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Total Number of Pages: 02

IMBA  
16IMN701

7<sup>th</sup> Semester Regular/Back Examination: 2025-26

SUBJECT: Fundamentals of ERP

BRANCH: IMBA

Time: 3 Hours

Max Marks: 100

Q.Code: U053

Answer Question No.1 (Part-I) which is compulsory, any eight from Part-II and any two from Part-III.

The figures in the right hand margin indicate marks.

**Part-I**

**Q1 Answer the following questions:**

**(2 x 10)**

- a) Distinguish between Enterprise Resource Planning (ERP) systems and traditional information systems based on one key differentiating characteristic.
- b) Provide a concise definition of Business Process Reengineering (BPR) in the context of organizational transformation.
- c) Explain why Business Process Reengineering is considered a critical prerequisite for successful ERP implementation.
- d) Enumerate two essential criteria that organizations should consider when selecting an appropriate ERP package.
- e) Identify one prominent ERP package specifically designed for human resource management applications.
- f) Expand the acronym SAP-R/3 and briefly state its significance in the ERP domain.
- g) Define the term "Customization" as it pertains to ERP system implementation and configuration.
- h) List any two distinct types or models of Supply Chain Management (SCM) systems.
- i) State one significant benefit derived from production planning and control as evidenced in ERP case studies.
- j) Specify one functional area typically addressed in material sales and distribution case studies within ERP implementations.

**Part-II**

**Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)**

**(6 x 8)**

- a) Evaluate the strategic benefits of ERP in modern organizations, highlighting four key advantages and their role in sustainable competitive advantage, with real-world examples.
- b) Analyze the impact of globalization and digital transformation on ERP evolution, focusing on functional capabilities, architecture, and deployment strategies, with industry examples.

- c) Critically assess the claim that ERP is a strategic business tool, not just software, by examining its effects on efficiency, decision-making, and market responsiveness.
- d) Discuss the need for change management in BPR for ERP adoption and propose a structured approach to address employee resistance and ensure stakeholder alignment.
- e) Describe the layered architecture of an ERP package, explaining the role of at least five core components in achieving enterprise-wide integration.
- f) Evaluate the importance of vendor selection in ERP procurement and develop a comprehensive scorecard with justified parameters (Technical, Support, TCO, Post-Implementation).
- g) Compare proprietary and open-source ERP packages on architecture, licensing, customization, and cost, with examples and suitability for different organizational contexts.
- h) Analyze MFG/PRO's features for manufacturing, detailing how its modules support production planning, scheduling, and shop floor control.
- i) Assess the role of training and change management in ERP success and design a detailed training plan for a mid-sized manufacturing firm, covering user groups and methodologies.
- j) Examine key tasks, processes, and competencies in ERP-integrated order management and logistics, emphasizing interdependencies and information flows.
- k) Analyze a finance module ERP case study, explaining how General Ledger, Accounts Payable, and Fixed Assets ensure compliance, control, and transparency.
- l) Discuss a cross-functional ERP case study integrating HRM, Finance, and SCM, analyzing how data integration enhances strategic decision-making and synergy.

### Part-III

#### Only Long Answer Type Questions (Answer Any Two out of Four)

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|-----------|--|----------------|
| <b>Q3</b> | Define ERP and trace its evolution from MRP to MRP-II and modern systems. Compare with traditional IS on data integration, real-time processing, scalability, and decision support, with diagram.  | <b>(16)</b>    |
| <b>Q4</b> | Explain BPR principles and its necessity for ERP. Discuss technical, organizational, and cultural challenges; propose change management framework to address resistance.   | <b>(16)</b>    |
| <b>Q5</b> | Compare SAP R/3, Oracle Financials, PeopleSoft, and BAAN IV on architecture, industry focus, deployment, customization, UI, and support. Recommend for process manufacturing with justification.   | <b>(16)</b>    |
| <b>Q6</b> | Write short notes on any two <ul style="list-style-type: none"> <li>a) Real-time data processing in ERP</li> <li>b) Scalability in package selection</li> <li>c) Data migration challenges</li> <li>d) Digital transformation via ERP</li> </ul> | <b>(8 x 2)</b> |

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Course: IMBA  
Sub\_Code: 16IMN702

7<sup>th</sup> Semester Regular Examination: 2025-26  
SUBJECT: BANKING AND INSURANCE MANAGEMENT  
BRANCH(S): IMBA  
Time: 3 Hours  
Max Marks: 100  
Q.Code: U104

Answer Question No.1 (Part-I) which is compulsory, any eight from Part-II and any two from Part-III.

The figures in the right-hand margin indicate marks.

Part-I

Q1 Answer the following questions: (2 x 10)

- Define a Commercial Bank.
- What is meant by Financial Intermediation?
- State any two functions of Cooperative Banks.
- What do you understand by NEFT and RTGS?
- Mention any two objectives of the Banking Regulation Act, 1949.
- What is meant by KYC?
- Define "Insurance" in simple terms.
- Write two differences between Life Insurance and Non-Life Insurance.
- Define Bancassurance.
- What is the main function of IRDA?

Part-II

Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) (6 x 8)

- Explain the structure of the Indian banking system with examples.
- Explain the concept and importance of E-Banking in India.
- What are the main provisions of the Banking Regulation Act, 1949?
- Describe the key features and objectives of the SARFAESI Act.
- Discuss the importance of KYC and AML guidelines in the banking sector.
- Differentiate between Life Insurance and General Insurance with examples.
- What are ULIPs? Discuss their benefits and risks.
- What are the main functions of a Third-Party Administrator (TPA) in health insurance?
- Discuss the role of the Banking Ombudsman Scheme in customer protection.
- Explain the need for risk management in the insurance business.
- What are the major steps in the underwriting process?
- Discuss the process of claim settlement in Motor Insurance.

**Part-III**

**Only Long Answer Type Questions (Answer Any Two out of Four)**

- Q3 Discuss the role of banks in economic development with special reference to intermediation, payment systems, and financial services. (16)
- Q4 Critically evaluate the regulatory framework of banking in India. Explain the role of the Banking Regulation Act, BASEL norms, SARFAESI Act, and the Banking Ombudsman Scheme in ensuring financial stability. (16)
- Q5 Explain the principles of insurance and their practical applications. (16)
- Q6 Analyze the risk management process in insurance companies. Describe the various types of risks faced by insurers and the techniques adopted to minimize them (16)

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Course: IMBA  
Sub\_Code: 16IMN703

7<sup>th</sup> Semester Regular/Back Examination: 2025-26

SUBJECT: Managerial Economics

BRANCH(S): IMBA

Time: 3 Hours

Max Marks: 100

Q.Code: U438

Answer Q1 (Part-I) which is compulsory, any eight from Part-II, and any two from Part-III.  
The figures in the right-hand margin indicate marks.

**Part-I**

**Q1 Answer the following questions:**

**(2 x 10)**

- a) What is meant by "Theory of the Firm"?
- b) What is meant by "Benchmarking" in managerial decision-making?
- c) Define "Demand Forecasting".
- d) Distinguish between total revenue and marginal revenue.
- e) What is an "Iso-cost line"?
- f) Differentiate between short-run and long-run cost functions.
- g) What is "Price Skimming"?
- h) What is GDP Deflator?
- i) Mention two causes of inflation.
- j) What is meant by Balance of Payments?

**Part-II**

**Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)**

**(6 x 8)**

- a) Describe the basic process of managerial decision-making.
- b) Explain the concept of constrained optimization with an example.
- c) Explain the use of marketing research approaches in demand estimation.
- d) Describe the concept of isocost lines and show how firms achieve optimal input combination.
- e) What are the effects of change in input prices on production decisions?
- f) Distinguish between perfect competition and monopoly.
- g) Explain the process of price determination under Oligopoly with a diagram.
- h) Discuss the role of selling expenses and product differentiation under monopolistic competition.
- i) Describe penetration pricing and price skimming with suitable examples.
- j) Explain the concepts of GDP, GNP, and GDP deflator with illustrations.
- k) What are the major phases of a business cycle? Discuss.
- l) Discuss the difference between fiscal policy and monetary policy.

**Part-III**

**Only Long Answer Type Questions (Answer Any Two out of Four)**

- Q3** a) Discuss in detail the objectives and constraints of a firm. (8)  
b) Explain how optimization analysis helps in managerial decision-making with examples. (8)
- Q4** Elaborate on the empirical production function and explain how innovation influences production and cost estimation. Support your answer with a real-world example from Indian industry. (16)
- Q5** Analyze the different market structures and explain how pricing and output decisions differ under perfect competition, monopoly, and oligopoly. Use diagrams where appropriate. (16)
- Q6** Case Study Question: The following information pertains to XYZ Ltd., a firm operating in a competitive market: (16)
- Fixed Costs = ₹5,00,000
  - Variable Cost per unit = ₹50
  - Selling Price per unit = ₹75
  - Expected Sales = 30,000 units
- Answer the following:
- a) Compute the break-even point in units and in rupees.
  - b) If sales increase to 35,000 units, calculate the profit.
  - c) Discuss how this analysis helps in managerial decision-making regarding cost control and pricing.

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Course: IMBA  
Sub\_Code: 16IMN704

7<sup>th</sup> Semester Regular/Back Examination: 2025-26  
SUBJECT: INTERNATIONAL BUSINESS

BRANCH: IMBA

Time: 3 Hours

Max Marks: 100

Q.Code: U389

Answer Question No.1 (Part-I) which is compulsory, any eight from Part-II and any two from Part-III.

The figures in the right-hand margin indicate marks.

Part-I

Q1 Answer the following questions:

(2 x 10)

- What is the role of GATT in international trade?
- State any two challenges of international trade in the global arena.
- Mention two differences between domestic and international business.
- Write two components of the political environment affecting international business.
- What is global portfolio management?
- State any two advantages of FDI.
- What are import quotas?
- Mention two modern theories of international trade.
- Highlight any two risks associated with international finance.
- Outline two methods of international performance evaluation.

Part-II

Q2 Only Focused-Short Answer Type Questions-(Answer Any Eight out of Twelve)

(6 x 8)

- Explain the major features of international business with suitable examples.
- Describe the major factors causing globalization of business.
- Evaluate the contribution of the WTO to multilateral trade negotiations.
- Elucidate the major ethical issues faced in international business.
- Discuss the role of tariffs and quotas in regulating international trade.
- Why is global competitiveness crucial for firms operating in the contemporary international marketplace?
- How do regional trade blocs shape the dynamics of global business?
- Discuss the strategic compulsions behind standardization in international markets.
- Describe the various methods organizations use to exercise control in global business operations.
- Examine the major determinants that guide the design of compensation structures for expatriate employees.

- k) Evaluate the make-or-buy decision in the context of global business.
- l) Analyze the key strategies firms adopt for product development in international markets.

**Part-III**

**Only Long Answer Type Questions (Answer Any Two out of Four)**

- Q3** Explain the different initiatives taken to promote international business and evaluate how they influence international trade and economic integration. **(16)**
- Q4** Elucidate the Classical trade theories and evaluate their relevance in today's rapidly globalizing world. **(16)**
- Q5** Examine the importance of expatriate training in international business and discuss the key components of an effective training programme. **(16)**
- Q6** Discuss the motives, types, and significance of FDI & FII for both home and host countries. **(16)**

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Course: IMBA  
Sub\_Code: 16IMN705

7<sup>th</sup> Semester Regular/Back Examination: 2025-26

SUBJECT: Corporate Strategy

BRANCH(S): IMBA

Time: 3 Hours

Max Marks: 100

Q.Code: U321

Answer Question No.1 (Part-I) which is compulsory, any eight from Part-II and any two from Part-III.

The figures in the right-hand margin indicate marks.

**Part-I**

**Q1 Answer the following questions:**

(2 x 10)

- What is vision? Give an example.
- Write any four reasons for need for mission.
- What are the components of SWOT analysis?
- What are the five competitive forces in an industry as identified by Michel Porter?
- Distinguish between business strategy and corporate strategy.
- Give an account of vertical integration.
- What do you mean by strategic audit?
- Differentiate between resources and capabilities.
- What is meant by being a first mover in an industry?
- What are 3C's of internal analysis?

**Part-II**

**Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)**

(6 x 8)

- Describe the concept of strategic intent through vision and mission statement.
- What are the different types of factors affecting the process of environmental appraisal?
- Discuss the BCG matrix and its implications to strategic analysis.
- What do you mean by resource allocation? Explain how it is critical for the success of strategy implementation.
- Discuss the different types of techniques used for operational control.
- Explain the various phases of strategy formulation with an illustration.
- Write about the difference between SWOT Analysis and TOWS matrix.
- How to formulate a strategy at business level? Explain it with an example.
- "Resource allocation as a vital part of strategy", Why this is vital?
- Explain difference between mergers and acquisitions.

- k) Now-a-days, the multinational companies presume to follow either and International Strategy or Multi Domestic Strategy or Global Strategy or Transnational Strategy. Define each of them, with all their respective advantages and disadvantages
- l) Explain the relationship of synergy with strategic realignment in the context of merger.

**Part-III**

**Only Long Answer Type Questions (Answer Any Two out of Four)**

- Q3** Describe the steps involved in developing a mission statement. Analyze with examples the characteristics of a good mission statement. (16)
- Q4** Discuss porter's five force model. How does it help managers to identify the opportunities the threats confronting a company? (16)
- Q5** Discuss the Mc.Kinseys 7s framework for organizational analysis with an illustration. (16)
- Q6** a) Discuss the most appropriate methodology for evaluation of strategy. (8 x 2)  
b) Business strategies are partly proactive and partly reactive. Explain.