



Seat No. : _____

DN-105

December-2025

Fifth Year M.B.A., Sem.-IX

Strategic Financial Management (FINANCE)

Time : 2:30 Hours]

[Max. Marks : 70

1. From the following information, calculate the following ratios : 14
Calculate and analyse :
(1) Quick Ratio
(2) Inventory Turnover Ratio
(3) Return on Investment
(4) Gross Profit Ratio
(5) Current Ratio

	₹
Inventory in the beginning	50,000
Inventory at the end	60,000
Revenue from operations	4,00,000
Gross Profit	1,94,000
Cash and Cash Equivalents	40,000
Trade Receivables	1,00,000
Trade Payables	1,90,000
Other Current Liabilities	70,000
Share Capital	2,00,000
Reserves and Surplus	1,40,000

OR

1. Explain the characteristics and functions of Strategic Financial Management. 14
2. (A) Find out Loan payments per annum for the following:
Cost of Equipment : ₹ 50 lakhs, Borrowing rate: 15%, Term of Loan: 5 years.
(a) Principal is payable in equal investment over the period of five years
(b) Amount of Loan is payable equally over the period of five years.
Prepare a table showing principle & interest payments and the total payable over period of five years. 7
2. (B) Explain the key challenges involved in strengthening the link between strategy and capital budgeting. 7

OR

2. (A) The information given below showing Rate of Return on Investment, Cost of Capital and Earning per Share of X Co. Ltd. 7

Cost of Capital = 12%

Earnings per share = ₹ 15

Rate of Return = (i) 15% (ii) 12% (iii) 9%

Determine the value of share using Gordon's Model assuming that dividend pay-out ratio is 100%, 80%, 50% and 0%.

2. (B) The following key information pertains to Ashmika Ltd. for the year 20xx : 7

Particulars	₹ in Lakhs
Sales	82.50
Variable Cost	46.20
Fixed Cost	6.60
9% Debentures	50.00
Equity Shares (₹ 100 each)	60.00
Corporate Tax	35%

- (1) What is the operating, financial and combined leverage of the firm ?
- (2) What is the Company's EPS ?
- (3) What will be the expected EPS if the Sales of Ashmika Ltd. increase by 10% in the next year and cost structure as well as financial structure remains same ?
3. (A) Kamat Ltd. is importing special equipment from US for an amount USD 60,000, payable in 3 months. The current spot rate USD 1 = ₹ 88.43 It is expected that the dollar will strengthen against rupee in 3 months and the spot rate at the end of 3 months would be ₹ 89.50. The borrowing cost from the company's banker is at 8% p.a. Calculate the cashflow of the transaction. 7
3. (B) Compute Economic Value Added of MTNL Ltd for 3 years from the information given : 7

(₹ in lakhs)

Year	1	2	3
Average Capital Employed	5,000	6,000	7,000
Operating Profit before Interest	1,200	1,500	1,700
Corporate Income Tax	100	120	150
Average Debt/Total Capital Employed	40%	30%	25%
Beta [ratio]	1.5	1.3	1.6
Risk Free Rate (%)	10	10	10
Equity Risk Premium (%)	2	2	2
Cost of Debt (Post Tax) (%)	15%	17%	16%

OR

3. Explain the key challenges in capital budgeting. How can organizations strengthen the link between strategy and capital budgeting ? Illustrate with examples. 14
4. (A) XYZ Ltd. is considering merger with ABC Ltd. XYZ Ltd.'s shares are currently traded at ₹ 25. It has 2,00,000 shares outstanding and its Earnings After Taxes (EAT) amount to ₹ 4,00,000. ABC Ltd. has 1,00,000 shares outstanding; its current market price is ₹ 12.50 and its EAT is ₹ 1,00,000. The merger will be effected by means of a stock swap (exchange). ABC Ltd. has agreed to a plan under which XYZ Ltd. will offer the current market value of ABC Ltd.'s shares. 7
- (i) What is the pre-merger Earnings Per Share (EPS) and P/E ratio of both the companies ?
- (ii) If ABC Ltd.'s P/E ratio is 8, what is its current market price ? What is the exchange ratio ? What will XYZ Ltd.'s post-merger EPS be ?
4. (B) A company is considering hedging its foreign exchange risk. It has made a purchase on 1st January, 2020 for which it has to make a payment of USD 50,000 on October, 31st 2020. The present exchange rate is 1 USD= ₹ 80. It can purchase forward 1 USD at ₹ 79. The company will have to make an upfront premium of 1% of the forward amount purchased. The cost of funds to the company is 10% per annum and the rate of corporate tax is 50%. Consider the following situations and compute the profit/loss the company will make if it hedges its foreign exchange risk : 7
- (i) If the exchange rate on October 31, 2020 is ₹ 82 per USD.
- (ii) If the exchange rate on October 31, 2020 is ₹ 78 per USD.
5. (A) Discuss the various types of managerial incentives. 7
5. (B) Explain the concept of Economic Value Added (EVA) & Market Value Added (MVA). 7

OR

5. Explain the concept and various techniques of corporate restructuring. 14

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Fifth Year M.B.A., Sem.-IX**Consumer Behaviour****Time : 2:30 Hours]****[Max. Marks : 70**

1. (A) Define Consumer Behaviour. Discuss in detail the Howard and Sheth's model of consumer decision making. **10**

1. (B) Write a note on Consumption specific segmentation bases. **4**

OR

1. (A) Define Extended Problem Solving, limited problem solving and routinized response behaviour. What are the differences in three decision making approaches ? Explain with the help of examples. **6**

1. (B) **Caselet : Growing Trend of Eating Breakfast Out in Ahmedabad.** **8**

Ahmedabad is experiencing a notable shift as more residents choose to eat breakfast outside the home. Busy professionals, students, early commuters and morning walkers are driving morning footfall at local favourites like MBA Chaiwala, Tea Post, Gajanand, MMV, Das Khaman and other Farsan shop.

The city's fast-paced work culture, expanding corporate hubs and rising café culture fuel demand for convenient, affordable breakfast options. Popular choices include Thepla, Dhokla, Khaman, Poha, Maska bun, Sandwiches, Idli Sambhar and chai-based combos. This trend is encouraging eateries and QSR brands to strengthen breakfast menus, extend early-hour service and offer quick delivery.

Explain how marketers may use different primary and secondary data in conducting consumer research. What will be the roles of qualitative and survey research in collecting primary data for such a trend analysis ?

2. Attempt any **TWO** : **14**

(A) How can consumers protect their ego and self-esteem if they fail to achieve a goal ? Assume the goal to be on an international vacation at Dubai.

(B) Discuss the principles underlying perceptual organization according to Gestalt Psychology. Use examples (advertisements) to illustrate.

(C) A working woman sees herself as efficient, competitive and achievement oriented. Ideally, she would like to combine these traits with greater warmth and understanding.

Using your understanding of self-concept theory, answer the following :

(a) How would her behaviour differ if she governed her purchases based on her actual image versus her ideal self-image ?

(b) Under what circumstances might she be more likely to buy based on her ideal self rather than on her actual self ?

(c) What purchases will she make for her extended self ?

3. Attempt any **TWO** : **14**
- (A) Explain in detail the strategic applications of classical conditioning and operant conditioning theories.
- (B) Discuss the various attitude change strategies that the marketer can resort to.
- (C) Differentiate the following : (any **four**)
- (1) Cognitive learning theory and behavioural learning theories.
 - (2) Positive reinforcement and Negative reinforcement.
 - (3) Central and Peripheral routes to persuasion.
 - (4) Attitude toward object and Attitude toward behaviour Model.
 - (5) Personal impediments and Environmental impediments.
 - (6) Internal and external attributions.

4. (A) Discuss the dynamics of Husband wife decision making and influence of children in family consumption decision making. In what ways is this decision making affected by Family life cycle stages and Traditional/Non-Traditional family ? **7**
4. (B) Discuss the various measures of Social Class. Based on any of the composite measure used by corporates detail out the various social classes and their lifestyle profiles in India. **7**

OR

4. (B) (i) Differentiate between an opinion leader, market maven and surrogate buyer. **3**
- (ii) Explain the product characteristics that influence Diffusion. **4**
5. “Marketers argue that the world markets are becoming more and more similar and therefore standardized marketing strategies for MNCs are more feasible.” Do you agree ? What are the alternative marketing strategies available to global marketers ? Use suitable illustrations. **14**

OR

5. (A) Elaborate on the Indian core values. Is there a shift in values compared to the last two decades ? Which new values are emerging ? Give examples of how these new emerging values are being addressed by marketers in their marketing mix. **10**
5. (B) Write a note on elderly subculture. **4**
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Fifth Year M.B.A., Sem.-IX

ODCM

(Organisational Development and Change Management)

Time : 2:30 Hours]

[Max. Marks : 70

1. (A) Define Organizational Development (OD). Briefly explain the historical evolution of OD. 7
 1. (B) How does Lewin's Three-Stage Model guide planned organizational change ? 7
Analyse the purpose and challenges of implementing the Unfreezing, Changing and Refreezing stages in real organizational situations.
 2. Explain the Entry and Contracting phase in the OD process. Discuss the key activities involved when a consultant and a client establish their working relationship. Why is this phase critical for the success of an OD intervention. 14
- OR**
2. Explain the role of Power and Politics in the Practice of OD. 14
 3. Define a Parallel Learning Structure and explain the different phases of it. 14
- OR**
3. Describe the Action Research process as explained by French and Bell. 14
Explain each stage of the Cycle – Data gathering, feedback, diagnosis, action planning, intervention and evaluation – with the help of a suitable example.
 4. (A) Explain Organization Mirror Intervention and explain what fishbowl is. 7
 4. (B) What is the purpose of a Third-Party Peacemaking Intervention (Walton) ? Identify and differentiate between the two main Types of Conflict that such interventions aim to resolve. Finally, explain the two conditions essential for a Productive Resolution as proposed by Walton. 7
- OR**
4. (A) Discuss the purpose and core components of a Life and Career Planning intervention. 7
 4. (B) Explain Gestalt Approach to Team Building. 7

5. (A) In OD interventions, problems and barriers are identified and grouped into four “streams.” Explain this statement in lines with Stream Analysis in OD Intervention. 7
5. (B) Cultural analysis, often guided by Edgar H. Schein’s work, is an intervention used when cultural issues are perceived to be a significant barrier to change. Explain this in line with Schein’s Cultural Analysis intervention. 7

OR

5. (A) Define Joint Optimization and explain why it is the fundamental principle of the STS approach. 7
5. (B) Explain QWL Projects from OD perspective. 7
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