

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**Note:** A. Calculators are permitted B. New question should be started on new page.

**Q1 & Q2 (5 marks each)**

- 1) Describe the application of Block chain in Financial Industry. (CO2-5 Marks )**
- 2) Describe the functions of Investment Banks. (CO3- 5 Marks )**

Best of Luck





# INSTITUTE FOR TECHNOLOGY AND MANAGEMENT

(ITM BUSINESS SCHOOL – NAVI MUMBAI)

PGDM 2021-2023 BATCH

[Specialization – FINTECH]

**SUBJECT: REGTECH**

[TERM END EXAMINATION APRIL - 2022]

Max. Duration: 45 minutes

Max. Marks: 10

**Notes:** All questions are mandatory.

1. **Answer any one of the following. (CO-2)** **(2 Marks)**
  - a) The 2008 Disruption caused regulatory transformation and gave birth to RegTechs across the Globe. What are your thoughts?
  - b) What Happens if Banks are Allowed to Take Excessive Risks? The ABG Shipyard scam: Inaction on red flags as India's biggest bank fraud unfolded. State your view point about this instant,
  
2. **Answer any one of the following. (CO-3)** **(4 Marks)**
  - a) What is AML? How Money launderers avoid detection?
  - b) What is transaction screening & Customer Screening?
  
3. **Answer any one of the following. (CO-4)** **(4 Marks)**
  - a) What is Data / Regulatory Reporting? Does it get transparency in FI.
  - b) What are the Global Trends in Fintech 2021?

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