



SOMAIYA

VIDYAVIHAR UNIVERSITY

Dr. Shantilal K. Somaia School of Commerce and Business Studies

QUESTION PAPERS

BRANCH: Master of Commerce (Part I)	SEM: I
	NOV-2025

Sr. No.	Subject	Available
1.	31P23C101 – International Economics	
2.	231P23C102 – Corporate Governance	
3.	231P23C103 – Marketing Management I	
4.	131P23C401 – Banking & Financial Services	
5.		
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October 2025		
Examination: End Semester Examination (PG Programmes)		
Programme code: ████████ 23	Class: M.COM-I	Semester: I
Programme: M.COM-I		
Name of the Constituent College: Dr. Shantilal K. Somaiya School of Commerce and Business Studies		Name of the Department: Commerce
Course Code: 31P23C101	Name of the Course: International Economics	
Duration: 2 Hr.	Maximum Marks: 60	
Instructions: 1) Draw neat diagrams 2) Assume suitable data if necessary		

Question No.1	Answer Any Two out of the following	Max.Marks:15
Q.1 (A)	Explain the difference between tariff and non-tariff barriers.	7 Marks
Q.1 (B)	Explain the concept of dumping and its impact on international trade.	8 Marks
OR		
Q.1 (C)	Discuss the various effects of tariffs.	7 Marks
Q.1 (D)	Explain the various types of subsidies.	8 Marks
Question No.2	Answer Any Two out of the following	Max.Marks:15
Q.2 (A)	Explain the different types of Economic Integration.	7 Marks
Q.2 (B)	Define the achievements and prospects of SAARC.	8 Marks
OR		
Q.2 (C)	Describe how ASEAN promotes regional trade among its members.	7 Marks
Q.2 (D)	Distinguish between regionalism and multilateralism.	8 Marks
Question No.3	Answer Any Two out of the following	Max.Marks:15
Q.3 (A)	Discuss the policy mix in achieving internal and external balance.	7 Marks
Q.3 (B)	Explain the causes of balance of payments disequilibrium.	8 Marks
OR		
Q.3 (C)	Discuss the different types of disequilibrium.	7 Marks
Q.3 (D)	Explain the concept and structure of balance of payments.	8 Marks
Question No.4	Answer Any Two out of the following	Max.Marks:15
Q.4 (A)	Explain the types of factors.	7 Marks
Q.4 (B)	Distinguish between flexible exchange rate and fixed exchange rate systems.	8 Marks
OR		
Q.4 (C)	Describe the role of MNCs.	7 Marks
Q.4 (D)	What are the Euro Currency and Euro Equity markets? Discuss their nature and characteristics.	8 Marks






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Semester (November 2025)		
Examination: End Semester Examination October/November 2023 (UG/PG Programmes)		
Programme code: 23 Programme: Masters in Business Management	Class: FY	Semester: I
Name of the Constituent College: Dr. Shantilal K. Somaiya School of Commerce & Business Studies.	Name of the Department: Commerce	
Course Code: 231P23C102	Name of the Course: Corporate Governance	
Duration: 2 Hrs.	Maximum Marks: 60	
Instructions: All the questions are compulsory.		

Question No.		Max. Marks	Co Attainment
Q.1	<p>(A) A multinational corporation, GlobalTech Inc., has recently implemented a unique approach to leadership and decision-making called "Conscious Governance." Rather than relying on traditional top-down management, the company encourages its employees at all levels to cultivate self-awareness, mindfulness, and ethical decision-making through regular meditation sessions, workshops on emotional intelligence. Discuss How can GlobalTech Inc. balance the need for self-governance through inner consciousness and how to shape self-governing consciousness. (8)</p> <p>(B) Elaborate the Ethical Dilemmas and explain how to solve it.(7)</p> <p style="text-align: center;">OR</p> <p>(C) In 2020, PrimeTech Solutions, a leading technology firm, faced a major scandal when it was revealed that top executives had manipulated financial reports to inflate company profits, leading to misleading investor presentations. Despite having a well-defined corporate governance framework, including an independent board and an ethics committee, the failure occurred due to a lack of transparency, insufficient oversight, and a toxic corporate culture that prioritized short-term profits over ethical conduct. As a law subject</p>	15	CO 1
			CO2
			CO1

	<p>student explain when does corporate governance fail in organizations like PrimeTech Solutions? What are the immediate and long-term effects of such failures on a company? What steps can PrimeTech Solutions take to overcome the effects of governance failure and strengthen its corporate governance framework moving forward? (15)</p>		
Q.2	<p>(A) Enumerate the role of Investor Association. (15)</p> <p style="text-align: center;">OR</p> <p>(B) Discuss in detail the provision relating to compliance risk management. (15)</p>	15	<p>CO3</p> <p>CO4</p>
Q.3	<p>EXPLAIN THE FOLLOWING QUESTIONS:</p> <p>EcoInnovate Corp., a sustainable energy company, has been struggling with internal tensions after several key members of its executive team made decisions that appeared to prioritize personal interests over the long-term health of the company. Shareholders have become increasingly vocal about their concerns, questioning the transparency of the company's financial reporting and decision-making processes. At the same time, EcoInnovate's organizational climate has suffered. Employees report low morale and a sense of disconnection from company leadership. In response, shareholders are calling for stronger governance practices to ensure that the company aligns with the principles of transparency, accountability, fairness, and responsibility as outlined in corporate governance codes.</p> <p>(A) Explain how important is the good Governance under corporate sector? (5)</p> <p>(B) Enumerate the dimensions of organizational climate. (5)</p> <p>(C) Discuss the rights of shareholders under such situations. (5)</p>	15	<p>CO1</p> <p>CO2</p> <p>CO3</p>

<p>Q.4</p>	<p>EXPLAIN THE FOLLOWING QUESTIONS:</p> <p>ABC Corporation is a large multinational company that manufactures electronic devices. Recently, the company's management decided to cut costs by relocating its production to a country with lower labour costs. As part of this decision, ABC Corporation laid off a significant portion of its workforce in its home country, resulting in unemployment for hundreds of employees. However, the company's move was met with criticism from several stakeholders. Environmental activists raised concerns about the lack of environmental regulations in the new location, while local communities were upset about the job losses. Shareholders were pleased with the cost-saving measure, as it boosted the company's profits, but the public image of the company began to decline.</p> <p>(A) Discuss the ethical principles of ABC Corporation's decision. (5)</p> <p>(B) Explain the rights of other stakeholders in such situation. (5)</p> <p>(C) Discuss any one case study on the best ethical practice by a corporate entity. (5)</p>	<p>15</p>	 <p>CO1</p> <p>CO3</p> <p>CO4</p>
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Semester (July 2025 to November 2025)		
Examination: End Semester Examination November 2025 (PG Programmes)		
Programme code: 23	Class: MBM	Semester: I
Programme: MCOM BM		
Name of the Constituent College: Dr. Shantilal K somaiya School of Commerce and Business studies		Name of the Department: Commerce
Course Code: 231P23C103	Name of the Course: Marketing Management I	
Duration : 2 Hrs.	Maximum Marks : 60	
Instructions: 1)Draw neat diagrams 2)Assume suitable data if necessary		

Question No.		Max. Marks	CO Attainment
Q1.	a. Explain how customers influence the micro environment of a business with a suitable example.	7	CO 1
	b. Explain how the information search stage helps consumers reduce the risk of making a wrong purchase decision.	8	
	OR		
Q1.	c. Explain the importance of market segmentation. Given a company selling organic skincare products, apply psychographic segmentation to determine which customer lifestyle groups the company should target.	15	CO 1
Q2	a. Examine the relationship between competitive analysis, consumer behaviour analysis, and market forecasting. How do these components together help in identifying market opportunities and potential threats?	15	CO 2
	OR		

Q2	<p>b. Assess the effectiveness of different types of secondary research (industry reports, government data, academic studies, online databases) in supporting strategic business decisions. Provide arguments for which type offers the most reliable insights.</p>	15	CO 2
Q3	<p>Case study: FreshBlend manufactures packaged fruit juices. It sells its products in two markets:</p> <p>Consumer Market: Individual consumers buying small packs from retail outlets.</p> <p>Business Market: Hotels, cafeterias, and airlines purchasing bulk juice packs.</p> <p>Business buyers demand reliability, consistent quality, and discounts on bulk orders. Consumers, on the other hand, focus on taste, packaging, price, and brand image. FreshBlend must design separate marketing approaches for both markets to grow its business.</p> <p>Questions [each carries 5 marks]</p> <ol style="list-style-type: none"> Compare and analyze the differences in buying behavior between FreshBlend's consumer market and business market customers. Evaluate how FreshBlend should modify its marketing strategies to effectively serve both segments. Identify and explain which market (consumer or business) offers long-term growth potential for FreshBlend—support your answer with reasons. 	15	CO 3
Q4	<p>Case study: FreshKart is a fast-growing online grocery service that promises same-day delivery in metropolitan cities. Initially, customer acquisition was strong due to attractive offers and a wide product range. However, after one year, FreshKart experienced a decline in customer retention.</p>	15	CO 4

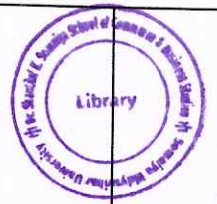
Complaints included late deliveries, mismatch between ordered and delivered products, poor-quality fruits and vegetables, and slow responses from customer service.

In an attempt to address these issues, FreshKart implemented new e-service quality standards. They introduced real-time tracking, improved packaging processes, and strengthened the return & refund system. AI-based demand forecasting tools were used to reduce stockouts, and customer service chatbots were deployed for quicker responses. FreshKart also conducted regular performance audits to track delivery partner behavior and warehouse operations.

Although customer satisfaction scores improved in reliability and responsiveness, customers still expressed concerns about consistency in product quality and cancellation of delivery slots during peak times.

Questions [each carries 5 marks]

- a. Evaluate how FreshKart's improvements align with the key dimensions of e-service quality such as reliability, responsiveness, assurance, and fulfillment.
- b. Identify the main reasons behind customer dissatisfaction and analyze how they relate to the unique characteristics of services.
- c. Propose creative recommendations FreshKart can implement to ensure consistent product quality and minimize delivery slot cancellations.







October/November 2025		
Examination: End Semester Examination (UG/PG Programmes)		
Programme code: 1	Class: FYMBM	Semester: I
Programme: Masters in Banking & Finance		
Name of the School: Dr. Shantilal K Somaiya School of Commerce & Business Studies		Name of the Department: Commerce
Course Code: 131P23C401	Name of the Course: Banking & Financial Services (BFSI)	
Duration : 2 Hr.	Maximum Marks : 60	
Instructions: 1) Draw neat diagrams & Quote examples as applicable. 2) Q 3 & 4 is Compulsory.		

Question No.		Max. Marks	CO
Q.1.	A) Discuss Banking with retail product overview about the payment systems in the financial systems and the latest trends in the same.	15	CO1
	OR		
	B) Elaborate on the Roles and Functions of an NBFC along with listing the top 10 NBFC's operating in the system.	8	CO3
	C) Discuss the Grameen Banking Model and ROSCA along with Future of microfinance in India.	7	CO4
Q.2	A) Simplify the topic of Corporate Deposit with meaning, examples and rules and which according to you will you suggest to be the best in the industry.	8	CO2
	B) Examine the service of Off Shore Banking with its limitations and advantages.	7	CO2
	OR		
	C) List down the types of NBFC's operating in India and elaborate on any 5 types of your choice with names and examples.	15	CO3
Q.3	Case Study (COMPULSORY)	15	CO 1,2,3,4
	<p>The Rotomac scam, also known as the Kothari Loan Scam, involves Vikram Kothari, the promoter of Rotomac Global Private Limited, who defrauded a consortium of Indian banks of over ₹3,695 crore. This case exposed similar issues of systemic banking fraud as seen in other high-profile cases like Vijay Mallya and Nirav Modi.</p> <hr/> <p>Key Details of the Scam</p> <ol style="list-style-type: none"> Loan Defaults: Vikram Kothari took loans from multiple public sector banks under the pretext of business expansion for Rotomac Global, a pen manufacturing company. However, he defaulted on these loans, leading to significant financial losses for the banks. Modus Operandi: 		

- The loans were allegedly secured by fraudulent means, including overvaluation of assets and fake documents.
- Kothari diverted the borrowed money for purposes unrelated to the declared business, including shell companies.
- Investigators found instances of circular trading, where funds were moved between different accounts to obscure the money trail.

3. Banks Involved:

The consortium of banks included major lenders such as:

- Bank of India (₹754 crore)
- Bank of Baroda (₹456 crore)
- Indian Overseas Bank (₹771 crore)
- Union Bank of India (₹458 crore)
- Allahabad Bank (₹330 crore)

4. Legal Action:


- In 2018, the Central Bureau of Investigation (CBI) registered a case against Kothari, his wife, and his son for fraud and criminal conspiracy.
- The Enforcement Directorate (ED) also charged him with money laundering.
- Assets of Rotomac and the Kothari family were seized to recover part of the dues.

5. Systemic Issues Highlighted:

- Weak due diligence by banks.
- Overreliance on collateral that was later found to be overvalued or nonexistent.
- Ineffective monitoring of fund usage after disbursement.

Attempt all Three Questions from the Case Study (5 marks each)

1. What systemic failures in India's banking sector allowed Vikram Kothari to secure and default on loans worth ₹3,695 crore despite clear financial irregularities?
2. How does the Rotomac Kothari scam highlight the role of collusion and fraudulent practices in large-scale financial fraud cases?
3. What measures can be implemented by financial institutions to prevent similar scams involving corporate defaulters and misuse of loans?

Q.4	Case Study(COMPULSORY)	15	CO 1,2,3,4
<p>Nirav Modi Loan Scam: Overview</p> <p>The Nirav Modi loan scam, often referred to as the Punjab National Bank (PNB) Scam, is one of the largest financial frauds in Indian banking history. Estimated at over ₹14,000 crore, the scam came to light in 2018 and involved fraudulent transactions conducted through Letters of Undertaking (LoUs) issued by PNB. Nirav Modi, a high-profile diamond jeweler, along with his uncle Mehul Choksi, was the central figure in orchestrating the scam.</p>			
<p>Key Details of the Scam</p> <p>1. Modus Operandi</p> <ul style="list-style-type: none"> • Letters of Undertaking (LoUs): An LoU is a guarantee issued by one bank to another, allowing a borrower to obtain short-term loans from overseas branches of Indian banks. <ul style="list-style-type: none"> ○ Nirav Modi and Mehul Choksi exploited this facility by obtaining LoUs from PNB's Brady House branch in Mumbai without providing any collateral. ○ Bank officials bypassed the Core Banking System (CBS), issuing LoUs manually to avoid regulatory oversight. • Fake Guarantees: The LoUs were issued fraudulently by PNB employees in collusion with Modi's firms. These guarantees allowed Modi's firms to secure loans from foreign branches of Indian banks like Allahabad Bank, Axis Bank, and Union Bank of India. • Funds Diversion: The loans obtained through the fake LoUs were allegedly diverted to shell companies controlled by Modi and Choksi in other countries, including Hong Kong and the UAE. <p>2. Duration of the Fraud</p> <ul style="list-style-type: none"> • The scam is believed to have been ongoing since 2011, involving over 300 LoUs. • The fraud remained undetected due to the complicity of bank officials and loopholes in the banking system. <p>3. Key Individuals Involved</p> <ul style="list-style-type: none"> • Nirav Modi: Founder of Firestar Diamond, he used LoUs to fund his 			

international jewelry business while diverting a large portion of the funds for personal gain.

- **Mehul Choksi:**
Modi's uncle and owner of Gitanjali Gems, he played a crucial role in orchestrating the scam.
- **PNB Employees:**
 - Gokulnath Shetty, a Deputy Manager at PNB, was the key facilitator who fraudulently issued LoUs.
 - Manoj Kharat, a PNB employee, assisted in bypassing the CBS.

Impact of the Scam

1. **Loss to PNB:**
The scam caused a direct loss of ₹14,356 crore, severely impacting PNB's financial health and market reputation.
2. **Banking System Vulnerabilities:**
 - The scam exposed systemic weaknesses in the use of LoUs and monitoring mechanisms within Indian banks.
 - RBI eventually banned the issuance of LoUs by Indian banks in 2018.
3. **Public Trust:**
The scam eroded depositor trust in public sector banks, sparking demands for tighter regulations and improved accountability.
4. **Legal and Diplomatic Fallout:**
 - Nirav Modi fled India in January 2018. He was later arrested in the UK in March 2019 and is currently fighting extradition to India.
 - Mehul Choksi took citizenship in Antigua and remains outside Indian jurisdiction.

Legal Actions and Developments

- **Arrests:**
 - PNB officials, including Gokulnath Shetty and Manoj Kharat, were arrested.
 - Assets worth thousands of crores belonging to Modi and Choksi were seized under the Prevention of Money Laundering Act (PMLA).



- International Proceedings:
 - Nirav Modi faces extradition from the UK.
 - Mehul Choksi's extradition is being pursued by Indian authorities through diplomatic channels.
- Banking Reforms:
 - The scam prompted the RBI to implement stricter controls on LoUs and strengthen audit systems.

How the Scam Was Uncovered

- In January 2018, Nirav Modi's firms approached PNB for further LoUs.
- New employees, unfamiliar with the fraudulent practices, demanded collateral for issuing fresh LoUs.
- This discrepancy led to an internal investigation, uncovering the massive scam.

Attempt all Three Questions from the Case Study for 5 marks each.

1. How did the misuse of Letters of Undertaking (LoUs) and collusion with bank officials facilitate the Nirav Modi loan scam?
2. What systemic weaknesses in PNB's internal controls and regulatory oversight allowed the fraud to go undetected for several years?
3. What measures should banks and regulatory authorities implement to prevent fraud involving international trade finance instruments like LoUs?



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