

**VPM's
DR VN BRIMS, Thane
Programme: MMS (2024-26)
Fourth Semester Regular Examination April2026**

Course Name:	Business Ethics and Corporate Governance	Course Code	M-C-402		
Roll No.		Marks	60		
Total No. of Questions	6	Duration	2 Hour		
Total No. of printed pages	2	Date	15.04.2026		
Course Outcome Statements:					
Instructions: -		Marks	BL	CO	
Q. No 1 (All Questions are Compulsory)					
Q. No.		Questions			
Q. 1		Case/Case-let Study			
		<p>An IT firm in town side of the busy economic capital of India, faced a critical challenge when some mischievous behaviour and fraudulent practices of the Chief Administrative Officer were highlighted by a junior clerk in the company. Through whistleblowing the clerk had reported the traumatic condition of one of his female colleagues who was being harassed because of the misconduct by the CAO.</p> <p>The female employee had experienced inappropriate advances from the CAO and since past few months her psychology had turned hostile towards all coworkers as an unexpected outcome. She had started thinking to quit her job and the organisation was not in a position to bear the loss. It was an urgent need to draw the attention of top management to such incidents.</p> <p>The whistle-blowing note drew the attention of the Board which alarmingly realised the threat to the company's image and work culture. An emergency meeting was called in, and the CAO was warned about the consequences, which even included termination of his job with immediate effect if he did not apologise to the female employee and change his conduct.</p>			
	a.	Board members had to intervene when the whistleblower drew their attention towards the malpractices. Inspect the role of BOD in aligning business values and governance to ensure the business does not end up in crisis.	5	Level 4	CO4
	b.	Interpret the consequences an organisation might face in case of diluting business values and ignoring stakeholder interests.	5	Level 5	CO5
Q. 2		Answer the following			
	a.	In a furniture manufacturing company, the management had to decide between importing foreign machinery at the cost of layoff of shopfloor employees or otherwise continuing with domestic machines with the existing set of manpower. The Board members intervened to protect the employee's rights. Evaluate the Board's decision using the utilitarian framework of addressing ethical dilemma.	10	Level 5	CO5
Or					

	b	Employee motivation often depends on the fair and equitable pay packages obtained. As a Board Member in an MNC, Justify your Incentive policy that includes fringe benefits based on performance-oriented target achievement by the Sales Force.	10	Level 5	CO5
Q. 3		Answer the following			
	a.	Tata group of companies have set a organization culture that resembles an employee-caring approach. Analyse the components of organisational culture that have established this specific positioning of management philosophy in society.	10	Level 4	CO4
Or					
	b.	With the outbreak of global warming, several organisations have initiated green practices. Examine the same from the perspective of ESG initiatives and ESG aspects that require key consideration by today's corporates.	10	Level 4	CO4
Q. 4		Answer the following			
	a.	Considering the USA and Iran war conditions in 2026, identify the risk and provide a risk mitigation plan for a manufacturing unit of consumer durables requiring a fuel-intensive production process.	10	Level 3	CO3
Or					
	b.	A reputed bank faced issues like eroded trust by customers after the leadership was changed. Stakeholders lost faith due to frequent changes at the top managerial level suspecting financial frauds. Assuming you being a Board member apply your financial oversight to prevent the brand image deterioration.	10	Level 3	CO3
Q. 5		Answer the following			
	a.	Illustrate the importance of Director and Officers Insurance in safeguarding Top Management interests.	10	Level 2	CO2
Or					
	b.	Explain in detail the different challenges faced by Board of Directors in guiding the company operations.	10	Level 2	CO2
Q. 6		Answer the following			
a	i	Spell out provisions in Companies Act, 2013 those act as guiding principles for corporates in establishing governance.	5	Level 1	CO1
	ii	What is the role of SEBI LODR in establishing governance in corporate world?	5	Level 1	CO1
Or					
b	i.	Why Independent Directors become so significant on companies Board?	5	Level 1	CO1
	ii	Which structure of Board is popular in European nations and how does it handle its responsibilities?	5	Level 1	CO1