



Name:

Enrolment No:

UNIVERSITY OF PETROLEUM AND ENERGY STUDIES

End Semester Examination, May 2023

**Course: Merchant Banking
Program: B.Com (H) BM&I
Course Code: FINC 3009**

**Semester: 6th
Time: 03 hrs
Max. Marks: 100**

**SECTION A
10Qx2M=20Marks**

S. No.		Marks	CO
1	Define Merchant Banking.	[2]	CO1
2	What is Offshore Banking?	[2]	CO1
3	Explain the economic concept of Investment.	[2]	CO2
4	Define the role of Private placement.	[2]	CO2
5	Who is an underwriter?	[2]	CO1
6	Analyse convertible bonds with an example.	[2]	CO3
7	Who is a Stock broker as per SEBI?	[2]	CO2
8	What is the role of Offshore Financial Centre's in economic growth?	[2]	CO3
9	Define the concept of Cloud Accounting?	[2]	CO2
10	What is the need of a portfolio manager?	[2]	CO2

**SECTION B
4Qx5M= 20 Marks**

Q11	Elastrate the different categories of merchant banker.	[5]	CO2
Q12	Discuss the recent developments in the accounting standards.	[5]	CO3
Q13	How Merger is different from acquisition? Explain with example.	[5]	CO3
Q14	What kind of regulations needed to be followed by Stock brokers in India?	[5]	CO2

**SECTION-C
3Qx10M=30 Marks**

Q15	What kind of activities merchant bankers need to perform before a public issue?	[10]	CO2
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Q16	What are the services offered by a merchant bank?	[10]	CO2
Q17	Investment plays a vital role in the economic development. Analyze the characteristics of investment which makes it an important part of economy.	[10]	CO4
SECTION-D 3Qx10M= 30 Marks			
Q18	<p>Transformative Leadership Sets Financial Services Enterprise PMO on Fast Track to Strategic Value</p> <p>Company</p> <p>The bank, which operates over 100 branch offices in three states, found itself at a crossroads. Having spent significant time creating a good strategic plan for the bank, they wanted to improve execution and delivery. Executive leadership recognized the effectiveness of aligning projects and strategy; and realized that the company’s existing project management processes were ad hoc and inconsistent across IT and business projects.</p> <p>Challenge</p> <p>The company had begun the process of building an Enterprise Project Management Office (EPMO) and there was energy, support, and sponsorship for the potential value that an EPMO could deliver. However, initial attempts to get this organizational transformation program off the ground had faltered.</p> <p>One of the executive team had read J. Kent Crawford’s book, The Strategic Project Office, which outlines plans to build an Enterprise Project Management Office. Initially, the bank reached out to PM College in early 2015, with the thought of developing the skills first, then working toward the structure and methodology. But as the PM College business development representative listened, she realized that, in order to fully realize the benefits of the training, the bank needed to first create the structure and processes that would give newly trained project managers the tools to succeed. She took the bank’s overview of their issues to her PM Solutions consulting colleagues and enlisted their help to frame the problem and its solution.</p> <p>The managing consultant quickly established a strong partnership with the new EPMO director. Some of the solutions agreed upon included:</p> <ul style="list-style-type: none"> Partnered to develop a roadmap for EPMO formation, while coaching and mentoring the EPMO team to drive ongoing 	[3*10=30]	CO4

	<p>results. Create a charter and executive steering committee to guide the evolution of a strategic EPMO.</p> <ul style="list-style-type: none"> • Conduct Discovery—a process of stakeholder interviews and process mapping—to identify gaps and develop a roadmap to drive subsequent capability improvement. • Initiate capability improvement efforts based on the roadmap. Where practical, capability improvements were initiated in parallel with roadmap completion. <p>Business impacts included:</p> <ul style="list-style-type: none"> • De-scoped a major project using the new project management methodology, allowing the company to spell out immediate possible achievements • Guided the enterprise-wide development of a project management culture, a significant organizational change • Stronger partnership with business leaders and transparency of Project Inventory and Status • Prioritization of project selection and timing including the declination of projects that did not meet strategic objectives • 40% improvement in closing projects during first 6 months of EPMO. <ul style="list-style-type: none"> • What was the best decision taken by the company? • Discuss the outcome of the decision taken by the authority. • What are the roles played by portfolio managers and relate them with thee case? 		
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