

Roll No. 

Total No. of Pages: 02

Total No. of Questions: 10

**MBA, Semester 1<sup>st</sup>**  
**FOUNDATIONS OF MANAGEMENT**  
**Subject Code: 25C1BAP-101/25C2BAP-101**

M.Code:

Date of Examination:15-12-2025

Time: 3 Hrs.

Max. Marks: 60

**INSTRUCTIONS TO CANDIDATES:**

1. **SECTION-A is COMPULSORY** consisting of **EIGHT** questions carrying **TWO** marks each.
2. **SECTION-B** consists of **FOUR** subsections: **Units-I, II, III & IV**. Each subsection contains **TWO** questions, each question carrying **EIGHT** marks and student has to attempt any **ONE** question from each subsection.
3. **SECTION-C is COMPULSORY** and consists of **ONE** Case Study carrying **TWELVE** marks.

| Q. No.           | Question   | Course Outcome | Bloom's Level |
|------------------|--|----------------|---------------|
| <b>SECTION-A</b> |  |                |               |
| 1.               | Answer briefly:  |                |               |
| a.               | What do you mean by open system?   | CO-1           | L1            |
| b.               | Explain managerial skills required at different levels.  | CO-1           | L2            |
| c.               | Who is the father of general management and state his contribution?  | CO-2           | L1            |
| d.               | Differentiate between a policy and a procedure.  | CO-3           | L2            |
| e.               | List any three bases for departmentalization.  | CO-4           | L1            |
| f.               | Explain the advantages of decentralization.  | CO-4           | L2            |
| g.               | List the three steps in the control process.   | CO-5           | L1            |
| h.               | Describe the advantages of e-business management.  | CO-5           | L2            |
| <b>SECTION-B</b> |  |                |               |
| <b>UNIT-I</b>    |  |                |               |
| 2.               | Discuss how management functions (planning, organizing, staffing, directing, and controlling) are interdependent and cyclical. | CO-1           | L3            |
| 3.               | Critically examine the F.W. Taylor Principles of scientific Management for the service industry.                               | CO-2           | L4            |
| <b>UNIT-II</b>   |  |                |               |
| 4.               | Construct the concept and process of Management by Objectives (MBO).   | CO-3           | L3            |
| 5.               | Judge the role of decision-making under certainty and risk.  | CO-3           | L5            |

| UNIT-III  |  |      |    |
|-----------|--|------|----|
| 6.        | Explain the concepts of span of management, centralization, and decentralization with practical examples.  | CO-4 | L3 |
| 7.        | Discuss the various forms of Organization Structure with suitable diagram.   | CO-4 | L4 |
| UNIT-IV   |  |      |    |
| 8.        | Compare and contrast Japanese management with Chinese style management.  | CO-5 | L4 |
| 9.        | Evaluate the roles and steps of control in management process.   | CO-5 | L5 |
| SECTION-C |  |      |    |
| 10.       | <p><b>Adopting Knowledge Management at EduTech Ltd.</b><br/> EduTech, an online learning platform, is expanding rapidly but struggles to capture and share knowledge across its dispersed teams. Employees often reinvent solutions, wasting time and resources. The CEO proposes a knowledge management system (KMS) to improve collaboration.<br/> However, concerns arise regarding costs, employee adoption, and data security. The challenge is to design a system that supports innovation while addressing these limitations. Success would mean fostering a culture of learning and knowledge-sharing while overcoming resistance to change.</p> <p><b>Question:</b></p> <ol style="list-style-type: none"> <li>Estimate the challenges and benefits of adopting KMS in fast-growing companies like EduTech.</li> <li>Design an innovative knowledge-sharing framework to support collaboration and organizational learning</li> </ol> | CO-5 | L6 |

**Note: Disclosure of identity by writing mobile number or making of passing request on any paper of Answer Sheet will lead to UMC against the student.**

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**MBA, Semester 1<sup>st</sup>**  
**QUANTITATIVE TECHNIQUES**  
**Subject Code: 25C1BAP-103/25C2BAP-103**

M.Code:

Date of Examination: 11-12-2025

Time: 3 Hrs.

Max. Marks: 60

**INSTRUCTIONS TO CANDIDATES:**

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2. **SECTION-B** consists of **FOUR** subsections: **Units-I, II, III & IV**. Each subsection contains **TWO** questions, each question carrying **EIGHT** marks and student has to attempt any **ONE** question from each subsection.
3. **SECTION-C** is **COMPULSORY** and consists of **ONE** Case Study carrying **TWELVE** marks.

| Q. No.           | Question   | Course Outcome | Bloom's Level |         |         |         |         |                  |   |    |    |   |   |      |    |
|------------------|--|----------------|---------------|---------|---------|---------|---------|------------------|---|----|----|---|---|------|----|
| <b>SECTION-A</b> |  |                |               |         |         |         |         |                  |   |    |    |   |   |      |    |
| 1.               | Answer briefly:  |                |               |         |         |         |         |                  |   |    |    |   |   |      |    |
| a.               | Show the range of the dataset: 200, 3, 5444, 3206, 800.  | CO-1           | L1            |         |         |         |         |                  |   |    |    |   |   |      |    |
| b.               | Interpret quartiles, deciles, and percentiles as positional averages.  | CO-2           | L2            |         |         |         |         |                  |   |    |    |   |   |      |    |
| c.               | Define Standard Deviation in statistics  | CO-2           | L1            |         |         |         |         |                  |   |    |    |   |   |      |    |
| d.               | Explain the trend between X: [5,6,7,8,9,10] and Y: [10,7,5,3,2,1,0] using Scatter Diagram.   | CO-3           | L2            |         |         |         |         |                  |   |    |    |   |   |      |    |
| e.               | List any two properties of Regression Coefficients.  | CO-3           | L1            |         |         |         |         |                  |   |    |    |   |   |      |    |
| f.               | Summarize the addition law of probability.   | CO-4           | L2            |         |         |         |         |                  |   |    |    |   |   |      |    |
| g.               | Recall the meaning of Linear Programming.  | CO-5           | L1            |         |         |         |         |                  |   |    |    |   |   |      |    |
| h.               | Explain head and tail slack.   | CO-5           | L2            |         |         |         |         |                  |   |    |    |   |   |      |    |
| <b>SECTION-B</b> |  |                |               |         |         |         |         |                  |   |    |    |   |   |      |    |
| <b>UNIT-I</b>    |  |                |               |         |         |         |         |                  |   |    |    |   |   |      |    |
| 2.               | Demonstrate how the functions of statistics help to organize, classify, and interpret data effectively during research and analysis.   | CO-1           | L3            |         |         |         |         |                  |   |    |    |   |   |      |    |
| 3.               | Analyze the given dataset to discover the median.<br><table border="1" style="margin: 5px auto;"><tr><td>Wages Rs.</td><td>60 - 70</td><td>50 - 60</td><td>40 - 50</td><td>30 - 40</td><td>20 - 30</td></tr><tr><td>No. of labourers</td><td>5</td><td>10</td><td>20</td><td>5</td><td>3</td></tr></table> | Wages Rs.      | 60 - 70       | 50 - 60 | 40 - 50 | 30 - 40 | 20 - 30 | No. of labourers | 5 | 10 | 20 | 5 | 3 | CO-2 | L4 |
| Wages Rs.        | 60 - 70  | 50 - 60        | 40 - 50       | 30 - 40 | 20 - 30 |         |         |                  |   |    |    |   |   |      |    |
| No. of labourers | 5  | 10             | 20            | 5       | 3       |         |         |                  |   |    |    |   |   |      |    |
| <b>UNIT-II</b>   |  |                |               |         |         |         |         |                  |   |    |    |   |   |      |    |
| 4.               | A dice was thrown 5 times. If getting an odd number is a success, what is the probability of getting followings: (a) 4 successes. (b) atleast 4 successes.   | CO-4           | L5            |         |         |         |         |                  |   |    |    |   |   |      |    |

| 5.  | In a contest, two judges ranked eight candidates A, B, C, D, E, F, G and H in order of their preference, as shown in the following table. Make use of Spearman's Rank correlation method to estimate the rank correlation coefficient. | CO-3 | L3 |              |   |   |   |   |   |   |   |   |             |   |   |   |   |   |   |   |   |              |   |   |   |   |   |   |   |   |
|---|--|------|----|--------------|---|---|---|---|---|---|---|---|-------------|---|---|---|---|---|---|---|---|--------------|---|---|---|---|---|---|---|---|
| <table border="1"> <thead> <tr> <th>Candidates ▶</th> <th>A</th> <th>B</th> <th>C</th> <th>D</th> <th>E</th> <th>F</th> <th>G</th> <th>H</th> </tr> </thead> <tbody> <tr> <td>First Judge</td> <td>5</td> <td>2</td> <td>8</td> <td>1</td> <td>4</td> <td>6</td> <td>3</td> <td>7</td> </tr> <tr> <td>Second Judge</td> <td>4</td> <td>5</td> <td>7</td> <td>3</td> <td>2</td> <td>8</td> <td>1</td> <td>6</td> </tr> </tbody> </table> |  |      |    | Candidates ▶ | A | B | C | D | E | F | G | H | First Judge | 5 | 2 | 8 | 1 | 4 | 6 | 3 | 7 | Second Judge | 4 | 5 | 7 | 3 | 2 | 8 | 1 | 6 |
| Candidates ▶  | A  | B    | C  | D            | E | F | G | H |   |   |   |   |             |   |   |   |   |   |   |   |   |              |   |   |   |   |   |   |   |   |
| First Judge   | 5  | 2    | 8  | 1            | 4 | 6 | 3 | 7 |   |   |   |   |             |   |   |   |   |   |   |   |   |              |   |   |   |   |   |   |   |   |
| Second Judge  | 4  | 5    | 7  | 3            | 2 | 8 | 1 | 6 |   |   |   |   |             |   |   |   |   |   |   |   |   |              |   |   |   |   |   |   |   |   |

**UNIT-III**

|    |  |      |    |
|----|--|------|----|
| 6. | Compare Binomial and Poisson distribution with examples. | CO-4 | L4 |
| 7. | Examine game theory giving examples.                     | CO-5 | L4 |

**UNIT-IV**

| 8.  | There is a factory located at each of the two places P and Q. From these locations, a certain commodity is derived to each of the three depots situated at A, B and C. The weekly requirements of the depots are respectively 5, 5 and 4 units of the commodity while the production capacity of the factories at P and Q are 8 and 6 units respectively. The cost of transportation per unit is given. Divide the units to be transported from each factory to each depot using LPP in order that the transportation cost is minimum. | CO-5   | L4 |                |  |        |  |  |   |   |   |         |   |    |    |    |   |    |    |    |
|---|--|--------|----|----------------|--|--------|--|--|---|---|---|---------|---|----|----|----|---|----|----|----|
| <table border="1"> <thead> <tr> <th colspan="2" rowspan="2">Costs (In Rs.)</th> <th colspan="3">Depots</th> </tr> <tr> <th>A</th> <th>B</th> <th>C</th> </tr> </thead> <tbody> <tr> <th rowspan="2">Factory</th> <th>P</th> <td>16</td> <td>10</td> <td>18</td> </tr> <tr> <th>Q</th> <td>10</td> <td>12</td> <td>10</td> </tr> </tbody> </table> |  |        |    | Costs (In Rs.) |  | Depots |  |  | A | B | C | Factory | P | 16 | 10 | 18 | Q | 10 | 12 | 10 |
| Costs (In Rs.)  |  | Depots |    |                |  |        |  |  |   |   |   |         |   |    |    |    |   |    |    |    |
|   |  | A      | B  | C              |  |        |  |  |   |   |   |         |   |    |    |    |   |    |    |    |
| Factory   | P  | 16     | 10 | 18             |  |        |  |  |   |   |   |         |   |    |    |    |   |    |    |    |
|   | Q  | 10     | 12 | 10             |  |        |  |  |   |   |   |         |   |    |    |    |   |    |    |    |

| 9.  | A manufacturer has distribution centres at Agra, Allahabad and Kolkata. These centres have availability of 40, 20 and 40 units of his product, respectively. His retail outlets at A, B, C, D and E require 25, 10, 20, 30 and 15 units of the products, respectively. The transport cost (in rupees) per unit between each centre outlet is given. Determine the optimal distribution so as to minimize the cost of transportation. | CO-5 | L5  |        |                             |  |  |  |  |   |   |   |   |   |      |    |    |    |    |    |           |    |    |     |    |    |         |    |    |    |    |    |
|---|--|------|-----|--------|-----------------------------|--|--|--|--|---|---|---|---|---|------|----|----|----|----|----|-----------|----|----|-----|----|----|---------|----|----|----|----|----|
| <table border="1"> <thead> <tr> <th rowspan="2">Centre</th> <th colspan="5">Distribution Retail Outlets</th> </tr> <tr> <th>A</th> <th>B</th> <th>C</th> <th>D</th> <th>E</th> </tr> </thead> <tbody> <tr> <td>Agra</td> <td>55</td> <td>30</td> <td>40</td> <td>90</td> <td>40</td> </tr> <tr> <td>Allahabad</td> <td>35</td> <td>30</td> <td>100</td> <td>45</td> <td>80</td> </tr> <tr> <td>Kolkata</td> <td>40</td> <td>60</td> <td>95</td> <td>35</td> <td>30</td> </tr> </tbody> </table> |  |      |     | Centre | Distribution Retail Outlets |  |  |  |  | A | B | C | D | E | Agra | 55 | 30 | 40 | 90 | 40 | Allahabad | 35 | 30 | 100 | 45 | 80 | Kolkata | 40 | 60 | 95 | 35 | 30 |
| Centre  | Distribution Retail Outlets  |      |     |        |                             |  |  |  |  |   |   |   |   |   |      |    |    |    |    |    |           |    |    |     |    |    |         |    |    |    |    |    |
|   | A  | B    | C   | D      | E                           |  |  |  |  |   |   |   |   |   |      |    |    |    |    |    |           |    |    |     |    |    |         |    |    |    |    |    |
| Agra  | 55   | 30   | 40  | 90     | 40                          |  |  |  |  |   |   |   |   |   |      |    |    |    |    |    |           |    |    |     |    |    |         |    |    |    |    |    |
| Allahabad   | 35   | 30   | 100 | 45     | 80                          |  |  |  |  |   |   |   |   |   |      |    |    |    |    |    |           |    |    |     |    |    |         |    |    |    |    |    |
| Kolkata   | 40   | 60   | 95  | 35     | 30                          |  |  |  |  |   |   |   |   |   |      |    |    |    |    |    |           |    |    |     |    |    |         |    |    |    |    |    |

**SECTION-C**

| 10.   | A company collected the following data. Total Frequency (N) is 360 and mode is 1376. (a) Estimate the problem to find missing frequency. (b) Evaluate whether it's a case of unimodal or not. | CO-5 | L6 |       |           |         |    |           |    |            |   |             |     |             |   |             |    |             |    |             |   |
|---|---|------|----|-------|-----------|---------|----|-----------|----|------------|---|-------------|-----|-------------|---|-------------|----|-------------|----|-------------|---|
| <table border="1"> <thead> <tr> <th>Class</th> <th>Frequency</th> </tr> </thead> <tbody> <tr> <td>0 - 400</td> <td>14</td> </tr> <tr> <td>400 - 800</td> <td>22</td> </tr> <tr> <td>800 - 1200</td> <td>?</td> </tr> <tr> <td>1200 - 1600</td> <td>124</td> </tr> <tr> <td>1600 - 2000</td> <td>?</td> </tr> <tr> <td>2000 - 2400</td> <td>32</td> </tr> <tr> <td>2400 - 2800</td> <td>15</td> </tr> <tr> <td>2800 - 3200</td> <td>5</td> </tr> </tbody> </table> |   |      |    | Class | Frequency | 0 - 400 | 14 | 400 - 800 | 22 | 800 - 1200 | ? | 1200 - 1600 | 124 | 1600 - 2000 | ? | 2000 - 2400 | 32 | 2400 - 2800 | 15 | 2800 - 3200 | 5 |
| Class   | Frequency   |      |    |       |           |         |    |           |    |            |   |             |     |             |   |             |    |             |    |             |   |
| 0 - 400   | 14  |      |    |       |           |         |    |           |    |            |   |             |     |             |   |             |    |             |    |             |   |
| 400 - 800   | 22  |      |    |       |           |         |    |           |    |            |   |             |     |             |   |             |    |             |    |             |   |
| 800 - 1200  | ?   |      |    |       |           |         |    |           |    |            |   |             |     |             |   |             |    |             |    |             |   |
| 1200 - 1600   | 124   |      |    |       |           |         |    |           |    |            |   |             |     |             |   |             |    |             |    |             |   |
| 1600 - 2000   | ?   |      |    |       |           |         |    |           |    |            |   |             |     |             |   |             |    |             |    |             |   |
| 2000 - 2400   | 32  |      |    |       |           |         |    |           |    |            |   |             |     |             |   |             |    |             |    |             |   |
| 2400 - 2800   | 15  |      |    |       |           |         |    |           |    |            |   |             |     |             |   |             |    |             |    |             |   |
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MBA, Semester-1<sup>st</sup>**ACCOUNTING FOR MANAGEMENT AND REPORTING**

Subject Code: 25C1BAP-104 / 25C2BAP-104

M.Code:

Date of Examination: 19-12-2025

Time: 3 Hrs.

Max. Marks: 60

**INSTRUCTIONS TO CANDIDATES:**

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| Q. No.           | Question   | Course Outcome | Bloom's Level |
|------------------|--|----------------|---------------|
| <b>SECTION-A</b> |  |                |               |
| 1.               | Answer briefly:  |                |               |
| a.               | List any two basic Accounting Principles.  | CO-1           | L1            |
| b.               | Explain the importance of Accounting Principles in preparing financial statements.             | CO-1           | L2            |
| c.               | What is Break-Even Point?  | CO-2           | L1            |
| d.               | Differentiate between Fixed Budget and Flexible Budget.  | CO-3           | L2            |
| e.               | Define Common Size Statement.  | CO-4           | L1            |
| f.               | Interpret how Trend Analysis helps in performance evaluation.                                  | CO-4           | L2            |
| g.               | State the meaning of Transfer Pricing.   | CO-5           | L1            |
| h.               | Describe the factors influencing the environment of Financial Reporting.                       | CO-5           | L2            |
| <b>SECTION-B</b> |  |                |               |
| <b>UNIT-I</b>    |  |                |               |
| 2.               | Illustrate the steps involved in the Accounting Process with a suitable example.               | CO-1           | L3            |
| 3.               | Analyze the interrelationship between Financial, Cost and Management Accounting.               | CO-1           | L4            |
| <b>UNIT-II</b>   |  |                |               |
| 4.               | Construct a cost sheet and explain the purpose of each component for decision-making.          | CO-2           | L3            |
| 5.               | Assess the effectiveness of participative and performance budgets in enhancing accountability. | CO-3           | L5            |
| <b>UNIT-III</b>  |  |                |               |
| 6.               | Demonstrate the computation of turnover ratios and interpret their managerial implications.    | CO-4           | L3            |
| 7.               | Examine the interrelationship among liquidity, solvency and profitability ratios.              | CO-4           | L4            |

| UNIT-IV   |   |      |    |
|-----------|---|------|----|
| 8.        | Examine the challenges and advantages of Human Resource Accounting in organizational reporting.   | CO-5 | L4 |
| 9.        | Judge the usefulness of activity-based costing for strategic cost management and decision-making.   | CO-5 | L5 |
| SECTION-C |   |      |    |
| 10.       | <p>Preparation of Cost Sheet and Classification of Costs</p> <p>Sunshine Textiles manufactures garments. The management wants to prepare a cost sheet to analyze the cost structure for a new product line. The following cost data for the month is available:</p> <p>Raw Materials: \$150,000<br/>           Direct Labour: \$80,000<br/>           Factory Overheads: \$60,000<br/>           Administrative Expenses: \$40,000<br/>           Selling and Distribution Expenses: \$30,000<br/>           Production Units: 10,000</p> <p><b>Questions:</b></p> <p>a) Formulate a cost sheet using the given data, clearly classifying the different costs.</p> <p>b) Discussing the classification of costs into fixed and variable, how these can help Sunshine Textiles in cost control.</p> <p>c) Elaborate the importance of accurate cost classification for decision-making in Sunshine Textiles.</p> | CO-2 | L6 |

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MBA, Semester-1<sup>st</sup>

BUSINESS ENVIRONMENT AND INDIAN ECONOMY

Subject Code:25C1BAP-105/ 25C2BAP-105

M.Code:

Date of Examination: 17-12-2025

Time: 3 Hrs.

Max. Marks: 60

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| Q. No.           | Question  | Course Outcome | Bloom's Level |
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| <b>SECTION-A</b> |   |                |               |
| 1.               | Answer briefly:   |                |               |
| a.               | List two key objectives of Monetary Policy.   | CO-1           | L1            |
| b.               | Extend the importance of Public Sector in India.  | CO-2           | L2            |
| c.               | Identify the two key provisions of the Consumer Protection Act.   | CO-2           | L1            |
| d.               | Infer the meaning of Technology.  | CO-3           | L2            |
| e.               | List the two major functions of WTO.  | CO-4           | L1            |
| f.               | Explain Disguised Unemployment.   | CO-4           | L2            |
| g.               | Recall the two objectives of Jan-Dhan Yojana.   | CO-5           | L1            |
| h.               | Illustrate the significance of Foreign Trade in India's economic growth.  | CO-5           | L2            |
| <b>SECTION-B</b> |   |                |               |
| <b>UNIT-I</b>    |   |                |               |
| 2.               | Apply the concept of internal and external environment to show how both affect business performance.                        | CO-1           | L3            |
| 3.               | Examine the effects of the New Industrial Policy on Indian businesses.  | CO-1           | L4            |
| <b>UNIT-II</b>   |   |                |               |
| 4.               | Apply the provisions of FEMA and EXIM Policy to Understand the regulatory framework governing international trade in India. | CO-2           | L3            |
| 5.               | Evaluate the role of the Environment Protection Act, 1986 in promoting sustainable business operations in India.            | CO-2           | L5            |

| UNIT-III  |  |      |    |
|-----------|--|------|----|
| 6.        | Identify the main issues related to rural-urban migration.   | CO-3 | L3 |
| 7.        | Analyse the role of EOU and SEZ in boosting economic growth in India.  | CO-3 | L4 |
| UNIT-IV   |  |      |    |
| 8.        | Examine the importance of social infrastructure sectors for economic development in India.   | CO-4 | L4 |
| 9.        | Evaluate the government employment schemes that have helped to reduce unemployment in India.   | CO-5 | L5 |
| SECTION-C |  |      |    |
| 10.       | <p>Case Study</p> <p>GreenTech Solutions Pvt. Ltd., founded in 2015, is an Indian company specializing in renewable energy products like solar panels and wind turbines. Its vision is to provide sustainable energy solutions while promoting environmental conservation. The company operates in a dynamic business environment influenced by political policies, economic fluctuations, technological advancements, socio-cultural trends, and legal regulations.</p> <p>GreenTech faces rising raw material costs, rapid technological changes, and the need to retain skilled employees. Growing public awareness of sustainability boosts demand, while compliance with environmental and labour laws is essential. Opportunities include expansion into rural markets, collaborations with international firms, and CSR initiatives promoting clean energy awareness.</p> <p>By investing in R&amp;D, employee development, and strategic partnerships, GreenTech navigates challenges while leveraging opportunities. Its proactive approach strengthens its reputation as an innovative and socially responsible renewable energy company.</p> <p>Questions:</p> <p>a) Assess the long-term benefits of GreenTech's investments in R&amp;D.</p> <p>b) Recommend actions that GreenTech can take to improve employee retention in the renewable energy sector.</p> | CO1  | L5 |

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Roll No. 

Total No. of Pages: 02

Total No. of Questions: 10

**MBA, Semester 1<sup>st</sup>**  
**BUSINESS ETHICS AND CSR**  
**Subject Code: 25C1BAP-106 / 25C2BAP-106**  
**M. Code:**  
**Date of Examination: 22-12-2025**

Time: 3 Hrs.

Max. Marks: 60

**INSTRUCTIONS TO CANDIDATES:**

1. SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.
2. SECTION-B consists of FOUR subsections: Units-I, II, III & IV. Each subsection contains TWO questions, each question carrying EIGHT marks and student has to attempt any ONE question from each subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

| Q. No.           | Question  | Course Outcome | Bloom's Level |
|------------------|---|----------------|---------------|
| <b>SECTION-A</b> |   |                |               |
| 1.               | Answer briefly:   |                |               |
| a.               | Define code of Ethics   | CO-1           | L1            |
| b.               | Contrast between teleological and deontological approaches.   | CO-1           | L2            |
| c.               | Label one example of ethical implications at the top management level.                                    | CO-2           | L1            |
| d.               | Explain the need for CSR in developing countries.   | CO-3           | L2            |
| e.               | List two features of Global Reporting Initiative (GRI).   | CO-4           | L1            |
| f.               | Explain the need for sustainability reporting.  | CO-4           | L2            |
| g.               | Define corporate governance.  | CO-5           | L1            |
| h.               | Demonstrate the significance of corporate governance for investors?                                       | CO-5           | L2            |
| <b>SECTION-B</b> |   |                |               |
| <b>UNIT-I</b>    |   |                |               |
| 2.               | Identify the impact of globalization on business ethics with examples from Indian and Western practices.  | CO-1           | L3            |
| 3.               | Examine principles of business ethics to address unethical marketing practices in a competitive industry. | CO-1           | L4            |
| <b>UNIT-II</b>   |   |                |               |
| 4.               | Apply ethical reasoning to resolve a conflict between profit and employee welfare.                        | CO-2           | L3            |
| 5.               | Determine the process of resolving ethical dilemmas in organizational contexts.                           | CO-2           | L5            |

| UNIT-III  |  |      |    |
|-----------|--|------|----|
| 6.        | Make the use of CSR models in designing a community development project.   | CO-3 | L3 |
| 7.        | Examine how sustainability reporting enhances transparency and accountability in corporate governance.   | CO-3 | L4 |
| UNIT-IV   |  |      |    |
| 8.        | Examine the concept of Corporate Governance. Highlight the need of Corporate Governance in the current business scenario.  | CO-5 | L4 |
| 9.        | Explain the provisions of CSR under the Companies Act, 2013 and evaluate their impact on Indian businesses.  | CO-5 | L5 |
| SECTION-C |  |      |    |
| 10.       | <p>Ranbir is the Chief executive officer of a company. The Company has been growing and has recruited quite a few specialists recently. The functional heads in the company have to meet their staff in an open meeting every two months. Ranbir detested these meetings. It was open to everyone in the office. The staff came up with a long list of trivial and tiresome complaints and grievances. They repeated the same things and spoke at length. Even when the staff knew of the constraints, they went on with their complaints. They wanted more space for lounge, for bathrooms and crèche. Ranbir pointed to lack of space, and yet the staff continued to complain. Ranbir cultivated a habit of sitting through the meeting with a cheerful face, but with his mind switched off from the proceedings. The meeting became a tiresome ritual he had to get through.</p> <p><b>Questions:</b></p> <p>a). Elaborate the actions to resolve these issues as many employees had left the company and its further hampering the Business of the company.</p> <p>b) In Ranbir's situation what action would you have taken? Justify.</p> | CO-2 | L5 |

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Roll No.

Total No. of Questions: 10

Total No. of Pages: 02

**MBA, Semester-1<sup>st</sup>**  
**MANAGERIAL ECONOMICS**  
**Subject Code: 25C1BAP-102 /25C2BAP-102**  
**M.Code:**

Date of Examination: 13-12-2025

Time: 3 Hrs.

Max. Marks: 60

**INSTRUCTIONS TO CANDIDATES:**

1. SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.
2. SECTION-B consists of FOUR subsections: Units-I, II, III & IV. Each subsection contains TWO questions, each question carrying EIGHT marks and student has to attempt any ONE question from each subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

| Q. No.           | Question   | Course Outcome | Bloom's Level |
|------------------|--|----------------|---------------|
| <b>SECTION-A</b> |  |                |               |
| 1.               | Answer briefly:  |                |               |
| a.               | Define the meaning of incremental concept.   | CO-1           | L1            |
| b.               | Compare scarcity concept and opportunity cost.   | CO-1           | L2            |
| c.               | Define price elasticity of demand.   | CO-2           | L1            |
| d.               | Explain the relationship between cost and production.  | CO-3           | L2            |
| e.               | How price is defined in monopoly?  | CO-4           | L1            |
| f.               | Outline the assumptions of oligopoly.  | CO-4           | L2            |
| g.               | List the types of unemployment.  | CO-5           | L1            |
| h.               | Outline the methods of national income measurement.  | CO-5           | L2            |
| <b>SECTION-B</b> |  |                |               |
| <b>UNIT-I</b>    |  |                |               |
| 2.               | Make use of elasticity of demand by explaining how firms adjust prices when demand becomes elastic or inelastic, and describe how this helps managers in increasing revenue and maintaining competitiveness. | CO-1           | L3            |
| 3.               | Analyze the nature and scope of managerial economics and explain how it helps managers make decisions related to pricing, production, marketing, investment, and resource allocation within an organization. | CO-1           | L4            |

| UNIT-II   |   |      |    |
|-----------|---|------|----|
| 4.        | Identify the major determinants of short-run and long-run cost, and explain how these factors influence managerial decisions related to production planning and investment.   | CO-2 | L3 |
| 5.        | Determine whether the traditional theory of production is sufficient to explain modern production practices, and justify your view with logical reasoning.  | CO-3 | L5 |
| UNIT-III  |   |      |    |
| 6.        | Solve a price leadership situation by explaining how one dominant firm sets the price and how all other small firms in the industry follow the same price to avoid competition.   | CO-4 | L3 |
| 7.        | Distinguish between various types of pricing practices such as penetration pricing, cost-plus pricing, and skimming, and explain when each practice is suitable for firms.  | CO-4 | L4 |
| UNIT-IV   |   |      |    |
| 8.        | Examine the major causes of inflation in developing economies and explain how demand-pull and cost-push factors contribute to rising price levels.  | CO-5 | L4 |
| 9.        | Evaluate different methods of measuring national income and discuss which method is most appropriate for countries facing large informal economic activity.   | CO-5 | L5 |
| SECTION-C |   |      |    |
| 10.       | <p><b>Case Study</b><br/>A smartphone company, TechNova, noticed a sudden decline in demand despite launching advanced models. Competitors offered heavy discounts and bundled services, influencing consumer choices. Rising inflation also reduced disposable income, further decreasing demand. TechNova's supply contracts with component manufacturers remained fixed, making supply relatively inflexible in the short run. The management must decide whether to revise pricing, modify production, or redesign promotional strategies. At the same time, the company is analyzing the elasticity of demand to understand how sensitive customers are to price changes. The leadership team must assess how both demand and supply conditions are shaping the firm's current market position and long-term strategy.</p> <p><b>Questions</b><br/>(a) Evaluate how the determinants of demand influenced TechNova's competitive position.<br/>(b) Judge whether adjusting supply or price would be the more effective strategy for TechNova</p> | CO-1 | L5 |

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| <b>UNIT-III</b>  |  |      |    |
|------------------|--|------|----|
| 6.               | Organize the guidelines to be kept in mind for Just-A-Minute (JAM) session.  | CO-5 | L3 |
| 7.               | Assess the effectiveness of visual aids in enhancing understanding during business presentations.  | CO-5 | L5 |
| <b>UNIT-IV</b>   |  |      |    |
| 8.               | Analyze the strategies to initiate and conclude a group discussion effectively.  | CO-5 | L4 |
| 9.               | Organize the essential components of a resume. Explain each section with suitable examples.  | CO-5 | L3 |
| <b>SECTION-C</b> |  |      |    |
| 10.              | <p>ConnectPlus Pvt. Ltd., a growing marketing firm, wanted to enhance its brand visibility and improve communication with clients. The company initially used LinkedIn, Twitter, and Instagram to share updates and industry news. However, posts were irregular, inconsistent, and lacked clear messaging, resulting in minimal client engagement. Recognizing the problem, management developed a structured social media plan. They began posting regular updates, creating professional content, and encouraging interaction with clients through polls, comments, and messages. Within a few months, client engagement increased, brand recognition improved, and communication with clients became more effective.</p> <p><b>Questions:</b></p> <p>a) Explain how social networking techniques can enhance business communication and client engagement in the context of ConnectPlus Pvt. Ltd.</p> <p>b) Assess the mistakes made by ConnectPlus initially and suggest strategies to use social networking platforms more effectively for business communication.</p> | CO-3 | L5 |

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Total No. of Pages:02

Total No. of Questions: 10

MBA, Semester 1<sup>st</sup>**BUSINESS COMMUNICATION FOR MANAGERIAL EFFECTIVENESS**

Subject Code: MBA 107-18

M.Code: 75408

Date of Examination:03-01-2026

Time: 3 Hrs.

Max.Marks: 60

**INSTRUCTIONS TO CANDIDATES:**

1. SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.
2. SECTION-B consists of FOUR subsections: Units-I, II, III & IV. Each subsection contains TWO questions, each question carrying EIGHT marks and student has to attempt any ONE question from each subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

| Q.No.            | Question   | Course Outcome | Bloom's Level |
|------------------|--|----------------|---------------|
| <b>SECTION-A</b> |  |                |               |
| 1.               | Answer briefly:  |                |               |
| a.               | Define 'Business Communication'.   | CO-1           | L1            |
| b.               | Classify any two common barriers present in business communication.  | CO-1           | L2            |
| c.               | Why are good listening skills crucial in Business Communication?   | CO-2           | L1            |
| d.               | Outline two social networking technologies used in business communication.   | CO-3           | L2            |
| e.               | What are positive messages?  | CO-4           | L1            |
| f.               | Interpret two principles of effective writing.   | CO-4           | L2            |
| g.               | Recall the importance of Visual aids in presentation.  | CO-5           | L1            |
| h.               | Summarize the qualities of good speaker.   | CO-5           | L2            |
| <b>SECTION-B</b> |  |                |               |
| <b>UNIT-I</b>    |  |                |               |
| 2.               | Organize all the steps in Business Communication process.  | CO-1           | L3            |
| 3.               | Examine the steps to improve listening skills in business meetings.  | CO-2           | L4            |
| <b>UNIT-II</b>   |  |                |               |
| 4.               | Identify and explain in detail the Three-Step Writing Process used in business communication.  | CO-2           | L3            |
| 5.               | Evaluate all the essential components of good proposal.  | CO-3           | L5            |
| <b>UNIT-III</b>  |  |                |               |
| 6.               | Identify the ways in which group discussion contributes to successful business communication? Explain the Do's and Don'ts of group discussion. | CO-3           | L3            |
| 7.               | Analyze the ways in which presentation slides can be enhanced. Inspect the strategies for team/group presentations.                            | CO-4           | L4            |

| UNIT-IV   |   |      |    |
|-----------|---|------|----|
| 8.        | Classify the interview-taking techniques that you would use to make correct recruitment.  | CO-4 | L4 |
| 9.        | Interpret the importance of a good resume. Recommend the important elements and layout of a good resume.  | CO-5 | L5 |
| SECTION-C |   |      |    |
| 10.       | <p>Case Study</p> <p>Global Solutions Pvt. Ltd., an Indian IT consultancy firm, was invited to present a new project proposal to a team of Japanese executives. The lead presenter, Rahul, prepared an informative and visually engaging presentation using graphs, data points, and creative visuals. However, during the meeting, he noticed that the audience remained silent, occasionally nodding but not engaging with his questions. After the presentation, Rahul learned that the Japanese executives found his presentation too fast-paced and informal. They also perceived his direct questioning style as somewhat confrontational, which made them uncomfortable. The company later advised Rahul to adapt his communication style to be more aligned with their cultural expectations, including a slower delivery, a more formal tone, and indirect questioning methods. This highlighted the importance of combining strong presentation skills with awareness of cross-cultural communication norms.</p> <p><b>Questions:</b></p> <p>(a) Interpret that how could Rahul modify his presentation style to be more effective in a cross-cultural context.</p> <p>(b) Justify the importance of understanding cultural differences when preparing for a business presentation.</p> | CO-1 | L5 |

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Total No. of Questions: 10

Total No. of Pages: 2

**MBA, SEMESTER- 1st**  
**BUSINESS ETHICS AND CSR**  
**SUBJECT CODE: MBA-106-18**

**M.CODE: 75407**

**DATE OF EXAMINATION: 24-12-2025**

Time: 3 Hrs.

Max. Marks: 60

**INSTRUCTIONS TO CANDIDATES:**

1. SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.
2. SECTION-B consists of FOUR subsections: Units-I, II, III & IV. Each subsection contains TWO questions, each carrying EIGHT marks each and student has to attempt any ONE question from each subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

| Q. No.           | Question   | Course Outcome | Bloom's Level |
|------------------|--|----------------|---------------|
| <b>SECTION-A</b> |  |                |               |
| 1.               | <b>Answer briefly:</b>   |                |               |
| a.               | Define ethics and ethos.   | CO-1           | L1            |
| b.               | Infer two contemporary issues in business ethics.  | CO-1           | L2            |
| c.               | List two ethical considerations in marketing.  | CO-2           | L1            |
| d.               | Compare CSR and corporate sustainability.  | CO-3           | L2            |
| e.               | What are National Voluntary Guidelines on CSR?   | CO-4           | L1            |
| f.               | Differentiate sustainability and CSR.  | CO-4           | L2            |
| g.               | Recall two needs of corporate governance.  | CO-5           | L1            |
| h.               | Relate how can governance models improve business practices?                               | CO-5           | L2            |
| <b>SECTION-B</b> |  |                |               |
| <b>UNIT-I</b>    |  |                |               |
| 2.               | Apply Kohlberg's six stages of moral development with suitable business examples.          | CO1            | L3            |
| 3.               | Examine the importance of business ethics in today's globalized business environment.      | CO1            | L4            |
| <b>UNIT-II</b>   |  |                |               |
| 4.               | Make use of the ethical decision-making model to resolve a dilemma in financial reporting. | CO2            | L3            |
| 5.               | Determine the process of resolving ethical dilemmas in organizational contexts.            | CO2            | L5            |

| UNIT-III  |   |     |    |
|-----------|---|-----|----|
| 6.        | Make the use of CSR models in designing a community development project.  | CO3 | L3 |
| 7.        | Examine the impact of different CSR drivers (legal, ethical, and economic) on firm reputation and performance.  | CO3 | L4 |
| UNIT-IV   |   |     |    |
| 8.        | Compare the Global Reporting Initiative (GRI) and National Voluntary Guidelines frameworks in terms of sustainability reporting.  | CO4 | L4 |
| 9.        | Explain the effectiveness of corporate governance mechanisms in preventing fraud and unethical behavior.  | CO5 | L5 |
| SECTION-C |   |     |    |
| 10.       | <p>You are the Managing Director of Metro Rail Corporation (MRC) of a metropolitan city and you have received orders and funding for construction of the metro track and a parking space in a densely forested area of the city with houses of few underprivileged families as well in it. For the construction, the forest has to be cleared and the families have to be moved to some other place. The locals have started a protest after knowing about the order. They are highly raged about cutting down thousands of trees and the affected families have also joined them because the forest holds emotional value for them. On the other hand, the minister who directly controls the MRC is pressuring you to start the felling process as soon as possible. You know that going against his orders will have serious repercussions.</p> <p><b>Questions:</b></p> <p>a) Discuss the unethical issues involved in this case.</p> <p>b) Design some strategies to resolve this issue.</p> | CO5 | L6 |

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Total No. of Pages: 02

Total No. of Questions: 10

MBA, Semester – 1<sup>st</sup>  
Managerial Economics  
Subject Code: MBA -102-18  
M.Code: 75403  
Date of Examination: 11-12-2025

Time: 3 Hrs.

Max. Marks:60

**INSTRUCTIONS TO CANDIDATES:**

1. SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.
2. SECTION-B consists of FOUR subsections: Units-I, II, III & IV. Each subsection contains TWO questions, each carrying EIGHT marks each and student has to attempt any ONE question from each subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

| Q. No.           | Question   | Course Outcome | Bloom's Level |
|------------------|--|----------------|---------------|
| <b>SECTION-A</b> |  |                |               |
| 1.               | Answer briefly:  |                |               |
| a.               | Define Managerial Economics and state any two of its features.                                       | CO-1           | L1            |
| b.               | Explain the Opportunity Cost principle with the help of an example.                                  | CO-1           | L2            |
| c.               | Recall the term Demand Function? Mention any two determinants of demand.                             | CO-2           | L1            |
| d.               | Illustrate the concept of Price Elasticity of Demand.  | CO-3           | L2            |
| e.               | What is a Production Function?   | CO-4           | L1            |
| f.               | Interpret the meaning of Marginal Revenue and state its relationship with Average Revenue.           | CO-4           | L2            |
| g.               | Label out the concept of Perfect Competition? Mention any two assumptions.                           | CO-5           | L1            |
| h.               | Summarize National Income and list any two methods of its measurement.                               | CO-5           | L2            |
| <b>SECTION-B</b> |  |                |               |
| <b>UNIT-I</b>    |  |                |               |
| 2.               | Identify the nature, scope and relationship of Managerial Economics with other disciplines.          | CO-1           | L3            |
| 3.               | Examine Indifference Curve Analysis along with its assumptions, properties and consumer equilibrium. | CO-2           | L4            |

| <b>UNIT-II</b>   |   |      |    |
|------------------|---|------|----|
| 4.               | Construct Short-run and Long-run Production Functions. How does a firm determine the least-cost combination of inputs?  | CO-2 | L3 |
| 5.               | Evaluate the Modern Theory of Cost and its relevance in managerial decision-making.   | CO-3 | L5 |
| <b>UNIT-III</b>  |   |      |    |
| 6.               | Identify how price and output is determined under Monopoly.   | CO-3 | L3 |
| 7.               | Distinguish between Collusive and Non-collusive oligopoly with suitable diagrams.   | CO-4 | L4 |
| <b>UNIT-IV</b>   |   |      |    |
| 8.               | Analyze the Keynesian Consumption Function and its implications for economic activity.  | CO-4 | L4 |
| 9.               | Interpret the IS-LM model and explain macroeconomic equilibrium.  | CO-5 | L5 |
| <b>SECTION-C</b> |   |      |    |
| 10               | <p>A firm UrbanTech Electronics is planning to expand production due to rising market demand. However, it faces challenges such as increasing production costs, fluctuating revenue patterns, and uncertainty in the macroeconomic environment. The management wants to analyze demand conditions, evaluate cost structure, decide on pricing, and study national income trends to forecast future sales.</p> <p><b>Questions</b></p> <p>(a) Judge how UrbanTech can use concepts of demand elasticity, cost analysis and market structure to make better managerial decisions.</p> <p>(b). Design a comprehensive managerial economics framework including production decisions, pricing strategy, demand forecasting and macroeconomic indicators for the firm's expansion.</p> | CO-1 | L5 |

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Total No. of Pages: 02

Total No. of Questions: 10

**MBA, Semester-I<sup>st</sup>**  
**ACCOUNTING FOR MANAGEMENT AND REPORTING**

Subject Code: MBA 104-18

M.Code: 75405

Date of Examination: 22-12-2025

Time: 3 Hrs.

Max. Marks: 60

**INSTRUCTIONS TO CANDIDATES:**

1. SECTION-A is **COMPULSORY** consisting of **EIGHT** questions carrying **TWO** marks each.
2. SECTION-B consists of **FOUR** subsections: Units-I, II, III & IV. Each subsection contains **TWO** questions, each question carrying **EIGHT** marks and student has to attempt any **ONE** question from each subsection.
3. SECTION-C is **COMPULSORY** and consists of **ONE** Case Study carrying **TWELVE** marks.

| Q. No.           | Question  | Course Outcome | Bloom's Level |
|------------------|---|----------------|---------------|
| <b>SECTION-A</b> |   |                |               |
| 1.               | Answer briefly:   |                |               |
| a.               | Define the concept of Break-Even Point with Example.  |                |               |
| b.               | Summarise a note on Contribution.   | CO1            | L1            |
| c.               | Who are external users of accounting information?   | CO2            | L2            |
| d.               | Explain the term Performance Budget.  | CO2            | L1            |
| e.               | Define Operating Profit Ratio.  | CO3            | L2            |
| f.               | Explain the term common size statement.   | CO4            | L1            |
| g.               | What do you mean by IFRS?   | CO5            | L2            |
| h.               | Interpret the term Life Cycle Costing.  | CO5            | L1            |
|                  |   | CO6            | L2            |
| <b>SECTION-B</b> |   |                |               |
| <b>UNIT-I</b>    |   |                |               |
| 2.               | Apply your understanding of Financial Accounting, Cost Accounting, and Management Accounting, illustrating their interrelationship with suitable business examples. | CO1            | L3            |
| 3.               | Compare the differences between the formats of Banking and Insurance Company accounts.  | CO1            | L4            |

| UNIT-II   |   |     |    |
|-----------|---|-----|----|
| 4.        | <p>Sale Required to Earn a profit of Rs. 3,00,000</p> <p>Fixed Expenses=Rs.75,000</p> <p>Variable Cost per unit:</p> <p>Direct Material =Rs. 4</p> <p>Direct Labour =Rs. 2</p> <p>Direct overheads =100% of Direct Labour</p> <p>Selling Price per unit= Rs. 10</p> <p>Calculate the following:</p> <p>a) P/V Ratio</p> <p>b) Break -Even Sales with the help of P/V Ratio.</p>   | CO2 | L3 |
| 5.        | Evaluate various advantages and essentials for the success of budgetary control.  | CO3 | L5 |
| UNIT-III  |   |     |    |
| 6.        | Identify how ratio analysis supports decision-making for creditors and investors.   | CO4 | L3 |
| 7.        | Compare cash flow and fund flow statements and highlight their distinct purposes.   | CO4 | L4 |
| UNIT-IV   |   |     |    |
| 8.        | Examine the global applicability of IFRS compared to Indian Accounting Standards and US GAAP.   | CO5 | L4 |
| 9.        | Judge the usefulness of activity-based costing for strategic cost management and decision-making.   | CO6 | L5 |
| SECTION-C |   |     |    |
| 10.       | <p>The following information has been obtained from the records of ABC ltd. For the period from May 1 to May 31, 2000:</p> <ul style="list-style-type: none"> <li>• Cost of Raw Material on May 1, 2000 Rs.30,000</li> <li>• Purchase of Raw Material during the month Rs.4,50,000</li> <li>• Wages Rs.2,30,000</li> <li>• Factory overheads Rs.92,000</li> <li>• Cost of Work-in-Progress on May 1, 2000 Rs.12,000</li> <li>• Cost of Raw Material on May 31,2000 Rs.15,000</li> <li>• Cost of Finished Stock on May 1, 2000 60,000</li> <li>• Cost of Finished Stock on May 31, 2000 55,000</li> <li>• Selling and distribution Overheads 20,000</li> <li>• Sales 9,00,000</li> <li>• Administrative Overhead 30,000</li> </ul> <p>Questions:</p> <p>(a) Prepare statement of cost of Production of Goods Manufactured.</p> <p>(b) Prepare statement of Cost of Goods Sold.</p> | CO3 | L6 |

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Total No. of Pages: 02

Total No. of Questions: 10

**MBA, Semester-2<sup>nd</sup>**  
**BUSINESS ANALYTICS FOR DECISION MAKING**  
**Subject Code: MBA 201-18**  
**M.Code: 76153**  
**Date of Examination: 03-01-2026**

Time: 3 Hrs.

Max. Marks: 60

**INSTRUCTIONS TO CANDIDATES:**

1. **SECTION-A** is **COMPULSORY** consisting of **EIGHT** questions carrying **TWO** marks each.
2. **SECTION-B** consists of **FOUR** subsections: **Units-I, II, III & IV**. Each subsection contains **TWO** questions, each carrying **EIGHT** marks each and student has to attempt any **ONE** question from each subsection.
3. **SECTION-C** is **COMPULSORY** and consists of **ONE** Case Study carrying **TWELVE** marks.

| Q. No.           | Question  | Course Outcome | Bloom's Level |
|------------------|---|----------------|---------------|
| <b>SECTION-A</b> |   |                |               |
| 1.               | Answer briefly:                                     |                |               |
| a.               | List the types of distribution of data.             | CO1            | L1            |
| b.               | Summarise a note on binomial distribution.          | CO2            | L2            |
| c.               | Recall the term sample space.                       | CO2            | L1            |
| d.               | Infer the term Heteroscedasticity.                  | CO3            | L2            |
| e.               | What do you understand by the term one-tailed test? | CO4            | L1            |
| f.               | Explain quota sampling.                             | CO5            | L2            |
| g.               | Define stratified sampling.                         | CO5            | L1            |
| h.               | Interpret the term "Deflation".                     | CO6            | L2            |

| <b>SECTION-B</b> |   |     |    |
|------------------|---|-----|----|
| <b>UNIT-I</b>    |   |     |    |
| 2.               | Identify the sources of data collection to study customers' perception.   | CO1 | L3 |
| 3.               | Examine the components of a statistical table giving example.   | CO2 | L4 |
| <b>UNIT-II</b>   |   |     |    |
| 4.               | Identify the types of probability sampling distribution with examples.  | CO2 | L3 |
| 5.               | Weights in kilogram of 10 students are as given below:<br>38, 40, 45, 53, 47, 43, 55, 48, 52, 49<br>Interpret whether the variance of distribution of weight of all students from which above sample of 10 students is drawn, is equal to 20 kilograms. Test this at 5% level of significance. (Given Chi-square value at 5% for 9 d.f. is 16.92) | CO4 | L5 |
| <b>UNIT-III</b>  |   |     |    |
| 6.               | Identify the properties of regression coefficients.   | CO3 | L3 |
| 7.               | Categorise regression on the bases of relationship between two or more variables.   | CO3 | L4 |
| <b>UNIT-IV</b>   |   |     |    |
| 8.               | Analyse the various ways to study trends in time Series in business. Explain by citing examples.  | CO6 | L4 |
| 9.               | Explain the method of construction of index numbers.  | CO6 | L5 |

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| SECTION-C  |  |    |    |    |    |    |    |    |    |    |     |    |    |
|--|--|----|----|----|----|----|----|----|----|----|-----|----|----|
| 10   | Data collected by a researcher as given below: |    |    |    |    |    |    |    |    |    | CO3 | L6 |    |
|  | X1   | 65 | 72 | 54 | 68 | 55 | 59 | 78 | 58 | 57 |     |    | 51 |
|  | X2   | 56 | 58 | 48 | 61 | 50 | 51 | 55 | 48 | 52 |     |    | 42 |
|  | X3   | 9  | 11 | 8  | 13 | 10 | 8  | 11 | 10 | 11 |     |    | 7  |
| Questions:<br>(a) Estimate $R_{2.13}$ .<br>(b) Predict the value of $R_{1.23}$ . |  |    |    |    |    |    |    |    |    |    |     |    |    |

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Roll No.

Total No. of Questions: 10

Total No. of Pages: 02

**MBA, Semester-2<sup>nd</sup>**  
**LEGAL ENVIRONMENT FOR BUSINESS**  
**Subject Code: MBA 202-18**  
**M.Code: 76154**  
**Date of Examination: 05-01-2026**

Time: 3 Hrs.

Max. Marks: 60

**INSTRUCTIONS TO CANDIDATES:**

1. SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.
2. SECTION-B consists of FOUR subsections: Units-I, II, III & IV. Each subsection contains TWO questions, each carrying EIGHT marks each and student has to attempt any ONE question from each subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

| Q. No.           | Question  | Course Outcome | Bloom's Level |
|------------------|---|----------------|---------------|
| <b>SECTION-A</b> |   |                |               |
| 1.               | Answer briefly:   |                |               |
| a.               | What do you mean by Business Law and list its anyone purpose.   | CO1            | L1            |
| b.               | Explain the term "offer" with suitable examples.  | CO2            | L2            |
| c.               | Define the concept of Guarantee and Indemnity.  | CO2            | L1            |
| d.               | Illustrate any one example of transfer of ownership in goods.   | CO3            | L2            |
| e.               | Relate the meaning of "Negotiable Instrument" as mentioned in Negotiable Instruments Act.   | CO4            | L1            |
| f.               | Outline the effect of a partner's death in a partnership firm.  | CO5            | L2            |
| g.               | Recall the different ways in which a partnership firm may be dissolved under the Partnership Act.   | CO5            | L1            |
| h.               | Compare the Memorandum of Association and Articles of Association in terms of their legal importance.   | CO6            | L2            |
| <b>SECTION-B</b> |   |                |               |
| <b>UNIT-I</b>    |   |                |               |
| 2.               | Apply the rules of offer and acceptance to decide whether a contract is formed when a shopkeeper agrees to sell goods but later changes the price.                            | CO1            | L3            |
| 3.               | Distinguish between breach of contract and discharge of contract.   | CO1            | L4            |
| <b>UNIT-II</b>   |   |                |               |
| 4.               | Identify the main rules governing the transfer of property in a contract of sale to demonstrate how ownership passes from seller to buyer in real-life business transactions. | CO2            | L3            |
| 5.               | Determine in detail the Principles of Sales of Goods.   | CO3            | L5            |
| <b>UNIT-III</b>  |   |                |               |
| 6.               | Construct a Bill of Exchange using a simple business example, and identify the main features that make a bill of exchange valid.  | CO4            | L3            |

|                  |   |     |    |
|------------------|---|-----|----|
| 7.               | Examine the concept of cheque crossing by distinguishing between the different types of crossings.  | CO4 | L4 |
| <b>UNIT-IV</b>   |   |     |    |
| 8.               | Distinguish between the various types of partners by examining their roles and responsibilities.  | CO5 | L4 |
| 9.               | Explain the circumstances under which the corporate veil may be lifted, and justify your answer by supporting it with relevant case laws.   | CO6 | L5 |
| <b>SECTION-C</b> |   |     |    |
| 10.              | <p>Bright Electro Pvt. Ltd., a Chandigarh-based company, entered into a contract of sale with Nova Traders for the purchase of 500 smart LED panels. The agreement clearly stated that ownership of goods would transfer to Bright Electro only after full payment was made, and the goods were to be delivered within 10 days. Nova Traders dispatched the goods on time, but due to a transport strike, delivery was delayed by five days. Meanwhile, a fire broke out at Nova's warehouse, damaging 100 panels that had been packed but not yet delivered. Bright Electro refused to pay for the damaged goods, claiming that ownership had not yet been transferred as per the contract terms. Nova Traders, however, argued that once the goods were set aside for delivery, the property in the goods had passed to the buyer, making Bright Electro responsible for the loss. The dispute raised several questions about the transfer of ownership, risk in goods, and performance of the contract under the Sale of Goods Act, 1930. Both parties had acted in good faith but misunderstood when exactly the ownership and risk passed from seller to buyer. Upon review, a legal advisor clarified that as per Sections 18–26 of the Act, ownership passes when the parties intend it to pass — based on the terms of the contract and delivery conditions.</p> <p><b>Questions:</b></p> <p>(a) Interpret the point at which ownership and risk of loss is transferred in this case, using relevant provisions of the Sale of Goods Act, 1930.</p> <p>(b) Justify whether the action is valid based on Sale of Goods principles.</p> | CO3 | L5 |

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Roll No.

Total No. of Pages: 2

Total No. of Questions: 10

MBA, Semester- 2<sup>nd</sup>

**MARKETING MANAGEMENT**

Subject Code: MBA 203-21

M.Code: 76155

Date of Examination: 02-01-2026

Time: 3 Hrs.

Max. Marks: 60

**INSTRUCTIONS TO CANDIDATES:**

1. SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.
2. SECTION-B consists of FOUR subsections: Units-I, II, III & IV. Each subsection contains TWO questions, each carrying EIGHT marks each and student has to attempt any ONE question from each subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

| Q. No.           | Question   | Course Outcome | Bloom's Level |
|------------------|--|----------------|---------------|
| <b>SECTION-A</b> |  |                |               |
| 1.               | Answer briefly:  |                |               |
| a.               | Illustrate the elements of Marketing Mix.  | CO1            | L2            |
| b.               | Explain the impact of macro environment on marketing decisions.  | CO2            | L2            |
| c.               | List the significance of Bottom of Pyramid Marketing in present market scenario.   | CO2            | L1            |
| d.               | Explain the concept of marketing and its importance.   | CO3            | L2            |
| e.               | What is Personal selling?  | CO4            | L1            |
| f.               | Demonstrate the difference between the concept of Marketing and Selling.   | CO5            | L2            |
| g.               | Compare the terms packaging and labeling.  | CO5            | L2            |
| h.               | What are the two factors affecting pricing decisions?  | CO6            | L1            |
| <b>SECTION-B</b> |  |                |               |
| <b>UNIT-I</b>    |  |                |               |
| 2.               | A new brand wants to enter a highly competitive shampoo market. Apply the concept of core and extended product levels to design a product offering that can differentiate the brand. | CO1            | L3            |
| 3.               | Examine the impact of marketing environment on business decisions. Infer with examples.  | CO1            | L4            |

| UNIT-II   |  |     |    |
|-----------|--|-----|----|
| 4.        | Apply the product mix decisions to design an appropriate product mix strategy for the launch of a budget smart phone for students.   | CO2 | L3 |
| 5.        | Assess STP as a strategy to introduce a new product or service in the market. Give examples.   | CO3 | L5 |
| UNIT-III  |  |     |    |
| 6.        | Apply the personal selling process to pitch a new insurance product to a corporate client.   | CO4 | L3 |
| 7.        | Analyze how a company can effectively use advertising and sales promotion to launch a seasonal product like mango juice.   | CO4 | L4 |
| UNIT-IV   |  |     |    |
| 8.        | Examine the difference between logistics and supply chain management. What are major functions of a distribution channel?  | CO5 | L4 |
| 9.        | Estimate how E-commerce and Digital Marketing are reshaping retailing and wholesaling functions.   | CO6 | L5 |
| Section C |  |     |    |
| 10.       | <p>EcoServe Solutions, a start-up offering low-cost water purifiers, aims to expand into rural and semi-urban markets. The firm relies mainly on traditional distributors, but customer awareness about the product is still limited. Competitors are using digital marketing, influencer partnerships and mobile-van demonstrations to attract BoP (Bottom of Pyramid) customers. EcoServe collects customer data but rarely uses it for follow-ups or CRM activities. The management wants to adopt modern marketing trends, but budget limitations restrict large-scale campaigns. They now must choose the most effective emerging marketing strategies for low-income markets.</p> <p><b>Questions:</b></p> <p>a. Discuss the suitability of digital marketing for EcoServe's target segment in rural and BoP markets. What limitations and opportunities can you identify?</p> <p>b. Propose an integrated marketing strategy for EcoServe using emerging trends such as social marketing, green marketing, digital outreach and community-based engagement for BoP consumers.</p> | CO6 | L6 |

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Roll No. 

Total No. of Questions: 10

Total No. of Pages: 2

MBA, Semester-2<sup>nd</sup>**HUMAN RESOURCE MANAGEMENT**

Subject Code: MBA-204-18

M.Code:76156

Date of Examination: 15-12-2025

Time: 3 Hrs.

Max. Marks: 60

**INSTRUCTIONS TO CANDIDATES:**

1. SECTION-A is **COMPULSORY** consisting of **EIGHT** questions carrying **TWO** marks each.
2. SECTION-B consists of **FOUR** subsections: Units-I, II, III & IV. Each subsection contains **TWO** questions, each carrying **EIGHT** marks each and student has to attempt any **ONE** question from each subsection.
3. SECTION-C is **COMPULSORY** and consists of **ONE** Case Study carrying **TWELVE** marks.

| Q. No.           | Question  | Course Outcome | Bloom's Level |
|------------------|---|----------------|---------------|
| <b>SECTION-A</b> |   |                |               |
| 1.               | Answer briefly:   |                |               |
| a.               | Define HRM and outline its functions in modern organizations.   | CO1            | L1            |
| b.               | Explain the concept and objectives of Strategic HRM.  | CO1            | L2            |
| c.               | What are the different factors affecting recruitment and selection.   | CO2            | L1            |
| d.               | Illustrate the role of training and development in career growth.   | CO3            | L2            |
| e.               | List the different sources of recruitment and selection.  | CO4            | L1            |
| f.               | Outline the various components of compensation systems.   | CO4            | L2            |
| g.               | Define industrial relations and describe its importance.  | CO5            | L1            |
| h.               | Infer the process of disciplinary action and counselling.   | CO5            | L2            |
| <b>SECTION-B</b> |   |                |               |
| <b>UNIT-I</b>    |   |                |               |
| 2.               | Identify the key elements of the Job Description and Job Specification and illustrate with the example.         | CO1            | L3            |
| 3.               | Analyze how HR planning contributes to organizational success.  | CO2            | L4            |
| <b>UNIT-II</b>   |   |                |               |
| 4.               | Utilize the principles of recruitment and selection to demonstrate how they lead to enhanced workforce quality. | CO2            | L3            |
| 5.               | Evaluate the impact of training and development on organizational productivity.                                 | CO3            | L5            |

| UNIT-III  |  |     |    |
|-----------|--|-----|----|
| 6.        | Apply modern appraisal systems to enhance employee performance.  | CO3 | L3 |
| 7.        | Compare the relationship between compensation practices and motivation.  | CO4 | L4 |
| UNIT-IV   |  |     |    |
| 8.        | Examine the effectiveness of conciliation, arbitration, and adjudication by comparing their roles within the Dispute Resolution Machinery.   | CO4 | L4 |
| 9.        | Assess the effectiveness of collective bargaining in maintaining industrial peace.   | CO5 | L5 |
| SECTION-C |  |     |    |
| 10.       | <p>Case Study</p> <p>Nova Tech Solutions, a leading IT firm, faced declining profits due to automation and global competition. The HR Director proposed downsizing 15 % of the workforce to cut costs. However, many of the targeted employees were loyal staff members nearing retirement. The CEO emphasized ethical considerations, suggesting voluntary retirement or redeployment programs. The HR team was divided-some favoured immediate layoffs for cost reduction, while others recommended a phased approach to preserve the company's image and morale. Media attention and social-media backlash further pressured the firm to handle the issue responsibly. Ultimately, Nova Tech offered a mix of voluntary retirement schemes and skill-up gradation programs for redeployment.</p> <p><b>Questions:</b></p> <p>a. Judge the ethical implications of the HR Director's initial downsizing proposal in light of professional HR values.</p> <p>b. Recommend an alternative HR strategy that balances organizational efficiency with employee welfare during downsizing.</p> | CO5 | L5 |

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| UNIT-III  |  |     |    |
|-----------|--|-----|----|
| 6.        | Applying the principles of TQM on production process, discuss how they help improve the quality of products and services   | CO4 | L3 |
| 7.        | Analyze how SPC charts ( $\bar{X}$ , R, and defectives charts) help identify quality variations and detect issues in a manufacturing process.  | CO4 | L4 |
| UNIT-IV   |  |     |    |
| 8.        | Examine the role of Just-In-Time (JIT) in improving efficiency, reducing costs, and enhancing quality.   | CO5 | L4 |
| 9.        | Explain the factors affecting inventory control policy.  | CO6 | L5 |
| SECTION-C |  |     |    |
| 10.       | <p style="text-align: center;">Case Study</p> <p>ABC Electronics Pvt. Ltd. produces consumer electronics such as smart phones and televisions. Due to market competition, the company is under pressure to reduce production costs while maintaining product quality. Currently, excess inventory and inefficient logistics are affecting profitability. The management plans to implement Lean Production and a revised Inventory Management system to improve performance. As an Operations Manager, your task is to develop an action plan to align resources with strategic goals.</p> <p>Questions:</p> <p>a) Determine how Lean production helps to improve performance.</p> <p>b) Recommend a detailed action plan for the company to revise its inventory management system.</p> | CO3 | L5 |

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Total No. of Pages: 2

Total No. of Questions: 10

MBA, Semester- 2nd

**CORPORATE FINANCE AND POLICY**

Subject Code: MBA-206-21

M.Code: 92177

Date of Examination: 31-12-2025

Time: 3 Hrs.

Max. Marks: 60

**INSTRUCTIONS TO CANDIDATES:**

1. SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.
2. SECTION-B consists of FOUR subsections: Units-I, II, III & IV. Each subsection contains TWO questions, each carrying EIGHT marks each and student has to attempt any ONE question from each subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

| Q. No.           | Question   | Course Outcome | Bloom's Level |
|------------------|--|----------------|---------------|
| <b>SECTION-A</b> |  |                |               |
| 1.               | Answer briefly:  |                |               |
| a.               | Define corporate finance.  | CO1            | L1            |
| b.               | Explain the scope of financial management.   | CO1            | L2            |
| c.               | Define time value of money.  | CO2            | L1            |
| d.               | Interpret the concept of specific cost of capital.   | CO3            | L2            |
| e.               | Name any two discounted capital budgeting techniques.  | CO4            | L1            |
| f.               | Illustrate the meaning of financial leverage.  | CO4            | L2            |
| g.               | Summarize the concept of working capital.  | CO5            | L2            |
| h.               | Explain the theory of Irrelevance.   | CO5            | L2            |
| <b>SECTION-B</b> |  |                |               |
| <b>UNIT-I</b>    |  |                |               |
| 2.               | Develop the changing role of a finance manager in modern Business.                                 | CO1            | L3            |
| 3.               | Analyse various approaches for determining time value of money in terms of cash flows.             | CO2            | L4            |
| <b>UNIT-II</b>   |  |                |               |
| 4.               | Identify various the methods for valuation of equity.  | CO3            | L3            |
| 5.               | Evaluate the relevance of Modigliani–Miller capital structure theory under real-world assumptions. | CO3            | L5            |
| <b>UNIT-III</b>  |  |                |               |
| 6.               | Apply operating and financial leverage measures to assess business risk.                           | CO4            | L3            |
| 7.               | Compare and contrast NPV and IRR as methods of investment evaluation.                              | CO4            | L4            |

| UNIT-IV   |   |     |    |
|-----------|---|-----|----|
| 8.        | Inspect the theories of dividend relevance and irrelevance by identifying their underlying assumptions.   | CO5 | L4 |
| 9.        | Assess the factors determining the composition of working capital in a manufacturing organisation.  | CO5 | L5 |
| SECTION-C |   |     |    |
| 10.       | <p>NovaTech Industries, a mid-sized electronics manufacturing company, plans to enter a new market by launching an innovative smart-home device. The finance manager must develop a comprehensive financial strategy for investment, working capital, and financing sources. The company has experienced erratic cash flows in recent years but sees strong future demand in the new product line. The board wants a detailed financial decision plan that integrates corporate finance concepts and supports long-term growth.</p> <p><b>Questions:</b></p> <p>a. Elaborate how the interface between corporate finance and other functional areas (production, marketing, and operations) will influence NovaTech's strategic decision.</p> <p>b. Based on your assessment, create a suitable financial plan that includes investment decisions, financing decisions, and working capital components.</p> | CO1 | L6 |

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**UNIT-IV**

|    |   |     |    |
|----|---|-----|----|
| 8. | Analyze how Market and Demand Analysis is conducted?            | CO4 | L4 |
| 9. | Explain the detailed framework of Social Cost Benefit Analysis. | CO5 | L5 |

**SECTION-C**

|     |   |     |    |
|-----|---|-----|----|
| 10. | <p><b>Case Study</b></p> <p>Almost after twenty years of struggle, Radha became the only woman entrepreneur in Orissa to manufacture Electrical appliances. She has been able to set her market in the market and is known for quality, standard and safe product. She has successfully managed business to business and business to customer models. She has been awarded for her commendable work from prestigious industrial institutions and media. She started her career as a worker in electrical goods manufacturing company. Under her supervision came the unit where electrical appliances were serviced. She worked there for a couple of years and gained experience in this field. Being an efficient worker, Radha could not satisfy her restless search for a challenge that stretched her interest of starting a service unit of appliances. She resigned from the job and stepped out to do something on her own, in this same field. But Smita did not have the capacity to become self-employed because she was not clear about the prospects. She had lost her father, but her uncle motivated and supported her to go ahead. This chain of difficulties did not lessen Radha's well-up enthusiasm. After persistent attempts and not very supportive banker, Radha lost hope of getting a loan and with her own resource of Rs. 27,000 managed to set up a unit in a rented premise in a busy commercial area. The place proved to be one of the advantages for Radha. She started with a team of three including herself. For her financial need she twice received micro credit loans from ICECD. The Chinese products in India market initially had poses challenges. But she continued with her good quality and service to clients and succeeded. She feels her products have the required market now and will have in future too.</p> <p>Today, 50 year old Radha is a genial housewife, a grandmother, and a prosperous Entrepreneur in the field of electrical appliances. Her tailpiece advice to every prospective woman entrepreneur is —never let your low educational qualification dampen your enterprising inclination, for you too can succeed like me.</p> <p><b>Questions:</b></p> <p>(a) Interpret the factors that made Radha a successful women entrepreneur.</p> <p>(b) Explain the challenges and problems of women entrepreneurs in India.</p> <p>(c) Appraise the role of government in Entrepreneurship Development in India.</p> | CO1 | L5 |
|-----|---|-----|----|

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| UNIT-III  |  |                |             |                |               |     |               |   |     |     |    |      |     |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |     |     |    |
|-----------|--|----------------|-------------|----------------|---------------|-----|---------------|---|-----|-----|----|------|-----|---|-----|-----|----|------|-----|---|-----|-----|----|------|----|---|-----|-----|----|------|-----|---|-----|-----|----|------|----|---|-----|-----|----|------|----|---|-----|-----|----|------|----|---|-----|-----|----|------|-----|-----|----|
| 6.        | Evaluate the need of mail merge. Explain the process to apply mail merge in MS word documents.   | CO3            | L5          |                |               |     |               |   |     |     |    |      |     |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |     |     |    |
| 7.        | List and examine the steps to insert pictures and graphics in MS-Power Point.  | CO3            | L4          |                |               |     |               |   |     |     |    |      |     |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |     |     |    |
| UNIT-IV   |  |                |             |                |               |     |               |   |     |     |    |      |     |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |     |     |    |
| 8.        | Identify the need and process to use Macros in MS Excel. Make use of examples.   | CO5            | L3          |                |               |     |               |   |     |     |    |      |     |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |     |     |    |
| 9.        | Explain the importance of forms in MS-Access and assess the steps of creating forms in detail.   | CO6            | L5          |                |               |     |               |   |     |     |    |      |     |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |     |     |    |
| SECTION-C |  |                |             |                |               |     |               |   |     |     |    |      |     |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |     |     |    |
| 10.       | <p>The following Excel table shows sample data related to heart disease patients, containing measurements such as cholesterol levels, blood pressure, heart rate, and body mass index (BMI).</p> <table border="1"> <thead> <tr> <th>Diagnosis</th> <th>Cholesterol</th> <th>Blood Pressure</th> <th>Heart Rate</th> <th>BMI</th> <th>Glucose Level</th> </tr> </thead> <tbody> <tr> <td>P</td> <td>245</td> <td>138</td> <td>88</td> <td>27.3</td> <td>105</td> </tr> <tr> <td>P</td> <td>210</td> <td>145</td> <td>92</td> <td>30.2</td> <td>112</td> </tr> <tr> <td>P</td> <td>198</td> <td>130</td> <td>86</td> <td>28.9</td> <td>98</td> </tr> <tr> <td>P</td> <td>220</td> <td>155</td> <td>95</td> <td>31.4</td> <td>120</td> </tr> <tr> <td>N</td> <td>175</td> <td>122</td> <td>78</td> <td>25.1</td> <td>90</td> </tr> <tr> <td>N</td> <td>160</td> <td>115</td> <td>72</td> <td>23.8</td> <td>85</td> </tr> <tr> <td>N</td> <td>182</td> <td>128</td> <td>80</td> <td>24.5</td> <td>94</td> </tr> <tr> <td>P</td> <td>235</td> <td>142</td> <td>90</td> <td>29.8</td> <td>110</td> </tr> </tbody> </table> <p><b>Questions :</b></p> <p>a. Compose the way to sort the data by column "Cholesterol".</p> <p>b. Design the steps to show only the rows where the "Diagnosis" value is "P".</p> <p>c. Build the procedure to plot a line graph between "Cholesterol" (X-axis) and "Heart Rate" (Y-axis).</p> <p>d. Compile the method to calculate the average values of the following columns: "Cholesterol", "Blood Pressure", "Heart Rate", and "BMI".</p> | Diagnosis      | Cholesterol | Blood Pressure | Heart Rate    | BMI | Glucose Level | P | 245 | 138 | 88 | 27.3 | 105 | P | 210 | 145 | 92 | 30.2 | 112 | P | 198 | 130 | 86 | 28.9 | 98 | P | 220 | 155 | 95 | 31.4 | 120 | N | 175 | 122 | 78 | 25.1 | 90 | N | 160 | 115 | 72 | 23.8 | 85 | N | 182 | 128 | 80 | 24.5 | 94 | P | 235 | 142 | 90 | 29.8 | 110 | CO4 | L6 |
| Diagnosis | Cholesterol  | Blood Pressure | Heart Rate  | BMI            | Glucose Level |     |               |   |     |     |    |      |     |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |     |     |    |
| P         | 245  | 138            | 88          | 27.3           | 105           |     |               |   |     |     |    |      |     |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |     |     |    |
| P         | 210  | 145            | 92          | 30.2           | 112           |     |               |   |     |     |    |      |     |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |     |     |    |
| P         | 198  | 130            | 86          | 28.9           | 98            |     |               |   |     |     |    |      |     |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |     |     |    |
| P         | 220  | 155            | 95          | 31.4           | 120           |     |               |   |     |     |    |      |     |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |     |     |    |
| N         | 175  | 122            | 78          | 25.1           | 90            |     |               |   |     |     |    |      |     |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |     |     |    |
| N         | 160  | 115            | 72          | 23.8           | 85            |     |               |   |     |     |    |      |     |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |     |     |    |
| N         | 182  | 128            | 80          | 24.5           | 94            |     |               |   |     |     |    |      |     |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |     |     |    |
| P         | 235  | 142            | 90          | 29.8           | 110           |     |               |   |     |     |    |      |     |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |     |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |    |   |     |     |    |      |     |     |    |

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|     |   |     |    |
|-----|---|-----|----|
|     | <p>ਵਿਸ਼ਲੇਸ਼ਣ ਕਰੋ ਕਿ ਕਿਵੇਂ ਮੁੱਲ ਸਿੱਖਿਆ ਨਿਰੰਤਰ ਖੁਸ਼ੀ ਅਤੇ ਖੁਸ਼ਹਾਲੀ ਨੂੰ ਬਣਾਵਾ ਦਿੰਦੀ ਹੈ।</p> <p>Or</p> <p>Explain the importance of Shiksha and Sanskar in developing human consciousness.</p> <p>ਮਾਨਵ ਚੇਤਨਾ ਦੇ ਵਿਕਾਸ ਵਿੱਚ ਸਿੱਖਿਆ ਅਤੇ ਸੰਸਕਾਰ ਦੇ ਮਹੱਤਵ ਨੂੰ ਸਮਝਾਓ।</p>   |     |    |
| 8.  | <p>In today's world, we are largely operating on the basis of assumptions, which may be right or wrong. How does this lead to uncertainty in ourselves? Illustrate with an example.</p> <p>आज की दुनिया में, हम काफी हद तक धारणाओं के आधार पर काम कर रहे हैं, जो सही या गलत हो सकती हैं। यह हमारे अंदर अनिश्चितता कैसे पैदा करता है? एक उदाहरण के साथ समझाइए।</p> <p>ਅੱਜ ਦੀ ਦੁਨੀਆ ਵਿੱਚ, ਅਸੀਂ ਬਹੁਤ ਹੱਦ ਤੱਕ ਮੰਨਕਰ ਕੰਮ ਕਰ ਰਹੇ ਹਾਂ, ਜੋ ਸਹੀ ਜਾਂ ਗਲਤ ਹੋ ਸਕਦੇ ਹਨ। ਇਹ ਸਾਡੇ ਅੰਦਰ ਅਨਿਸ਼ਚਿਤਤਾ ਕਿਵੇਂ ਪੈਦਾ ਕਰਦਾ ਹੈ? ਇੱਕ ਉਦਾਹਰਣ ਨਾਲ ਸਮਝਾਓ।</p> <p>Or</p> <p>Explain SVDD, SSDD and SSSS with respect to harmony in human life.</p> <p>मानव जीवन में सामंजस्य के संदर्भ में एसवीडीडी, एसएसडीडी और एसएसएसएस को समझाइए।</p> <p>ਮਨੁੱਖੀ ਜੀਵਨ ਵਿੱਚ ਸੁਮੇਲ ਦੇ ਸੰਦਰਭ ਵਿੱਚ ਐਸਵੀਡੀਡੀ, ਐਸਐਸਡੀਡੀ ਅਤੇ ਐਸਐਸਐਸਐਸ ਨੂੰ ਸਮਝਾਓ।</p> | CO2 | L5 |
| 9.  | <p>Evaluate the concept of harmony in family relationships.</p> <p>पारिवारिक संबंधों में सामंजस्य की अवधारणा का मूल्यांकन कीजिए।</p> <p>ਪਰਿਵਾਰਕ ਰਿਸ਼ਤਿਆਂ ਵਿੱਚ ਸੁਮੇਲ ਦੀ ਧਾਰਨਾ ਦਾ ਮੁਲਾਂਕਣ ਕਰੋ।</p> <p>Or</p> <p>Explain the role of self-awareness in achieving harmony between one's feelings and physical actions.</p> <p>किसी की भावनाओं और शारीरिक क्रियाओं के बीच सामंजस्य प्राप्त करने में आत्म-जागरूकता की भूमिका समझाइए।</p> <p>ਕਿਸੇ ਦੀਆਂ ਭਾਵਨਾਵਾਂ ਅਤੇ ਸਰੀਰਕ ਕਿਰਿਆਵਾਂ ਦੇ ਬੀਚ ਸੁਮੇਲ ਪ੍ਰਾਪਤ ਕਰਨ ਵਿੱਚ ਸਵੈ-ਜਾਗਰੂਕਤਾ ਦੀ ਭੂਮਿਕਾ ਨੂੰ ਸਮਝਾਓ।</p>  | CO3 | L5 |
| 10. | <p>Analyze self-regulation in nature and its relevance to human beings.</p> <p>प्रकृति में आत्म-नियमन और मनुष्यों के लिए इसकी प्रासंगिकता का विश्लेषण कीजिए।</p> <p>ਕੁਦਰਤ ਵਿੱਚ ਸਵੈ-ਨਿਯਮਨ ਅਤੇ ਮਨੁੱਖਾਂ ਲਈ ਇਸਦੀ ਪ੍ਰਸੰਗਿਕਤਾ ਦਾ ਵਿਸ਼ਲੇਸ਼ਣ ਕਰੋ।</p> <p>Or</p> <p>Examine the importance of human values in organizational</p>   | CO4 | L4 |

|     |  |     |    |
|-----|--|-----|----|
|     | <p>culture. How do values like integrity, respect, and responsibility contribute to workplace harmony?</p> <p>संगठनात्मक संस्कृति में मानवीय मूल्यों के महत्व की जांच कीजिए।</p> <p>ईमानदारी, सम्मान और जिम्मेदारी जैसे मूल्य कार्यस्थल सामंजस्य में कैसे योगदान करते हैं?</p> <p>ਸੰਗਠਨਾਤਮਕ ਸਭਿਆਚਾਰ ਵਿੱਚ ਮਨੁੱਖੀ ਮੁੱਲਾਂ ਦੇ ਮਹੱਤਵ ਦੀ ਜਾਂਚ ਕਰੋ।</p> <p>ਇਮਾਨਦਾਰੀ, ਸਨਮਾਨ ਅਤੇ ਜ਼ਿੰਮੇਵਾਰੀ ਵਰਗੇ ਮੁੱਲ ਕਾਰਜਸਥਲ ਸੁਮੇਲ ਵਿੱਚ ਕਿਵੇਂ ਯੋਗਦਾਨ ਪਾਉਂਦੇ ਹਨ?</p>  |     |    |
| 11. | <p>Analyze the importance of environmental values and sustainability. How do values like conservation and ecological responsibility address global challenges?</p> <p>पर्यावरणीय मूल्यों और स्थिरता के महत्व का विश्लेषण कीजिए। संरक्षण और पारिस्थितिक जिम्मेदारी जैसे मूल्य वैश्विक चुनौतियों का समाधान कैसे करते हैं?</p> <p>ਵਾਤਾਵਰਣ ਮੁੱਲਾਂ ਅਤੇ ਟਿਕਾਊਪਣ ਦੇ ਮਹੱਤਵ ਦਾ ਵਿਸ਼ਲੇਸ਼ਣ ਕਰੋ। ਸੰਰਖਾਣ ਅਤੇ ਪਾਰਿਸਥਿਤਿਕ ਜ਼ਿੰਮੇਵਾਰੀ ਵਰਗੇ ਮੁੱਲ ਵਿਸ਼ਵਵਿਆਪੀ ਚੁਣੌਤੀਆਂ ਦਾ ਸਮਾਧਾਨ ਕਿਵੇਂ ਕਰਦੇ ਹਨ?</p> <p>Or</p> <p>Explain the definitiveness of Ethical Human Conduct with an example.</p> <p>नैतिक मानवीय आचरण की निश्चितता को एक उदाहरण के साथ समझाइए।</p> <p>ਨੈਤਿਕ ਮਨੁੱਖੀ ਵਿਵਹਾਰ ਦੀ ਨਿਸ਼ਚਿਤਤਾ ਨੂੰ ਇੱਕ ਉਦਾਹਰਣ ਨਾਲ ਸਮਝਾਓ।</p> | CO5 | L4 |

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Total No. of Pages: 02

Total No. of Questions: 10

MBA, Semester-3<sup>rd</sup>

**ORGANIZATIONAL BEHAVIOUR AND DESIGN**

Subject Code: MBA 301-18

M.Code: 76889

Date of Examination: 22-11-2025

Time: 3 Hrs.

Max. Marks: 60

**INSTRUCTIONS TO CANDIDATES:**

1. SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.
2. SECTION-B consists of FOUR subsections: Units-I, II, III & IV. Each subsection contains TWO questions, each question carrying EIGHT marks and student has to attempt any ONE question from each subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

| Q. No.           | Question   | Course Outcome | Bloom's Level |
|------------------|--|----------------|---------------|
| <b>SECTION-A</b> |  |                |               |
| 1.               | Answer briefly:  |                |               |
| a.               | List any two challenges facing OB today.   | CO-1           | L1            |
| b.               | Outline the <del>sources of emotions</del> .   | CO-2           | L2            |
| c.               | What are the major foundations of individual behaviour?  | CO-2           | L1            |
| d.               | Demonstrate the traits of leadership.  | CO-3           | L2            |
| e.               | Define Johari Window.  | CO-4           | L1            |
| f.               | Explain the dimensions of Organisational Design.   | CO-5           | L2            |
| g.               | What is Centralisation?  | CO-5           | L1            |
| h.               | Demonstrate different techniques of Politics.  | CO-6           | L2            |
| <b>SECTION-B</b> |  |                |               |
| <b>UNIT-I</b>    |  |                |               |
| 2.               | Identify the concept, nature and scope of organisational behaviour.  | CO-1           | L3            |
| 3.               | Discuss the different theories of learning.  | CO-2           | L4            |
| <b>UNIT-II</b>   |  |                |               |
| 4.               | Construct the organizational strategies for managing workplace emotions and preventing emotional exhaustion. | CO-2           | L3            |
| 5.               | Evaluate the significance of Leadership. What are the qualities of a good leader?                            | CO-3           | L5            |

| UNIT-III  |  |      |    |
|-----------|--|------|----|
| 6.        | Identify the causes and consequences of stress at workplace.   | CO-4 | L3 |
| 7.        | Distinguish between formal and informal groups. Explain the stages of group formation with suitable illustrations.   | CO-4 | L4 |
| UNIT-IV   |  |      |    |
| 8.        | Examine the concept of learning organisation in the modern day scenario. How can a learning organisation be developed?   | CO-5 | L4 |
| 9.        | Explain organizational politics. Why is it so widespread in organizations?   | CO-6 | L5 |
| SECTION-C |  |      |    |
| 10.       | <p>Power Politics in the Project Team</p> <p>In Infosoft Pvt. Ltd., senior engineers form a "technical elite" group influencing project manager's decisions. New hires feel marginalized and demotivated.</p> <p><b>Questions:</b></p> <p>a) Elaborate sources and bases of power in this case.</p> <p>b) Discuss how organizational politics can harm performance.</p> <p>c) Construct the steps for fair power distribution.</p> | CO-6 | L6 |

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Roll No.

Total No. of Pages: 02

Total No. of Questions: 10

**MBA, Semester-3<sup>rd</sup>**  
**MARKETING RESEARCH**  
**Subject Code: MBA 302-18**  
**M.Code: 76890**

**Date of Examination: 26-11-2025**

**Time: 3 Hrs.**

**Max. Marks: 60**

**INSTRUCTIONS TO CANDIDATES:**

1. **SECTION-A is COMPULSORY** consisting of **EIGHT** questions carrying **TWO** marks each.
2. **SECTION-B** consists of **FOUR** subsections: **Units-I, II, III & IV**. Each subsection contains **TWO** questions, each question carrying **EIGHT** marks and student has to attempt any **ONE** question from each subsection.
3. **SECTION-C is COMPULSORY** and consists of **ONE** Case Study carrying **TWELVE** marks.

| Q. No.           | Question  | Course Outcome | Bloom's Level |
|------------------|---|----------------|---------------|
| <b>SECTION-A</b> |   |                |               |
| 1.               | Answer briefly:   |                |               |
| a.               | What is the scope of Marketing Research?  | CO-1           | L1            |
| b.               | Summarize the importance of defining the research problem.                                      | CO-2           | L2            |
| c.               | Recall the main variables used in observation research.   | CO-2           | L1            |
| d.               | What is secondary data?   | CO-3           | L2            |
| e.               | Explain extraneous variables.   | CO-4           | L1            |
| f.               | Interpret content validity with suitable example.   | CO-5           | L2            |
| g.               | Define Reliability.   | CO-5           | L1            |
| h.               | Outline the uses of SPSS software.  | CO-6           | L2            |
| <b>SECTION-B</b> |   |                |               |
| <b>UNIT-I</b>    |   |                |               |
| 2.               | Explain the role of Marketing Research in identifying marketing opportunities and threats.      | CO-1           | L3            |
| 3.               | What do you mean by Marketing Research? Examine the various steps involved in research process. | CO-1           | L4            |
| <b>UNIT-II</b>   |   |                |               |
| 4.               | Identify the different types of research.   | CO-2           | L3            |
| 5.               | Explain how primary and secondary data complement each other in Marketing Research.             | CO-3           | L5            |
| <b>UNIT-III</b>  |   |                |               |
| 6.               | Identify the advanced data analytic techniques used in marketing research.                      | CO-4           | L3            |
| 7.               | Examine the content of research proposal in detail.   | CO-4           | L4            |

| <b>UNIT-IV</b>   |  |      |    |
|------------------|--|------|----|
| 8.               | Examine the difference between correlation and regression analysis.  | CO-5 | L4 |
| 9.               | Explain factor analysis and its importance in Marketing Research.  | CO-6 | L5 |
| <b>SECTION-C</b> |  |      |    |
| 10               | <p>A marketing research firm conducted a survey to understand how consumers perceive different smartphone brands in the Indian market. The objective was to identify the underlying factors that influence customers' purchasing decisions. Research Objective is to reduce the number of variables and identify a smaller set of underlying dimensions (factors) that summarize consumer perception of smartphones. Methodology is the researcher applied Exploratory Factor Analysis (EFA) using Principal Component Analysis with Varimax Rotation.</p> <p>A questionnaire was administered to 200 respondents who rated 10 variables on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The variables included:</p> <ol style="list-style-type: none"> <li>1. Brand Reputation</li> <li>2. Camera Quality</li> <li>3. Battery Life</li> <li>4. Price Affordability</li> <li>5. After-Sales Service</li> <li>6. Design &amp; Aesthetics</li> <li>7. Storage Capacity</li> <li>8. Operating System Performance</li> <li>9. Innovation &amp; Features</li> <li>10. User-Friendliness</li> </ol> <p><b>Questions:</b></p> <ol style="list-style-type: none"> <li>a) Estimate the main purpose of using factor analysis in this study?</li> <li>b) Predict how the results of this factor analysis help smartphone companies in decision-making?</li> </ol> | CO-6 | L6 |

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Total No. of Pages:02

Total No. of Questions: 10

MBA, Semester-3<sup>rd</sup>**INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT**

Subject Code: MBA 911-18

M.Code: 76896

Date of Examination: 5-12-2025

Time: 3 Hrs.

Max. Marks: 60

**INSTRUCTIONS TO CANDIDATES:**

1. SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.
2. SECTION-B consists of FOUR subsections: Units-I, II, III & IV. Each subsection contains TWO questions, each question carrying EIGHT marks and student has to attempt any ONE question from each subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

| Q. No.           | Question   | Course Outcome | Bloom's Level |
|------------------|--|----------------|---------------|
| <b>SECTION-A</b> |  |                |               |
| 1.               | Answer briefly:  |                |               |
| a.               | Define investment.   | CO-1           | L1            |
| b.               | Outline the meaning of systematic risk with example.   | CO-1           | L2            |
| c.               | What do you mean by hair cut in trading?   | CO-2           | L1            |
| d.               | Compare Fundamental Analysis and Technical Analysis.   | CO-3           | L2            |
| e.               | Define Portfolio Management.   | CO-4           | L1            |
| f.               | Define Markowitz efficient frontier.   | CO-4           | L2            |
| g.               | Define the term 'derivatives'.   | CO-5           | L1            |
| h.               | Explain the difference between put option and call option.   | CO-5           | L2            |
| <b>SECTION-B</b> |  |                |               |
| <b>UNIT-I</b>    |  |                |               |
| 2.               | Identify the financial investment alternates and analyse their suitability for conservative investors.   | CO-1           | L3            |
| 3.               | Analyze the process of trading and settlement mechanism in the secondary market.   | CO-2           | L4            |
| <b>UNIT-II</b>   |  |                |               |
| 4.               | Identify the macro-economic factors which help to understand the economy of the country for investment purposes.                                     | CO-2           | L3            |
| 5.               | Appraise how qualitative factors complement quantitative metrics in Company Analysis and also explain why both are necessary for accurate valuation. | CO-2           | L5            |

| UNIT-III  |  |      |    |
|-----------|--|------|----|
| 6.        | Identify all the chart patterns used by the traders in technical analysis and also explain in detail all the chart patterns.   | CO-3 | L3 |
| 7.        | Categorize all the portfolio revision techniques used by the traders in the market.  | CO-4 | L4 |
| UNIT-IV   |  |      |    |
| 8.        | Examine critically CAPM Model with its assumptions.  | CO-4 | L4 |
| 9.        | Compare the key differences between Futures Contracts and Options Contracts in Financial Derivatives.  | CO-5 | L5 |
| SECTION-C |  |      |    |
| 10.       | <p>Priya is a 35-year-old portfolio manager at a mid-sized investment firm in Mumbai. In 2025, she began reallocating funds toward India's Fast-Moving Consumer Goods (FMCG) sector, believing it offers stable returns during economic uncertainty. She focused on companies like Hindustan Unilever, Nestlé India, and Dabur, which have strong brand loyalty and consistent cash flow.</p> <p>Her decision was influenced by:</p> <ul style="list-style-type: none"> <li>• Rising rural demand and government support for agricultural income</li> <li>• Increased consumer spending on packaged goods post-pandemic</li> <li>• Defensive nature of FMCG stocks during market volatility</li> </ul> <p>However, Priya also noted challenges:</p> <ul style="list-style-type: none"> <li>• Intense competition and price wars among FMCG brands</li> <li>• Rising input costs due to inflation</li> <li>• Regulatory changes in food safety and labelling</li> </ul> <p>She used both fundamental analysis and sector rotation strategy to justify her choices. By mid-2025, her FMCG portfolio had outperformed the broader Nifty index by 8%, but she remained cautious about long-term sustainability.</p> <p><b>Questions</b></p> <ol style="list-style-type: none"> <li>Evaluate Priya's decision for investing money in the FMCG sector during economic uncertainty.</li> <li>Measure how the defensive nature of FMCG stocks supports her strategy.</li> <li>Assess the risks associated with investing in FMCG companies and also assess how Priya can manage challenges like inflation and regulatory changes while maintaining portfolio returns.</li> </ol> | CO-2 | L5 |

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|------------------|--|-----|----|
| 8.               | Analyze the need for due diligence in M&A?   | CO4 | L4 |
| 9.               | Examine the provisions related to Mergers and Acquisition given in Income Tax Act, 1961.   | CO5 | L5 |
| <b>SECTION-C</b> |  |     |    |
| 10.              | <p>While Bank of America Corporation and Merrill Lynch remain as a united entity, the 2008 merger faced serious challenges initially. The two companies took an inordinately long time to integrate their assets and make key executive announcements. Months after the announced merger, the two companies had still not decided which executives would run key groups within the firms, such as investment banking, and which of the two company's management models would prevail. The uncertainty created by this indecision led a lot of Merrill Lynch bankers to leave the company in the months following the merger. Ultimately, these departures destroyed the rationale for the merger. This merger illustrates how a lack of communication of key decisions to stakeholders in the company can lead an M&amp;A strategy to failure.</p> <p><b>Questions</b></p> <p>a. Estimate the various motives of companies going for mergers?</p> <p>b. According to the case, discuss the main reasons for failure of their deal?</p> | CO5 | L6 |

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| UNIT-III  |   |      |    |
|-----------|---|------|----|
| 6.        | Apply consumer behaviour theories to design an advertising campaign for a new product.  | CO-4 | L3 |
| 7.        | Analyse how does reference group influence vary over product categories? List the type of reference group influence can you expect in the case of two different products i.e. wrist watches and soap? Give reasons.   | CO-4 | L4 |
| UNIT-IV   |   |      |    |
| 8.        | Evaluate the interrelationship of consumer behaviour with supply chain decisions.   | CO-5 | L4 |
| 9.        | Assess the process of diffusion of innovations with reference to online food delivery apps.   | CO-6 | L5 |
| SECTION-C |   |      |    |
| 10.       | <p>A health drink company is designing a new advertising campaign to target Indian families. Since purchase decisions often involve multiple family members, the company wants to understand how family life cycle stages (young couples, families with kids, elderly members) influence consumption of health drinks. It also realizes that reference groups such as peers, schools, and health experts can significantly shape consumer preferences. The firm wants to highlight themes of health, care, and family bonding in its communication strategy. Balancing individual and collective decision-making will be key.</p> <p><b>Questions:</b></p> <p>a) Explain how family life cycle affects the purchase of health drinks.</p> <p>b) Evaluate the influence of reference groups in shaping consumer preferences for health drinks.</p> | CO-6 | L5 |

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Total No. of Pages: 02

Total No. of Questions: 10

**MBA, Semester - 3<sup>rd</sup>**  
**MANAGEMENT OF FINANCIAL SERVICES**

Subject Code: MBA912-18

M.Code: 76897

Date of Examination: 16-12-2025

Time: 3 Hrs.

Max. Marks: 60

**INSTRUCTIONS TO CANDIDATES:**

1. SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.
2. SECTION-B consists of FOUR subsections: Units-I, II, III & IV. Each subsection contains TWO questions, each question carrying EIGHT marks and student has to attempt any ONE question from each subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

| Q. No.           | Question   | Course Outcome | Bloom's Level |
|------------------|--|----------------|---------------|
| <b>SECTION-A</b> |  |                |               |
| 1.               | Answer briefly:  |                |               |
| a.               | Give two features of financial services.   | CO-1           | L1            |
| b.               | Distinguish between traditional banking services and modern financial services.                                    | CO-1           | L2            |
| c.               | What is reinsurance?   | CO-2           | L1            |
| d.               | Explain four advantage of leasing for a lessee.  | CO-3           | L2            |
| e.               | Define recourse factoring.   | CO-4           | L1            |
| f.               | Classify the role of credit rating agencies in securitization.   | CO-4           | L2            |
| g.               | Define Corporate treasury management.  | CO-5           | L1            |
| h.               | Infer the main objective of risk management in banks.  | CO-5           | L2            |
| <b>SECTION-B</b> |  |                |               |
| <b>UNIT-I</b>    |  |                |               |
| 2.               | Identify challenges arising from technological advancements in banking and develop suitable mitigation techniques. | CO-1           | L3            |
| 3.               | Categorize and Analyze the various types of schemes offered by mutual funds, highlighting their key features.      | CO-2           | L4            |
| <b>UNIT-II</b>   |  |                |               |
| 4.               | Apply venture capital funding stages to explain start-up financing.  | CO-3           | L3            |
| 5.               | Evaluate the rating methodology used by credit rating agencies. What are the benchmarks for a high rating?         | CO-3           | L5            |

| UNIT-III  |  |      |    |
|-----------|--|------|----|
| 6.        | Identify the benefits and drawbacks of securitization from a bank's viewpoint.   | CO-4 | L3 |
| 7.        | Analyze the pros and cons of plastic money. What factors are hindering its higher utilization in India?  | CO-4 | L4 |
| UNIT-IV   |  |      |    |
| 8.        | Examine the techniques used for ALM in banks.  | CO-5 | L4 |
| 9.        | Evaluate the role of interest rate swaps in managing risk by banks.  | CO-5 | L5 |
| SECTION-C |  |      |    |
| 10.       | <p>Since India's economic liberalization in 1991, the banking sector has transformed significantly. Earlier, public sector banks dominated the industry with limited technology and slow customer services. The entry of private and foreign banks introduced competition, efficiency, and better customer orientation. The Reserve Bank of India introduced several financial sector reforms such as prudential norms, Basel compliance, CRR and SLR regulation, and asset classification standards to enhance financial stability. Banks adopted technological innovations like core banking, ATMs, and digital payment systems. However, challenges such as rising NPAs, cyber frauds, poor risk management, and pressure to include unbanked populations continue to affect profitability. The focus is now shifting toward improving governance, customer trust, and innovation through fintech integration.</p> <p><b>Questions:</b></p> <ol style="list-style-type: none"> <li>Evaluate the concept of financial sector reforms to explain how reforms has reshaped the structure and operations of Indian banks.</li> <li>Explain the major challenges faced by public sector banks in balancing profitability.</li> </ol> | CO-1 | L5 |

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Roll No.

Total No. of Pages: 02

Total No. of Questions: 10

**MBA, Semester-3<sup>rd</sup>**  
**SERVICES MARKETING**  
**Subject Code MBA 922-18**

**M. Code: 76895**

**Date of Examination: 13-12-2025**

**Time: 3 Hrs.**

**Max. Marks: 60**

**INSTRUCTIONS TO CANDIDATES:**

1. **SECTION-A** is **COMPULSORY** consisting of **EIGHT** questions carrying **TWO** marks each.
2. **SECTION-B** consists of **FOUR** subsections: **Units-I, II, III & IV**. Each subsection contains **TWO** questions, each question carrying **EIGHT** marks and student has to attempt any **ONE** question from each subsection.
3. **SECTION-C** is **COMPULSORY** and consists of **ONE** Case Study carrying **TWELVE** marks.

| Q. No.           | Question   | Course Outcome | Bloom's Level |
|------------------|--|----------------|---------------|
| <b>SECTION-A</b> |  |                |               |
| 1.               | Answer briefly:  |                |               |
| a.               | Define services in the context of a modern economy.  | CO-1           | L1            |
| b.               | Explain stages used to build customer loyalty.   | CO-2           | L2            |
| c.               | Name two service recovery strategies used after a service failure.   | CO-2           | L1            |
| d.               | Explain the steps in the integrated gaps model of service quality.   | CO-3           | L2            |
| e.               | List the components of the services marketing triangle.  | CO-4           | L1            |
| f.               | Interpret how customer perceived value influences price setting.   | CO-5           | L2            |
| g.               | What is dynamic pricing or yield management?   | CO-5           | L1            |
| h.               | Compare pricing approaches used in hospitals and banks.  | CO-6           | L2            |
| <b>SECTION-B</b> |  |                |               |
| <b>UNIT-I</b>    |  |                |               |
| 2.               | Apply the concept of service marketing to different types of services. Also identify how service characteristics influence consumer buying behavior. | CO-1           | L3            |
| 3.               | Compare the marketing mix of goods and services using real examples.   | CO-2           | L4            |
| <b>UNIT-II</b>   |  |                |               |
| 4.               | Develop examples to show how service characteristics differ from goods.  | CO-2           | L3            |
| 5.               | Explain blueprinting components for designing a retail service layout.   | CO-3           | L5            |

| UNIT-III  |   |      |    |
|-----------|---|------|----|
| 6.        | Apply the concept of service culture to enhance employee performance.   | CO-4 | L3 |
| 7.        | Analyze how the cycle of failure, cycle of success and cycle of mediocrity affect organizational outcomes.  | CO-4 | L4 |
| UNIT-IV   |   |      |    |
| 8.        | Examine how pricing influences customer perceptions and satisfaction.   | CO-5 | L4 |
| 9.        | Evaluate the fairness of differential pricing policies across customer segments.  | CO-6 | L5 |
| SECTION-C |   |      |    |
| 10.       | <p>A telecom company was facing constant customer complaints regarding frequent call drops, slow internet speed, and delayed customer service responses. Despite investing in better infrastructure, the company realized that the real problem was lack of coordinated service design. Customer expectations were evolving, but service processes had not been updated. To fix the situation, the company introduced a new service blueprint, strengthened network monitoring teams, and launched proactive alerts for outages. CSAT scores improved, but customer expectations continued to rise as competitors offered personalized service bundles. Management now wants a sustainable, innovative service design that ensures consistent quality and addresses future customer needs.</p> <p><b>Questions:</b></p> <p>a) Formulate a long-term service improvement strategy that aligns with evolving customer expectations.</p> <p>b) Design an integrated customer support model that reduces service failures and enhances perceived service quality.</p> | CO3  | L6 |

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| <b>UNIT-IV</b>   |   |      |    |
|------------------|---|------|----|
| 8.               | Analyze the challenges faced by consultants in cross-cultural contexts.   | CO-5 | L4 |
| 9.               | Critically appraise “OD – Now and Beyond” in the context of digital transformation.   | CO-2 | L5 |
| <b>SECTION-C</b> |   |      |    |
| 10.              | <p>Ending the Contract at Innovate Systems</p> <p>After a six-month OD engagement, the consultant at Innovate Systems concluded that the objectives were achieved. However, the client wanted to extend the contract for further “culture strengthening.” The consultant believed this was unnecessary and possibly exploitative. This difference in expectations caused tension between both parties. The issue highlighted the need for clear contracting, boundary setting, and ethical closure in consulting relationships.</p> <p><b>Questions:</b></p> <p>a) Discuss how clear entry and contracting can prevent conflicts in consultant–client relationships.</p> <p>b) Elaborate the ethical implications of continuing an intervention unnecessarily.</p> <p>c) Plan how consultants can manage termination of relationships professionally and transparently.</p> | CO-5 | L6 |

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Roll No.

Total No. of Pages: 02

Total No. of Questions: 10

**MBA, SEMESTER-3<sup>RD</sup>**  
**EMPLOYEE RELATIONS**  
**SUBJECT CODE: MBA 932-18**  
**M.CODE: 76899**

**DATE OF EXAMINATION: 08-12-2025**

**Time: 3 Hrs.**

**Max. Marks: 60**

**INSTRUCTIONS TO CANDIDATES:**

1. **SECTION-A** is **COMPULSORY** consisting of **EIGHT** questions carrying **TWO** marks each.
2. **SECTION-B** consists of **FOUR** subsections: **Units-I, II, III & IV**. Each subsection contains **TWO** questions, each question carrying **EIGHT** marks and student has to attempt any **ONE** question from each subsection.
3. **SECTION-C** is **COMPULSORY** and consists of **ONE** Case Study carrying **TWELVE** marks.

| Q. No.           | Question  | Course Outcome | Bloom's Level |
|------------------|---|----------------|---------------|
| <b>SECTION-A</b> |   |                |               |
| 1.               | Answer briefly:   |                |               |
| a.               | What do you mean by the term "Web of Rules" in IR?  | CO-1           | L1            |
| b.               | Explain the impact of trade unions on wages.  | CO-1           | L2            |
| c.               | Define the term "Registered Trade Union."   | CO-2           | L1            |
| d.               | Show the System Approach to IR with the help of a suitable diagram.                               | CO-3           | L2            |
| e.               | Recall the responsibilities of a conciliator and an arbiter.                                      | CO-4           | L1            |
| f.               | Interpret the concept of social insurance.  | CO-4           | L2            |
| g.               | Define the role of labour welfare officer in your own words.                                      | CO-5           | L1            |
| h.               | Outline the prime objectives of labour welfare.   | CO-5           | L2            |
| <b>SECTION-B</b> |   |                |               |
| <b>UNIT-I</b>    |   |                |               |
| 2.               | Identify the key contextual factors—economic, social, and legal—that affect Industrial Relations. | CO-1           | L3            |
| 3.               | Analyze the Trade Unions Act to explain how members elect Trade union leaders.                    | CO-2           | L4            |
| <b>UNIT-II</b>   |   |                |               |
| 4.               | Utilize workplace cases from India to identify the legal and ethical issues of sexual harassment. | CO-3           | L3            |

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|------------------|---|------|----|
| 5.               | Examine the role of Industrial Disputes Act in a case of mass layoff in a company.  | CO-3 | L4 |
| <b>UNIT-III</b>  |   |      |    |
| 6.               | Apply the provisions of the Employee's Compensation Act, 1923 to demonstrate how compensation is determined in cases of workplace injury.   | CO-4 | L3 |
| 7.               | Compare and contrast between PF and ESI.  | CO-4 | L4 |
| <b>UNIT-IV</b>   |   |      |    |
| 8.               | Simplify the operation of Provident Fund scheme and identify conditions under which employees may apply for fund withdrawal.  | CO-5 | L4 |
| 9.               | Evaluate how ILO conventions influence Indian labour policy.  | CO-5 | L5 |
| <b>SECTION-C</b> |   |      |    |
| 10.              | <p>Case Study</p> <p>Premier Motors Ltd., a major automobile manufacturer in Pune, experienced a serious workplace accident resulting in multiple injuries. Investigations revealed that although the company complied with most provisions of the Factories Act, 1947, it lacked regular safety audits and employee awareness programs. The trade union blamed management for negligence, demanding stricter safety enforcement and hazard pay. Management contended that employee negligence caused the accident. The situation intensified, and the Labour Commissioner intervened to mediate. As the HR Head, your task is to design a new safety and compliance plan that ensures both legal conformity and active employee participation. The management expects you to develop a culture where safety is a shared value, not merely a compliance checklist. Your plan must integrate statutory requirements like maintenance of health registers, safety committees, training schedules, and reporting mechanisms. You must also devise mechanisms for union involvement to prevent adversarial postures. The key challenge lies in transforming compliance into culture — ensuring that safety becomes an ingrained organizational behaviour.</p> <p><b>Questions:</b></p> <p>a. Determine a compliance framework integrating the legal provisions of the Factories Act, 1947, with participative management practices.</p> <p>b. Recommend an employee engagement plan that promotes safety ownership and continuous learning.</p> | CO1  | L5 |

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Total No. of Pages: 02

Total No. of Questions: 10

**MBA, Semester 3<sup>rd</sup>**  
**MARKETING ANALYTICS**  
**Subject Code: MBA-961-18**  
**M.Code: 77057**

Date of Examination: 23-12-2025

Time: 3 Hrs.

Max. Marks: 60

**INSTRUCTIONS TO CANDIDATES:**

1. **SECTION-A** is **COMPULSORY** consisting of **EIGHT** questions carrying **TWO** marks each.
2. **SECTION-B** consists of **FOUR** subsections: **Units-I, II, III & IV**. Each subsection contains **TWO** questions, each question carrying **EIGHT** marks and student has to attempt any **ONE** question from each subsection.
3. **SECTION-C** is **COMPULSORY** and consists of **ONE** Case Study carrying **TWELVE** marks.

| Q. No.           | Question  | Course Outcome | Bloom's Level |
|------------------|---|----------------|---------------|
| <b>SECTION-A</b> |   |                |               |
| 1.               | Answer briefly:   |                |               |
| a.               | What are the two variables influencing customer retention cost metrics?                 | CO-1           | L1            |
| b.               | Explain in which way Excel helps in interpreting large sets of data.                    | CO-1           | L2            |
| c.               | Define sales force sizing.  | CO-2           | L1            |
| d.               | Explain distributor margin impact on overall profitability trends.                      | CO-3           | L2            |
| e.               | When should advertiser review social media spend metrics for adjustments?               | CO-4           | L1            |
| f.               | Outline the two stages involved in media planning for ads.                              | CO-4           | L2            |
| g.               | What are the two main benefits organizations gain through social media marketing?       | CO-5           | L1            |
| h.               | Summarize how budget allocation influences the success of e-marketing plans.            | CO-5           | L2            |
| <b>SECTION-B</b> |   |                |               |
| <b>UNIT-I</b>    |   |                |               |
| 2.               | Apply Excel formulas to calculate mean and variance from data.                          | CO-1           | L3            |
| 3.               | Examine how data-driven insights transform customer acquisition strategies effectively. | CO-2           | L4            |
| <b>UNIT-II</b>   |   |                |               |
| 4.               | Apply price-volume equation to a basic product scenario for its development.            | CO-2           | L3            |

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| 5.               | Explain compensation planning strategy based on performance outcomes.  | CO-3 | L5 |
| <b>UNIT-III</b>  |  |      |    |
| 6.               | Organize various budget elements for a mid-level promotional campaign.   | CO-3 | L3 |
| 7.               | Examine how different media plans affect consumer reach and response.  | CO-4 | L4 |
| <b>UNIT-IV</b>   |  |      |    |
| 8.               | Compare the effectiveness of email marketing and pay-per-click ads.  | CO-4 | L4 |
| 9.               | Evaluate the risks and benefits of online marketing versus traditional marketing.  | CO-5 | L5 |
| <b>SECTION-C</b> |  |      |    |
| 10.              | <p>Evaluating New Product Launch and Cannibalization in the Automobile Sector</p> <p><b>Scenario:</b><br/> A leading car manufacturer, "Auto Max India," launched a new compact SUV, the "Auto Max Zeta," to target urban customers. However, after six months, the sales of their existing model "Auto Max Neo" began to decline sharply.<br/> The management suspected cannibalization — the new model eating into the sales of the older one — and asked the data science team to evaluate the situation using product analysis metrics.<br/> The team collected monthly sales data, marketing expenditure, and customer preference surveys for both models. Using Excel-based correlation and regression analysis, they compared pre-launch and post-launch performance.<br/> Findings revealed that 42% of Neo's customers were switching to Zeta, indicating significant product overlap. However, total company market share increased due to new customers entering the brand's ecosystem.<br/> Management used portfolio analysis matrices (BCG Matrix) to classify both products:<br/> Zeta as a "Star" (high growth, high market share)<br/> Neo as a "Cash Cow" transitioning toward decline<br/> Finally, the team evaluated whether the overall brand portfolio benefited from the launch, balancing revenue loss from Neo against gains from Zeta's higher profit margin.</p> <p><b>Questions</b><br/> a) Evaluate whether launching Auto Max Zeta was beneficial for the overall product portfolio, considering market share, profit margins, and brand positioning.<br/> b) Justify if the cannibalization effect between Neo and Zeta can be accepted as a strategic trade-off for long-term brand growth and competitive advantage.</p> | CO-5 | L5 |

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Total No. of Pages: 02

Total No. of Questions: 10

MBA, Semester-3<sup>rd</sup>

DATA SCIENCE USING R

Subject Code: MBA-962-18

M.Code:77058

Date of Examination: 10-12-2025

Time: 3 Hrs.

Max. Marks: 60

**INSTRUCTIONS TO CANDIDATES:**

1. SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.
2. SECTION-B consists of FOUR subsections: Units-I, II, III & IV. Each subsection contains TWO questions, each question carrying EIGHT marks and student has to attempt any ONE question from each subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

| Q. No.           | Question  | Course Outcome | Bloom's Level |
|------------------|---|----------------|---------------|
| <b>SECTION-A</b> |   |                |               |
| 1.               | Answer briefly:   |                |               |
| a.               | Recall the functions of data interfaces in R programming.                             | CO-1           | L1            |
| b.               | Compare big data and traditional data in business analytics.                          | CO-1           | L2            |
| c.               | List any two steps involved in constructing a decision tree model.                    | CO-2           | L1            |
| d.               | Explain how prior and posterior probabilities relate under Bayes' theorem.            | CO-3           | L2            |
| e.               | Define X-means clustering and its extension over standard K-means.                    | CO-4           | L1            |
| f.               | Explain how random forests prevent overfitting in ensemble learning systems.          | CO-4           | L2            |
| g.               | Recall the formula for computing F-1 Score from confusion matrix.                     | CO-5           | L1            |
| h.               | Interpret the role of social network analytics in data science research.              | CO-5           | L2            |
| <b>SECTION-B</b> |   |                |               |
| <b>UNIT-I</b>    |   |                |               |
| 2.               | Apply R functions to calculate variance and standard deviation.                       | CO-1           | L3            |
| 3.               | Analyze relationships among predictor variables within a multiple regression dataset. | CO-2           | L4            |
| <b>UNIT-II</b>   |   |                |               |
| 4.               | Utilize support vector machines to classify images into labeled categories.           | CO-2           | L3            |

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| 5.               | Evaluate trade-offs between model complexity and interpretability in decision trees.   | CO-3 | L5 |
| <b>UNIT-III</b>  |  |      |    |
| 6.               | Utilize DBSCAN algorithm to identify clusters in noisy datasets.   | CO-3 | L3 |
| 7.               | Examine differences between K-means and K-medoids clustering results.  | CO-4 | L4 |
| <b>UNIT-IV</b>   |  |      |    |
| 8.               | Examine the role of confusion matrices in model performance assessment.  | CO-4 | L4 |
| 9.               | Determine the use of social networks for large dataset applications.   | CO-5 | L5 |
| <b>SECTION-C</b> |  |      |    |
| 10.              | <p><b>Case Study</b><br/> Case Title: Evaluating Recommender Systems in Streaming Platforms<br/> Scenario:<br/> A popular video streaming platform, "StreamSmart," wanted to enhance user satisfaction through personalized recommendations.<br/> The Data Science department developed a machine learning-based recommender system using collaborative filtering and content-based filtering.<br/> After deployment, users began receiving recommendations. However, management wanted to know if the new system genuinely improved engagement.<br/> The team gathered data on viewing time, click-through rate (CTR), and subscription renewal for both the old and new systems.<br/> Using R statistical analysis, they compared mean engagement rates, variance, and correlation between recommendation accuracy and user retention.<br/> They also conducted A/B testing to validate results and generated interactive R graphs for management.<br/> Finally, the team evaluated the recommender model based on accuracy, precision, recall, and F1 score and concluded that model B outperformed model A by 12% in engagement.</p> <p><b>Questions</b><br/> a) Evaluate the effectiveness of machine learning models used in the recommender system based on key performance metrics.<br/> b) Justify whether StreamSmart should continue using the collaborative filtering model, considering business and data performance outcomes.</p> | CO1  | L5 |

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Roll No. 

Total No. of Pages: 2

Total No. of Questions: 10

**MBA, Semester-4th**  
**WORKSHOP ON INDIAN ETHOS**

Subject Code: MBA 403-18

M.Code: 77821

Date of Examination: 16/12/2025

Time: 3 Hrs.

Max. Marks:60

**INSTRUCTIONS TO CANDIDATES:**

1. SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.
2. SECTION-B consists of FOUR subsections: Units-I, II, III & IV. Each subsection contains TWO questions, each carrying EIGHT marks each and student has to attempt any ONE question from each subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

| Q. No.           | Question  | Course Outcome | Bloom's Level |
|------------------|---|----------------|---------------|
| <b>SECTION-A</b> |   |                |               |
| 1.               | Answer briefly:   |                |               |
| a.               | Define the term Indian Ethos in management.   | CO1            | L-1           |
| b.               | Explain the management lessons learned from Mahabhart.  | CO3            | L-2           |
| c.               | What do you mean by Work Ethos?   | CO1            | L-1           |
| d.               | Illustrate any two secular values important in Indian work culture.                                 | CO2            | L-2           |
| e.               | Define stress and mention one of its causes at the workplace.                                       | CO4            | L-1           |
| f.               | Explain the importance of Gurukul System of Learning.   | CO5            | L-2           |
| g.               | Why it is important to understand the concept of Karma in today's scenario.                         | CO6            | L-1           |
| h.               | Outline any two Laws of Karma with brief meaning.   | CO6            | L-2           |
| <b>SECTION-B</b> |   |                |               |
| <b>UNIT-I</b>    |   |                |               |
| 2.               | Identify how principles from Kautilya's Arthashastra can be applied to modern corporate governance. | CO3            | L-3           |
| 3.               | Compare and contrast Indian and Western management philosophies with suitable examples.             | CO1            | L-4           |
| <b>UNIT-II</b>   |   |                |               |
| 4.               | Identify the relevance of value-based management in the globalized business environment.            | CO2            | L-3           |

|                  |  |     |     |
|------------------|--|-----|-----|
| 5.               | Conclude how trans-cultural human values influence managerial decision-making in multinational organizations.  | CO2 | L-5 |
| <b>UNIT-III</b>  |  |     |     |
| 6.               | Identify the role of meditation and yoga in enhancing managerial effectiveness and reducing workplace stress.  | CO4 | L-3 |
| 7.               | Analyze the leadership qualities of a Karta in a Joint Hindu Family business and their applicability in modern corporations.   | CO4 | L-4 |
| <b>UNIT-IV</b>   |  |     |     |
| 8.               | Examine the key features of the Gurukul System of Learning and discuss its relevance to modern management education.   | CO5 | L-4 |
| 9.               | Explain the concept of Corporate Karma. Suggest methods through which organizations can cultivate good corporate karma.  | CO6 | L-5 |
| <b>SECTION-C</b> |  |     |     |
| 10.              | <p>Case Study</p> <p>Sattva Foods Pvt. Ltd. is a mid-sized organic food company inspired by Indian heritage and Vedic principles. Its founder, Ananya Rao, believes that profit should be a by-product of ethical and value-based practices. The firm promotes "Ahimsa in Business" by ensuring cruelty-free supply chains and supporting rural women farmers. However, when competition increased, a few managers suggested cutting costs by sourcing cheaper ingredients of uncertain origin. Ananya was torn between maintaining ethical purity and sustaining the company's market position.</p> <p>a) Appraise the Indian Ethos principles reflected in Sattva Foods' philosophy.</p> <p>b) Determine the ethical dilemma faced by Ananya Rao using the concept of Nishkama Karma.</p> <p>c) Recommend strategies rooted in Indian management ethos to help balance business growth with ethical practices.</p> | CO6 | L-5 |

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Total No. of Pages:02

Total No. of Questions: 10

MBA, Semester-4<sup>th</sup>

INTERNATIONAL FINANCE AND FINANCIAL DERIVATES

Subject Code: MBA 915-18

M.Code: 77814

Date of Examination: 26-11-2025

Time: 3 Hrs.

Max. Marks: 60

**INSTRUCTIONS TO CANDIDATES:**

1. SECTION-A is **COMPULSORY** consisting of **EIGHT** questions carrying **TWO** marks each.
2. SECTION-B consists of **FOUR** subsections: Units-I, II, III & IV. Each subsection contains **TWO** questions, each carrying **EIGHT** marks each and student has to attempt any **ONE** question from each subsection.
3. SECTION-C is **COMPULSORY** and consists of **ONE** Case Study carrying **TWELVE** marks.

| Q. No.           | Question  | Course Outcome | Bloom's Level |
|------------------|---|----------------|---------------|
| <b>SECTION-A</b> |   |                |               |
| 1.               | Answer briefly:   |                |               |
| a.               | Define Classical Gold Standard Monetary System.   | CO1            | L1            |
| b.               | Explain the scope of International Finance.   | CO1            | L2            |
| c.               | List the sources of International Finance.  | CO2            | L1            |
| d.               | Outline the functions of IMF.   | CO3            | L2            |
| e.               | Define the Covered Call Option Strategy.  | CO4            | L1            |
| f.               | Compare Put Option and Call Option.   | CO4            | L2            |
| g.               | What do you mean by Swapation?  | CO5            | L1            |
| h.               | Interpret the meaning of Interest Rate Derivative.  | CO5            | L2            |
| <b>SECTION-B</b> |   |                |               |
| <b>UNIT-I</b>    |   |                |               |
| 2.               | Examine the concept of Balance of Payment with its components in detail.  | CO1            | L4            |
| 3.               | Apply the concept of foreign transactions and organize the types of foreign transactions.                                   | CO2            | L3            |
| <b>UNIT-II</b>   |   |                |               |
| 4.               | Explain the following:<br>a) Exim Bank of India<br>b) Factoring vs Forfaiting   | CO2            | L5            |
| 5.               | Identify International Parity Theory of Exchange Rate Determination with example along with the limitations of this theory. | CO3            | L3            |
| <b>UNIT-III</b>  |   |                |               |
| 6.               | Analyze the meaning of Derivatives and categorize in detail the types of derivatives with its importance.                   | CO4            | L4            |
| 7.               | Organize any four optional strategies for hedging the risk.   | CO4            | L3            |

| UNIT-IV   |  |     |    |
|-----------|--|-----|----|
| 8.        | Distinguish between Operating and Economic Exposure. Examine the different methods for the Management of Economic Exposure.  | CO5 | L4 |
| 9.        | Assess the meaning of Swaps and classify types of swaps in detail.   | CO5 | L5 |
| SECTION-C |  |     |    |
| 10.       | <p>The International Monetary System (IMS) has undergone significant transformations over the past century, shaped by global economic shifts, political decisions, and financial crises. Initially anchored by the Gold Standard in the late 19th century, countries maintained fixed exchange rates by tying their currencies to gold. While this system promoted stability, it lacked flexibility and collapsed during the Great Depression. In 1944, the Bretton Woods Agreement established a new framework, pegging currencies to the US dollar, which was convertible to gold. Institutions like the International Monetary Fund (IMF) and the World Bank were created to support global financial stability. However, rising US inflation and trade deficits led to the collapse of Bretton Woods in 1973, ushering in the era of floating exchange rates.</p> <p>Since then, the IMS has operated under a decentralized model where currencies fluctuate based on market forces. This system offers flexibility but has also exposed economies to volatility and speculative attacks. Crises such as the 1997 Asian Financial Crisis and the 2008 Global Financial Crisis revealed vulnerabilities in global financial governance, prompting calls for reform. The rise of digital currencies and geopolitical tensions further challenge the IMS's ability to ensure stability and cooperation. Today, the IMF still plays an important role in helping countries deal with financial crises, work together on economic policies, and monitor global economic health. However, there are still concerns about whether the system is strong enough and fair enough for a world with many powerful countries.</p> <p><b>Questions:</b></p> <p>(a) Interpret the effectiveness of the IMF's role in managing global financial crises since the collapse of the Bretton Woods system.</p> <p>(b) Compare the stability and adaptability of fixed versus floating exchange rate systems in the context of recent financial crises.</p> | CO1 | L5 |

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Total No. of Pages: 02

Total No. of Questions: 10

MBA, Semester -4<sup>th</sup>

## INTEGRATED MARKETING COMMUNICATION AND SALES MANAGEMENT

Subject Code: MBA 923-18

M.Code: 77808

Date of Examination: 02-12-2025

Time: 3 Hrs.

Max. Marks:60

## INSTRUCTIONS TO CANDIDATES:

1. SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.
2. SECTION-B consists of FOUR subsections: Units-I, II, III & IV. Each subsection contains TWO questions, each carrying EIGHT marks each and student has to attempt any ONE question from each subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

| Q. No.           | Question  | Course Outcome | Bloom's Level |
|------------------|---|----------------|---------------|
| <b>SECTION-A</b> |   |                |               |
| 1.               | Answer briefly:   |                |               |
| a.               | List any two purposes of IMC.   | CO1            | L1            |
| b.               | Explain the steps involved in developing an IMC programme.  | CO2            | L2            |
| c.               | Define creativity in advertising with one element of creative strategy.   | CO2            | L1            |
| d.               | Infer the term media evaluation.  | CO2            | L2            |
| e.               | What is Public Relations and list any two PR tools.   | CO3            | L1            |
| f.               | Interpret the meaning of Internet Advertising and illustrate any two of its types.                                | CO5            | L2            |
| g.               | Recall the meaning of sales organization.   | CO5            | L1            |
| h.               | Outline the term sales quota.   | CO6            | L2            |
| <b>SECTION-B</b> |   |                |               |
| <b>UNIT-I</b>    |   |                |               |
| 2.               | Identify the components of IMC and discuss the effectiveness of marketing communication.                          | CO1            | L3            |
| 3.               | Classify various advertising agencies, their functions and the role in designing effective advertising campaigns. | CO1            | L4            |
| <b>UNIT-II</b>   |   |                |               |
| 4.               | Identify the importance and tools of promotion and stating push and pull strategies with examples.                | CO2            | L3            |

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|------------------|--|-----|----|
| 5.               | Explain the advantages and disadvantages of Internet advertising in a global environment.  | CO5 | L5 |
| <b>UNIT-III</b>  |  |     |    |
| 6.               | Build the insight into the purpose of sales management and choose the roles of sales executives in developing, organizing, and utilizing strategies for planning and controlling sales operations.   | CO4 | L3 |
| 7.               | Distinguish among product, pricing and distribution policies in sales-related marketing decisions.   | CO4 | L4 |
| <b>UNIT-IV</b>   |  |     |    |
| 8.               | Examine the significance of sales budgets, sales contests and showroom displays in sales operations.   | CO5 | L4 |
| 9.               | Compare different types of salesmen and their role in influencing customer psychology.   | CO6 | L5 |
| <b>SECTION-C</b> |  |     |    |
| 10.              | <p>FreshLife, a leading FMCG brand, is aiming to boost its market share through a comprehensive Integrated Marketing Communications (IMC) plan. The company plans to use a mix of traditional and digital media channels, including advertising, public relations (PR), direct marketing, sales promotions, and a strong digital media presence. The IMC strategy will focus on enhancing brand visibility and building deeper connections with consumers through personalized messaging and targeted campaigns. Alongside this, FreshLife is restructuring its salesforce to ensure more efficient operations. This includes reassigning territories, setting clear quotas, and implementing rigorous sales training programs to enhance team performance. The company will also invest in sales technology, such as CRM tools, to streamline processes and improve customer relationship management. The ultimate goal is to increase market share by 5% over the next year, achieve a 10% rise in sales, and enhance customer engagement across digital platforms. Through a combination of effective marketing strategies and a well-trained, efficient sales team, FreshLife aims to strengthen its position in a highly competitive market.</p> <p><b>Questions</b></p> <p>(a) Elaborate the relevance and effectiveness of FreshLife's IMC tools and promotional strategies.</p> <p>(b) Develop a complete IMC and sales operations plan including media strategy, online promotions, and salesforce design, budgeting and evaluation mechanisms.</p> | CO6 | L6 |

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Roll No. 

Total No. of Pages: 2

Total No. of Questions: 10

MBA, Semester : 4<sup>th</sup>**INTERNATIONAL AND SOCIAL MEDIA MARKETING**

Subject Code: MBA-925-18

M.Code: 77810

Date of Examination: 29-11-2025

Time: 3 Hrs.

Max.Marks: 60

**INSTRUCTIONS TO CANDIDATES:**

- SECTION-A** is **COMPULSORY** consisting of **EIGHT** questions carrying **TWO** marks each.
- SECTION-B** consists of **FOUR** subsections: **Units-I, II, III & IV**. Each subsection contains **TWO** questions, each question carrying **EIGHT** marks and student has to attempt any **ONE** question from each subsection.
- SECTION-C** is **COMPULSORY** and consists of **ONE** Case Study carrying **TWELVE** marks.

| Q. No.           | Question   | Course Outcome | Bloom's Level |
|------------------|--|----------------|---------------|
| <b>SECTION-A</b> |  |                |               |
| 1.               | <b>Answer briefly:</b>   |                |               |
| a.               | What is International Marketing?   | CO1            | L1            |
| b.               | Define the role of NAFTA.  | CO2            | L1            |
| c.               | Explain international pricing strategies.  | CO3            | L2            |
| d.               | Illustrate international promotion mix.  | CO3            | L2            |
| e.               | List any 4 social media channels along with their use-case.  | CO4            | L1            |
| f.               | Outline social media marketing-mix.  | CO4            | L2            |
| g.               | Recall the elements of social media marketing campaigns.   | CO5            | L1            |
| h.               | Summarize the concept of Big data.   | CO5            | L1            |
| <b>SECTION-B</b> |  |                |               |
| <b>UNIT-I</b>    |  |                |               |
| 2.               | Build the concept of 'international business environment' and identify the effect of social and economic environment on business at international level. | CO1            | L3            |
| 3.               | Examine the various international trade barriers and regional blocks in detail.  | CO2            | L4            |
| <b>UNIT-II</b>   |  |                |               |
| 4.               | Assess India's EXIM Policy framework and its role in mitigating international trade barriers.  | CO2            | L5            |
| 5.               | Identify the various communication strategies in international marketing and Develop the elements of international promotion-mix.                        | CO3            | L3            |

| UNIT-III  |  |     |    |
|-----------|--|-----|----|
| 6.        | Analyse social media benefits in international promotional frameworks by inspecting its advantages.  | CO3 | L4 |
| 7.        | Explain the following:<br>a) Evolution of the digital consumer<br>b) Rise of internet and E concepts   | CO4 | L5 |
| UNIT-IV   |  |     |    |
| 8.        | Assess SEM and SEO tools drawing a comparative analysis as well as recommend a strategy for both to improve visibility/traffic in a competitive digital landscape.   | CO4 | L5 |
| 9.        | Examine the emerging importance of social media in Search Engine Optimization.   | CO5 | L4 |
| SECTION-C |  |     |    |
| 10.       | <p>VibeSkin, a Delhi-based natural skincare brand, launched “GlowNaturally” in 2024 to capture eco-conscious Gen-Z women (18-24) in Tier-1 and Tier-2 cities. Competing with The Body Shop and Mamaearth, they crafted an emerging social media campaign focused on authenticity and interactivity.</p> <p>The campaign kicked off with Instagram Reels featuring 35 nano-influencers (1K-10K followers) sharing “no-filter” skincare routines using VibeSkin’s aloe-vera range. A #GlowNaturally Pact UGC contest rewarded sustainable packaging hacks with seed-embedded gift boxes. TikTok Duets enabled users to react to ingredient myths, while Instagram Live Q&amp;A with dermatologists built trust. Emerging features included AI skin-analysis quizzes via Stories polls and shoppable AR filters for virtual product trials. WhatsApp Broadcasts sent personalized routine tips post-purchase.</p> <p>Outcomes: 950K impressions, 58K UGC posts, 41% e-commerce growth in 50 days. ROI via Google Analytics and affiliate links hit 3.2x, with 29% conversions from AR interactions. Issues: algorithm shifts reduced organic reach; some UGC lacked brand alignment.</p> <p><b>Questions -</b></p> <p>(a) Design a 3-phase social media campaign for VibeSkin incorporating emerging trends like AI quizzes and live shopping to launch a monsoon skincare line.</p> <p>(b) Elaborate VibeSkin’s nano-influencer and UGC approach. Propose two enhancements using content pillars and real-time analytics for a similar brand targeting college students.</p> | CO5 | L6 |

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| UNIT-III  |  |     |    |
|-----------|--|-----|----|
| 6.        | Identify the approaches in International Performance Management.   | CO3 | L3 |
| 7.        | Examine the objectives of compensation policies for a multinational firm.  | CO4 | L4 |
| UNIT-IV   |  |     |    |
| 8.        | Simplify the meaning of Organizational Knowledge. Compare the differences between tacit and explicit knowledge.  | CO4 | L4 |
| 9.        | Interpret the meaning of International Relations and assess the key issues in International Relations.   | CO5 | L5 |
| SECTION-C |  |     |    |
| 10.       | <p>Case Study</p> <p>MegaTools Ltd., a multinational company, operates factories in India and Thailand. In India, strong trade unions demanded fair wages and safety improvements. After negotiations, the company agreed to regular joint meetings with union representatives. In Thailand, where unions are weaker, MegaTools introduced individual contracts and performance bonuses to reduce interest in unionization. This led to criticism from global labor groups, who claimed the company was applying different standards in different countries. The situation shows how multinational firms often face varying levels of union influence and must manage industrial relations differently across countries.</p> <p><b>Questions</b></p> <p>(a) Interpret the reasons for MegaTools adopting different approaches to trade unions in India and Thailand?</p> <p>(b) Recommend the International HRM strategies that can help MegaTools maintain fair labor practices across countries?</p> | CO5 | L5 |

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Roll No.

Total No. of Pages: 2

Total No. of Questions: 10

**MBA, Semester-4<sup>th</sup>**  
**STRATEGIC HUMAN RESOURCE MANAGEMENT**

Subject Code: MBA-934-18

M.Code: 77817

Date of Examination: 13-12-2025

Time: 3 Hrs.

Max. Marks: 60

**INSTRUCTIONS TO CANDIDATES:**

1. SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.
2. SECTION-B consists of FOUR subsections: Units-I, II, III & IV. Each subsection contains TWO questions, each carrying EIGHT marks each and student has to attempt any ONE question from each subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

| Q. No.           | Question   | Course Outcome | Bloom's Level |
|------------------|--|----------------|---------------|
| <b>SECTION-A</b> |  |                |               |
| 1.               | Answer briefly:  |                |               |
| a.               | Define corporate-level HR strategy.  | CO1            | L1            |
| b.               | Explain Best Practice approach in SHRM.  | CO1            | L2            |
| c.               | Classify two components of the HR environment.   | CO2            | L2            |
| d.               | What is meant by strategic reward management?  | CO3            | L1            |
| e.               | Explain the purpose of global HR planning.   | CO4            | L2            |
| f.               | Define expatriate failure.   | CO4            | L1            |
| g.               | What is cross-cultural performance management?   | CO5            | L1            |
| h.               | Outline any two global employee relations challenges.  | CO5            | L2            |
| <b>SECTION-B</b> |  |                |               |
| <b>UNIT-I</b>    |  |                |               |
| 2.               | Apply how the concepts of internal and external analysis in SHRM.                                  | CO1            | L3            |
| 3.               | Analyze the differences between traditional HR and strategic HR with real-world examples.          | CO2            | L4            |
| <b>UNIT-II</b>   |  |                |               |
| 4.               | Utilise how HR strategy integrates with business strategy during organizational restructuring.     | CO2            | L3            |
| 5.               | Determine the role of compensation and reward strategies in gaining competitive advantage.         | CO3            | L5            |
| <b>UNIT-III</b>  |  |                |               |
| 6.               | Identify the behavioural challenges faced by employees during strategic transformations.           | CO3            | L3            |
| 7.               | Analyze the contribution of talent management and retention strategies in strategy implementation. | CO4            | L4            |

| <b>UNIT-IV</b>   |   |     |    |
|------------------|---|-----|----|
| 8.               | Compare ethnocentric, polycentric, region centric, and geocentric staffing approaches used in MNCs.   | CO4 | L4 |
| 9.               | Critically evaluate expatriate challenges such as cultural adjustment, performance evaluation, and repatriation.  | CO5 | L5 |
| <b>SECTION-C</b> |   |     |    |
| 10.              | <p>Orion International, a US-based digital engineering company, has recently expanded into India, Singapore, Poland, and Germany to support its global client base. The company follows a blended staffing strategy by deploying expatriate managers while hiring a large local workforce. However, the expansion has created several HR challenges. Expatriates struggle with cultural differences related to communication styles, leadership expectations, teamwork norms, and workplace etiquette. Limited pre-departure training leaves them unprepared for local cultural and legal environments.</p> <p>Local employees feel that HR policies designed at the US headquarters do not align with regional labour laws, compensation norms, or career expectations, leading to rising turnover. Standardized global training modules fail to address varying skill requirements and language differences across the new regions. Additionally, compensation disparities between expatriates and local staff create perceptions of inequity and tension within teams. These issues threaten Orion's ability to build cohesive global operations.</p> <p><b>Questions:</b></p> <ol style="list-style-type: none"> <li>a. Discuss the global HR challenges faced by Orion International during expansion.</li> <li>b. Create a global HR strategy addressing staffing, training, and compensation for Orion.</li> </ol> | CO5 | L6 |

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| UNIT-III  |  |     |    |
|-----------|--|-----|----|
| 6.        | Identify the relevance of KPI's in data visualization by citing example.   | CO4 | L3 |
| 7.        | Examine the fundamentals of data modeling for analytics. How do conceptual, logical, and physical models support accurate analysis and reporting?  | CO4 | L4 |
| UNIT-IV   |  |     |    |
| 8.        | Simplify the criteria for choosing an effective visual tool and provide examples of situations where different visual tools (charts, maps, infographics, dashboards) are most appropriate.   | CO5 | L4 |
| 9.        | Justify how can data storytellers effectively focus the audience's attention? Explain various visual and narrative techniques used to guide audience perception.   | CO6 | L5 |
| SECTION-C |  |     |    |
| 10.       | <p>SecureLife Insurance Ltd., founded in 2003 in Maharashtra, gradually expanded nationwide, offering life, health, term, pension, and investment-linked insurance products. Between 2012 and 2018, it acquired several smaller insurers, resulting in a larger customer base and diversified portfolio. Today, the company operates through 600+ branches, employs 15,000 agents, and partners with numerous hospitals and financial institutions.</p> <p>SecureLife introduced digital services such as online policy purchases, mobile premium payments, and claim tracking. However, rapid expansion and digital adoption led to massive data generation from branches, online platforms, customer interactions, hospitals, and external agencies. Existing operational databases—meant only for daily transactions—could not support analytics or strategic decision-making.</p> <p>Issues included inconsistent and redundant data, slow report generation, fragmented systems, and lack of centralized insights for customer trends, policy performance, claim ratios, or fraud detection. Management realized that without a unified, cleansed, and historical data system, the company could not remain competitive. Thus, SecureLife decided to build a Data Warehouse to improve data quality, support business intelligence, and enable timely decisions.</p> <p><b>QUESTION:</b></p> <ol style="list-style-type: none"> <li>Discuss the reasons why SecureLife Insurance Ltd. needed to build a Data Warehouse.</li> <li>Elaborate the suggestions would you give SecureLife Insurance Ltd. for successful implementation of the Data Warehouse?</li> </ol> | CO4 | L6 |

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Roll No. 

Total No. of Pages: 02

Total No. of Questions: 10

**MBA, Semester - 4<sup>th</sup>**  
**BUSINESS FORECASTING**  
**Subject Code: MBA 964-18**  
**M.Code: 78032**

Date of Examination: 19-12-2025

Time: 3 Hours.

Max. Marks: 60

**INSTRUCTIONS TO CANDIDATES:**

1. SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.
2. SECTION-B consists of FOUR subsections: Units-I, II, III & IV. Each subsection contains TWO questions, each carrying EIGHT marks each and student has to attempt any ONE question from each subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

| Q. No.           | Question   | Course Outcome | Bloom's Level |
|------------------|--|----------------|---------------|
| <b>SECTION-A</b> |  |                |               |
| 1.               | Answer briefly:  |                |               |
| a.               | Define the concept of Demand Forecasting.  | CO 1           | L 1           |
| b.               | Illustrate the purpose of Forecast.  | CO 1           | L 2           |
| c.               | Recall the concept of Cross-Sectional Data Collection.   | CO 2           | L 1           |
| d.               | Explain are Consumer Clinics.  | CO 3           | L 2           |
| e.               | What is Exogeneity of Time Series?   | CO 4           | L 1           |
| f.               | Summarize the concept of Opinion Polling.  | CO 4           | L 2           |
| g.               | List the significance of term exponential smoothing.   | CO 5           | L 1           |
| h.               | Outline the concept of composite index.  | CO 5           | L 2           |
| <b>SECTION-B</b> |  |                |               |
| <b>UNIT-I</b>    |  |                |               |
| 2.               | Identify the need and relevance of demand forecasting in the present business environment. Explain by citing examples. | CO 1           | L 3           |
| 3.               | Discover an approach to select an appropriate forecasting technique. Explain by citing examples.                       | CO 2           | L 4           |
| <b>UNIT-II</b>   |  |                |               |
| 4.               | Develop an approach of forecasting with the regression model.  | CO 2           | L 3           |
| 5.               | Compare unconditional forecasting and conditional forecasting.   | CO 3           | L 5           |
| <b>UNIT-III</b>  |  |                |               |
| 6.               | Develop an approach towards moving average models over the linear time series model.                                   | CO 3           | L 3           |
| 7.               | Examine the properties of the ARCH and GARCH process.  | CO 4           | L 4           |

| UNIT-IV   |   |      |     |
|-----------|---|------|-----|
| 8.        | Inspect the differences between long term forecast and short term forecast.   | CO 4 | L 4 |
| 9.        | Explain an approach towards Composite Indexes.  | CO 5 | L 5 |
| SECTION-C |   |      |     |
| 10.       | <p>In this case, we needed to develop a model for forecasting weekly air passenger traffic on major domestic routes for one of Australia's leading airlines. The company required forecasts of passenger numbers for each major domestic route and for each class of passenger (economy class, business class and first class). The company provided weekly traffic data from the previous six years.</p> <p>Air passenger numbers are affected by school holidays, major sporting events, advertising campaigns, competition behavior, etc. School holidays often do not coincide in different Australian cities, and sporting events sometimes move from one city to another. During the period of the historical data, there was a major pilots' strike during which there was no traffic for several months. A new cut-price airline also launched and folded. Towards the end of the historical data, the airline had trialed a redistribution of some economy class seats to business class, and some business class seats to first class. After several months, however, the seat classifications reverted to the original distribution.</p> | CO 5 | L 5 |
| (a)       | Based upon the above case study, evaluate the concept of revenue and profit of a firm is related with the estimation of demand.   |      |     |

**NOTE: Disclosure of Identity by writing Mobile No. or Making of passing request on any page of Answer Sheet will lead to UMC against the student.**