

PRU Q/P

Dec/Jan

Total No. of Pages : 02

Total No. of Questions : 17

Subject Code : MBA-101-18

M.Code : 75402

Date of Examination : 12-12-2023

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTION TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
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 consist of ONE Case Study carrying TWELVE marks.

SECTION-A

Write short notes on the following :

1. Managerial roles
2. Systems approach
3. Types of plans
4. McKinsey's 7-S approach
5. Bases of departmentation
6. Decentralization and Centralization
7. Feedforward and feedback control
8. Japanese Management

SECTION-B

UNIT-I

9. What is the importance of management? Discuss the functions of management with suitable examples.
10. Discuss the two-factor theory by Herzberg and X & Y theory by McGregor in detail.



UNIT -II

11. What are the benefits of MBO? Discuss various steps involved in the process of MBO.
12. Discuss various approaches in decision-making. Explain the steps in the process of decision-making.

UNIT -III

13. What is organizing? Discuss various steps in the process of organizing with examples.
14. Discuss the importance of coordination. Explain various techniques to ensure effective coordination in the organization.

UNIT -IV

15. What are the characteristics of control? Explain the step-by-step process of control in detail.
16. Write a detailed note on various modern management techniques with examples.

SECTION-C

17. **Case study :**

Aman Chadha started 'Bulls Eye', a company for providing cyber security solutions to businesses. Its objective is to prevent, detect and respond to cyber attacks and protect critical data. He was a hardworking software engineer and an expert in cyber security. His reputation grew by leaps and bounds as he was not only a person of integrity but also did his work with utmost honesty and sincerity. The business started growing day by day. He was delighted when he was offered a big project by the Ministry of Defence. While working on the project, he found that the volume of work made it impractical for him to handle all the work by himself. He decided to expand the team. The company maintained a close liaison with a local engineering college. During a campus placement, Ishan and Vrinda were appointed to work for the new project.

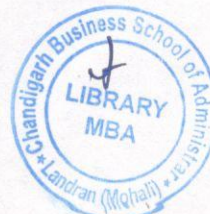
He found the new employees capable, enthusiastic and trustworthy. Aman Chadha was thus, able to focus on objectives and with the help of Ishan and Vrinda, the project was completed on time. Not only with this Aman Chadha was also able to extend his area of operations. On the other hand, Ishan and Vrinda also got opportunities to develop and exercise initiative.

Question :

- a. Identify and briefly explain the concept used by Aman Chadha in the above case which helped him in focusing on objectives.
- b. Also state any four points of importance of the concept identified in (a) above.

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UNIT-II

11. What do you mean by production function? Explain the economies and diseconomies of scale.
12. What is total cost, average cost and marginal cost? Explain the mutual relationship between average cost and marginal cost.

UNIT-III

13. Discuss the various pricing strategies used by manufactures to determine the price of the product.
14. Define Oligopoly. Also explain the features of oligopoly.

UNIT-IV

15. Unemployment is a critical feature of the Indian economy. Can we really explain it in terms of the deficiency of demand?
16. Define the problem of double counting in the estimation of national income. Discuss two approaches to correct the problem of double counting.

SECTION-C

17. Attempt following case study:

National Income means that all the goods and services provided in our world are an Indicator of our economic Wealth, whatever the economic performance of the whole world we can only evaluate with the help of national income. It will show the performance of our economy and the growth of our nation. National Income means that whatever goods and services we have camped for the whole annual year that we produced in a year we can Identify with the help of National Income is that part of object Income of the community, including of course Income derived from abroad, which can be measured in money.

Questions:

- a) What are the benefits for measuring national income?
- b) The national income represents the growth of the country. Comment.
- c) Per capita income gives significant information than national income. Comment

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Total No. of Pages : 03

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MBA/MBA IB (Sem.-1)
QUANTITATIVE TECHNIQUES

Subject Code : MBA-103-18

M.Code : 75404

Date of Examination : 02-01-2024

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
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 carrying TWELVE marks.

SECTION-A

Answer briefly :

1. What is a decile?
2. What is Skewness?
3. What is linear correlation?
4. What is the regression coefficient?
5. What is Conditional Probability?
6. What is Big-M Method?
7. What is CPM?
8. What are the limitations of the least cost method in Transportation problems?



16. a) Discuss the procedure of applying the MODI Method in Transportation problems.
 b) Discuss in detail the Hungarian method for solving assignment problems.

SECTION-C

17. a) Using Big-M Method

$$\text{Maximize } Z = x_1 + 2x_2 + 3x_3 - x_4$$

Subject to the constraints

$$x_1 + 2x_2 + 3x_3 = 15$$

$$2x_1 + x_2 + 5x_3 = 20$$

$$x_1 + 2x_2 + x_3 + x_4 = 10;$$

$$x_1, x_2, x_3, x_4 \geq 0$$

- b) Height of the fathers and sons is given below. Find the height of the son when the height of the father is 70 inches

Father (Inches)	71	68	66	67	70	71	70	73	72	65	66
Son (Inches)	69	64	65	63	65	62	65	64	66	59	62

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Total No. of Questions : 10

Total No. of Pages : 02

MBA/MBA(IB) (Sem.-1)

ACCOUNTING FOR MANAGEMENT AND REPORTING

Subject Code : MBA-104-18

M.Code : 75405

Date of Examination : 29-12-2023

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTION TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
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 carries TWELVE marks.

SECTION-A

1. Write short notes on the following :

- a. US GAAPs
- b. Kaizen costing
- c. Inventory turnover ratio
- d. Cash flow from operating activities
- e. Zero based Budget
- f. Absorption costing
- g. Branches of Accounting
- h. Historical cost principle.

SECTION-B

UNIT-I

2. Explain Accounting as an information system. Discuss qualitative characteristics of accounting information.

3. What do you mean by accounting concepts? Explain various concepts in detail.

UNIT-II

4. Define cost-volume profit analysis and explain its main features and useful contributions to the management in decision making.
5. "Flexibility in a budget is an aid to co-ordination, while the budgetary control is an instrument of co-ordination." Explain.

UNIT-III

6. What do you mean by financial statement analysis? Explain its objectives.
7. Name the different tools used for analysis and interpretation of Financial Statements.

UNIT-IV

8. Define financial reporting. What is the role of corporate social reporting?
9. Discuss the accounting treatment and accounting standards of holding company.

SECTION-C

10. Attempt following case study :

Budgeting is very important and it determines the way in which the organization can attain its financial and other goals. It is an estimate about the future actions of the management in the form of financial Statements. Once the budget is set in quantitative or qualitative terms the management try their best for not exceeding the target set. But on account of dynamic nature of the environment both internal and external the estimated figure will vary. As a control measure they raise the variations between the actual and the budgeted one and identify the causes of such variations and take corrective measures for not occurring such variations in future. One of the components which is significant for internal control system is budgetary control system.

Questions :

- What are the reasons for preparing budget?
- What factors must be followed while preparing budgets?
- What is the role of budgeting control in the organization?

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Total No. of Questions : 17

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MBA/MBA (IB) (Sem.-1)

BUSINESS ENVIRONMENT AND INDIAN ECONOMY

Subject Code : MBA-105-18

M.Code : 75406

Date of Examination : 09-12-2023

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
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 consist of ONE Case Study carrying TWELVE marks.

SECTION-A

Answer the following :

1. State the role of Monetary policy in India.
2. What do you mean by executive institutions?
3. State the objective of cooperative sector.
4. What is green management?
5. Write short note on Intellectual Property Rights.
6. State the anti-dumping measures.
7. What do you mean by organized sector?
8. Explain social inclusion.



Questions:

- a. What are the main reasons behind the decision to privatize the state-owned telecommunication company XYZ?
- b. How did privatization lead to positive changes in the company's performance and competitiveness?
- c. What were the potential social and economic consequences of privatization, particularly in terms of employment and service accessibility?.

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Roll No.

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MBA/MBA (IB) (Sem.-1)
BUSINESS ETHICS AND CSR

Subject Code : MBA-106-18

M.Code : 75407

Date of Examination : 20-12-2023

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students have to attempt ALL questions.
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.

SECTION-A

Write briefly :

1. Principles of Ethics.
2. Role of ethical considerations in Human Resource Management.
3. Drivers of Corporate Social Responsibility.
4. Ethical Reasoning
5. Ethics vs Ethos
6. Importance of Sustainability
7. Globalization and Business Ethics
8. Corporate Social Responsibility within the organization.

SECTION-B

UNIT-I

9. How business ethics are important? Explain with the help of theories of ethics.
10. State the comparison between Absolutism and Relativism. Discuss some emerging issues in Business ethics.



UNIT-II

11. What do you mean by ethical dilemma? Explain the process of resolving the ethical dilemma.
12. Why is ethical decision making important? What are the various ethical implications at top level of management in business?

UNIT-III

13. Explain the concept of Corporate Social Responsibility. Give some arguments in favor of Corporate Social Responsibility by using real industrial examples.
14. Discuss the National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business in detail.

UNIT-IV

15. What is the relevance of various CSR practices in India? What are the various CSR initiatives taken by Indian businesses?
16. What do you mean by Corporate Governance? Explain in detail.

SECTION-C

17. Study the following case and answer the question(s) that follow:

The Sterlite Copper industries is a famous industry in Madhya Pradesh. From its inception the company was opposed to its hazardous operations. People of the nearby area struggled for 23 years for the closure of the polluting industry. However, the company obtained clearances at all the stages with the false information and misrepresentation of the information of facts. Sterlite is one among several companies that are categorized as large, red, and hazardous. On the other hand, the company's copper exports account for a significant sale in India. The closure gave a strategic advantage to China and Pakistan. Yet, people are more concerned than profits is realized from this case.

Questions :

- a. Analyze the case and identify the problem.
- b. How does the case impact the ethical sustainability?
- c. Was the method of clearing all the licenses by Sterlite Copper Industry subject to ethical practice?

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Roll No.

Total No. of Pages : 03

Total No. of Questions : 10

MBA / MBA (IB) (Sem.-1)
BUSINESS COMMUNICATION FOR MANAGERIAL EFFECTIVENESS

Subject Code : MBA-107-18

M.Code : 75408

Date of Examination : 22-12-2023

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
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 consist of ONE Case Study carrying TWELVE marks.

SECTION-A

1. Write short notes on the following :

- a) What is the primary objective of business communication?
- b) Compare Interactive and Transactional Models of Communication.
- c) Explain the significance of audience adaptation in business communication.
- d) What are the various information gathering options available to managers?
- e) Explain the term "Glossophobia".
- f) "Just A Minute (JAM) Sessions are one-minute impromptu speeches". Comment.
- g) Discuss the importance of transparency in employment messages.
- h) Why role play is important in communication?

SECTION-B

UNIT-I

2. Effective communication is crucial for managerial effectiveness in business organizations. Discuss the communication process, highlighting its key elements and explaining how a well-structured communication process contributes to better managerial outcomes.
3. Discuss in detail, the impact of social networking technologies on business communication and its role in enhancing managerial effectiveness.

UNIT- II

4. "Effective communication is contingent upon situational awareness and adapting messages accordingly". Do you concur with this statement? Provide insights into how analyzing the situation influences communication outcomes.
5. Discuss the challenges managers face in ensuring clarity and precision in email communication. How can managers avoid miscommunication and foster effective email exchanges within the organization?

UNIT- III

6. How does group discussion contribute to successful business communication? Explain Do's and Don'ts of Process of Group Discussion.
7. "Appropriate vocal cues enhance the impact of your business presentation". Discuss this statement with suitable examples.

UNIT- IV

8. "A well-designed employment strategy is the foundation for building a skilled and motivated workforce". Elucidate this statement.
9. **Write detailed notes on :**
 - a) Interviewer-Interviewee relationship
 - b) Simulation games.

Nov - 2023

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Total No. of Questions: 10

Total No. of Pages: 02

COMPUTER APPLICATIONS FOR BUSINESS

Subject Code: MBAGE-201-18

M Code: 76160

Date of Examination : 24-12-2022

Time: 3 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

1. SECTION-A is **COMPULSORY** consisting of **EIGHT** questions carrying **TWO** marks each.
2. SECTIONS-B consists of **FOUR** Sub-sections : Units-I, II, III & IV. Student has to attempt any **ONE** question from each Sub-section carrying **EIGHT** marks each.
3. SECTION-C is **COMPULSORY** carrying **TWELVE** marks.

SECTION-A

1. Write short notes on the following:
 - a) List down the features of modern computer.
 - b) What is EPROM?
 - c) What is an operating system?
 - d) What are the different steps followed to delete a file in Windows?
 - e) How can you insert a header in MS-Word?
 - f) What are the steps to create a presentation in an MS-Power Point?
 - g) What is the use of charts in MS-Excel?
 - h) What do you mean by queries in MS-Access?

SECTION-B

UNIT-I

2. What is a computer? Classify the computers on the basis of generation.
3. Discuss in detail different components of computer.



UNIT-II

4. Explain in detail how an operating system works as a resource manager.
5. What is Windows? Discuss some basic commands of Windows related to file manipulation.

UNIT-III

6. What is MS-Word? What are the different components of MS Word?
7. List down the steps to insert pictures and graphics in MS-Power Point.

UNIT-IV

8. What are the different toolbars available in MS-Excel?
9. How can you create a form in MS-Access? List down the steps.

SECTION-C

10. Case Study:

Diagnosis	Radius Mean	Texture Mean	Perimeter Mean	Area Mean	Smoothness Mean
M	13.73	22.61	93.6	578.3	0.1131
M	14.54	27.54	96.73	658.8	0.1139
M	14.68	20.13	94.74	684.5	0.09867
M	16.13	20.68	108.1	798.8	0.117
M	19.81	22.15	130	1260	0.09831
B	13.54	14.36	87.46	566.3	0.09779
B	13.08	45.71	85.63	520	0.1075
B	9.504	12.44	60.34	273.9	0.1024

Here is an excel table representing the cancer related data of patients. Write down steps involved to perform following operations:

- a) Write the steps to sort the data by column "Area Mean" (2)
- b) List down the steps to only show the rows with "Diagnosis" value as "M" (2)
- c) List down the steps to plot a line graph between "Area Mean" (X-axis) and "Radius Mean" (Y-axis) (4)
- d) Write down the steps to calculate the mean value of columns: "Radius Mean", "Texture Mean", "Perimeter Mean", "Area Mean" (4)

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Operations : Alexis will work with fitness experts and nutritionists to create personalized workout plans and nutrition guides. She will also source high-quality fitness products to include in her subscription boxes.

Financials : Alexis estimates that she will need \$50,000 to start her business. She plans to finance this through a combination of personal savings and loans. She projects that she will break even within the first year and achieve a profit of \$75,000 within three years.

Implementation : Alexis secures a location for her business and partners with fitness experts and nutritionists to create personalized workout plans and nutrition guides. She sources high-quality fitness products to include in her subscription boxes and creates a website and social media accounts to promote her business.

Results : Alexis's fitness subscription box business is a success. She attracts a loyal customer base of fitness enthusiasts who appreciate the personalized fitness experience that her business offers. She also receives positive reviews and referrals from satisfied customers. Within the first year, she breaks even and achieves a profit of \$75,000 within three years, as projected in her business plan.

Answer the following Questions :

- a) What gap in the market did Alexis identify?
- b) What were some challenges that Alexis faced during the implementation of her business plan and how did she overcome them?
- c) What were some factors that contributed to the success of Alexis's business?
- d) What lessons can be learned from Alexis's business generation idea?

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May-June 2023
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Total No. of Questions : 10

Total No. of Pages : 03

MBA (Sem-2)
CORPORATE FINANCE AND POLICY
Subject Code : MBA 206-21
M.Code : 92177
Date of Examination : 10-06-2023

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
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 consist of ONE Case Study carrying TWELVE marks.

SECTION-A

1. Write briefly :
 - a. What is EBIT?
 - b. What is Internal Resource Analysis?
 - c. What is Leverage?
 - d. What is EVA?
 - e. What is Financial Risk?
 - f. Define Firm's value.
 - g. What is Agency?
 - h. What is ROI?

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SECTION-B

UNIT-I

2. Discuss the role of financial management for a business in today's world with suitable examples.
3. Write notes on the following :
 - a. Time Value of Money
 - b. Short term sources of finance.

UNIT-II

4. Explain the features of an ideal capital structure.
5. Discuss major problems with the determination of the cost of capital in detail.

UNIT-III

6. Discuss major business risks faced by a firm today.
7. Explain the advantages and disadvantages of leverage.

UNIT-IV

8. Can working capital be negative? Why or why not? Discuss.
9. Discuss the forms of dividend in detail.

SECTION-C

10. Read the following case study in detail and answer the questions :

Dividend is the sum received by the Shareholders of a Company on the distribution of its profits. However, Sec. 2(22) define dividend which are notionally or by friction of law is treated as dividend. Dividend is not impressed with character of Profit. 'Dividend' in, its ordinary connotation means the sum paid to or received by a shareholder proportionate to his shareholding in a company out of the total sum distributed. Dividend distributed by a

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Company being a share of its profits declared as distributable among the shareholders, is not impressed with the character of the profits from which it reaches the hands of the shareholders. A Dividend u/s 205 of the Companies Act can be paid only out of the profits of a company whether for that year or out of the profits of the company for any previous financial years as set out in that section, and in the manner set out in that section. While reading Sec.2(22) stress on these sentences : (a) To the extent to which distribution is attributable to the accumulated profits, (b) To the extent to which the company possesses accumulated profits (c) Distribution which entail the release of company's assets. As per sec. 2(22) following payments or distribution are not treated as dividend (a) any payment made by a company on purchase of its own shares from a shareholder in accordance with the provisions of Sec. 77 A of the Companies Act, 1956. (b) any distribution of shares pursuant to a demerger by the resulting company to the shareholders of the demerged Company (whether or not there is a reduction of capital in the demerged Company).

Questions :

- a. What is 'not dividend'? Explain in your own words.
- b. "*Dividend is not impressed with character of Profit*". Why? Explain.
- c. A company can pay its dividends from anywhere? Do you agree? Discuss.
- d. Discuss the types of dividend from the case.

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May-June 2023

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Roll No.

Total No. of Pages : 03

Total No. of Questions : 10

MBA / MBA(IB) (Sem-2)
PRODUCTION AND OPERATIONS MANAGEMENT

Subject Code : MBA-205-18

M.Code : 76157

Date of Examination : 20-06-2023

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
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 consist of ONE Case Study carrying TWELVE marks.

SECTION-A

Write brief notes on the following:

- a) Define Product Design & Development.
- b) Discuss the concept of facility location.
- c) What do you understand by method study and work measurement?
- d) Explain the benefits of Six Sigma.
- e) What is Juran's Quality Trilogy?
- f) Elaborate the importance of value analysis in Production Management.
- g) Explain the concept of job and batch production.
- h) What do you understand by the term Economic Order Quantity?

SECTION-B

UNIT-I

2. Explain the transformation process model of operations management. Discuss the various types of production systems. Give examples.
3. Discuss the need and importance of new product design and development. Explain the steps involved in new product design & development, with examples.

UNIT-II

4. Discuss the concept and importance of Method Study and Work Measurement. What are the functions of Production Planning and Control?
5. What are the various types of plant layouts? Also discuss the problems faced while deciding on a facility layout.

UNIT-III

6. Discuss the various types of Sampling Techniques. What are the applications of control charts? Explain with illustrations.
7. What is the importance of Total Quality Management. Discuss Deming's 14 principles and Juran's Quality Trilogy.

UNIT-IV

8. Explain Value analysis in operations management. Discuss virtual factory concept.
9. Derive an expression for Economic Order Quantity, stating suitable assumptions. Also find the expression for total optimised costs.

SECTION-C

10. Study the following case and answer the questions that follow :

XYZ Ltd does the ABC classification of the various components and parts it uses for assembling its tractors.

- a) As an operations manager, you are required to classify the following parts and components into A, B and C categories according to their usage values.



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b) Draw the ABC distribution curve.

c) Item # 8 has a high criticality class i.e. a shortage of this item may lead to a complete halt in the production process. What special treatment can be given to this item?

Item ID #	Unit Price (Rs)	Annual usage (Units)
1	4	90,000
2	30	2,500
3	74	380
4	63	13,400
5	700	180
6	2,200	640
7	400	70
8	3	350
9	88	5,900
10	2	200,000

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May-June
2023

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Roll No.
Total No. of Questions : 10

Total No. of Pages : 02

MBA/MBA(IB) (Sem-2)
HUMAN RESOURCE MANAGEMENT

Subject Code : MBA-204-18

M.Code : 76156

Date of Examination : 07-06-2023

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
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 consist of ONE Case Study carrying TWELVE marks.

SECTION-A

1. Write briefly :

- a) Environment scanning
- b) Documents of job analysis
- c) Induction and Placement
- d) Downsizing and outplacement.
- e) Issues in performance appraisal
- f) Quality circles
- g) HRIS
- h) Ethical issues in HRM.

SECTION-B

UNIT-I

2. Discuss the objectives of HRM. Explain the various functions of HRM with an example.
3. Explain the stages of Human Resource Planning (HRP) process. Discuss the factors affecting Human Resource Planning.

UNIT-II

4. Discuss the concept of Training and Development Explain the various methods of training and development in detail.
5. Explain the steps involved in the process of Career Planning and Development.

UNIT-III

6. Write a detailed note on concept and elements of compensation with an example.
7. What do you understand by Quality of Work Life (QWL)? Explain the various techniques to improve Quality Work Life (QWL).

UNIT-IV

8. What are the approaches of Industrial Relations (IR)? Discuss the machinery for resolution of industrial disputes.
9. What are the objectives of collective bargaining? Discuss various issues and strategies of collective bargaining.

SECTION-C

10. Case Study on collective Bargaining used by R.K. Brewery Ltd.

R.K Brewery Ltd. produces four varieties of beer as well as mineral water. The company entered a collective agreement with the trade union in 2005 which would be in force for five years up to the end of 2010. There was a collective agreement with a fixed salary for a group of employees performing the same job. Mr. Vinod Michael joined R.K. Brewery as chief. HR Manager in 2007. He analysed the agreement and felt that to enhance the productivity beyond the current level; performance based salaries with a base line should be adopted. CEO accepted the idea and Mr.Vinod implemented the scheme in 2008. The scheme worked beyond expectation as the productivity increased by 30%. In this way, collective bargaining schemes helps the organisations to complete goals.

Questions :

- a) Do you think R.K Brewery Ltd. has succeeded because of collective bargaining scheme?
- b) What do you mean by collective bargaining?
- c) What is the benefit of collective bargaining to employees as well as to organisation?

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Roll No.

Total No. of Questions : 10

Total No. of Pages : 03

MBA (Sem-2)

MARKETING MANAGEMENT

Subject Code : MBA-203-21

M.Code : 92176

Date of Examination : 01-06-2023

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
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 consist of ONE Case Study carrying TWELVE marks.

SECTION-A

1. Answer Briefly :

- a) Define the marketing ideas
- b) What do you understand by the marketing concept?
- c) How to target the audience?
- d) What is advertising?
- e) Role of Sales promotion.
- f) What is Branding?
- g) Define the Global Marketing
- h) How e-retailing is different from e-commerce?

SECTION-B

UNIT-I

2. Describe the marketing management and how it is different from selling? Discuss the marketing mix with example.

3. What do you mean by the consumer behavior? How do you describe the major steps in marketing planning process?

UNIT-II

4. Highlight the factors responsible for segmentation. What are the factors affecting the targeting and positioning for market growth?
5. What is Product life cycle? How do you enumerate the marketing strategies for different stages of PLC?

UNIT-III

6. Describe the different elements of promotion mix. What is the role of advertising element?
7. Describe the Pricing. Highlight the methods for pricing and how these are affected by different factors?

UNIT-IV

8. Comments on Rural Marketing, Network marketing, Buzz marketing and social marketing.
9. What is digital marketing? What are the strategies for digital marketing?

SECTION-C

10. Case Study :

Mr. Sunil Mathur, Director, raj Doors Pvt. Ltd, was not sure what kind of marketing strategies, segment and target market he should use in order to achieve the company goals on sales and profitability. The sales and profits were not growing as per expectations of Mr. Mathur.

Sunil Mathur joined the family business in 2006 after completing graduation in Electronics Engineering and MBA from a reputed institution in India. The company manufactures and markets plastic doors f GTEX brand) for bedrooms, bathrooms, office rooms, balcony etc. These non-wood doors can be used for residential houses, institutions like schools, office, hospitals as well as commercial shops, malls etc

The market for plastic doors was growing at the rate of 50% annum. Raj Door was having a marketshare of 14% in the year 2008. Kintex and Aptak were the leading players with market share approximately 28% and 20% respectively. Balance market was dominated by smaller players as well the players in the unorganized sector.

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The market was overall dominated by wooden doors. The market was highly fragmented with no player commanding more than 4% of the market. Unorganized sector was the dominant player in the wooden door market.

Mr. Sunil was determined to make the company as market leader of the overall door market (both wooden and plastic) in the next ten years.

The company had segmented its market into the following segments (a) government organizations like CPWD, Ministry of Defence Railways etc. ; (b) Residential house built by builders; (c) commercial organizations and institutions ; (d) individual house owners built by individuals ; (e) fabricators.

We have targeted all the above market segments for plastic doors, excepting those who want wooden doors' said Sunil Mathur. He further added that their sales personnel regularly contacted contractors who get business from government organizations, where lowest price and good after-sales-service are the key buying factors. However, when sales personnel call on builders for residential and commercial complexes for getting orders, Superior product quality and services are the most important factors that they have to keep in mind. For house owners and fabricators indirect channel of dealers are used. They mostly look for low prices and delivery service

The company developed three sub-brands under GTEX brand. These are Solidex, Fibrex and Lightex Solidex brand was suitable for government firms, institutions, individual houses with medium quality and medium to low prices. Fibrex brand with high quality was suitable for builders and a few individual house owners Lightex brand offered lower quality and low prices for replacement market and a few individual house owners.

You have been hired by the company as a marketing consultant. Please address the following questions. Make and state suitable assumptions wherever necessary.

- a) Evaluate how the buying behavior is likely to be different in the Commercial offices from individual households.
- b) Analyze the nature of competition and its implication on Raj Doors.
- c) Develop a marketing strategy with focus on Strategic orientation (whether you would like to be leader, challenger and follower)? Discuss its implications.

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Roll No.

Total No. of Questions : 10

Total No. of Pages : 02

MBA / MBA (IB) (Sem-2)

LEGAL ENVIRONMENT FOR BUSINESS

Subject Code : MBA-202-18

M.Code : 76154

Date of Examination : 19-06-2023

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
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 carrying TWELVE marks.

SECTION-A

1. Write short notes on the following :
 - a) Briefly discuss the types of agents.
 - b) Explain the difference between guarantee and indemnity.
 - c) What is the purpose of the sale of goods act?
 - d) Explain the term "Transfer of Ownership".
 - e) What is meant by the retirement of a partner?
 - f) Explain the term "Bills of Exchange".
 - g) Differentiate between a Memorandum of Association and an Article of Association
 - h) Define the term "Corporate Veil".

SECTION-B

UNIT-I

2. "A contract is a contract only when it satisfies all its validity." Comment on the statement.
3. Explain the term "breach of a contract". Discuss in detail the remedies for breach of a contract.

UNIT-II

4. "Performance of the contract of sale automatically comes into play any time the ownership of goods or products transfers from one person or legal entity to another in the form of a sale." Comment.
5. Elucidate in detail the Principles of Sales of Goods.

UNIT-III

6. "Cross cheques concentrate on the instruction that is given by the drawer of the specific. Cheque to the drawee bank". Discuss this statement and explain the rules regarding the crossing of cheques.
7. Discuss in detail the concept and ways of dissolution of a partnership firm.

UNIT-IV

8. Discuss in detail the process of formation and incorporation of a company.
9. Explain in detail the duties of a director according to the Companies Act.

SECTION-C

10. Case study:
 - a) Mr. X executes a promissory note in the following form, 'I promise to pay a sum of Rs. 10,000 after three months'. Decide whether the promissory note is a valid promissory note.
 - b) Shambhu Dayal started a "self-service" system in his shop. Smt. Prakash entered the shop, took a basket, and after taking articles of her choice into the basket reached the cashier for payments. The cashier refuses to accept the price. Can Shambhu Dayal be compelled to sell the said articles to Smt. Prakash? Decide.

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Roll No.
Total No. of Questions : 10

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MBA / MBA(IB) (Sem-2)
BUSINESS ANALYTICS FOR DECISION MAKING

Subject Code : MBA-201-18

M.Code : 76153

Date of Examination : 16-06-2023

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
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.

SECTION-A

1. Answer briefly :

- a) What are the limitations of secondary data?
- b) What is meant by tabulation of data?
- c) What is an alternate hypothesis?
- d) What is a Type-2 error?
- e) What is multicollinearity?
- f) What is heteroscedasticity?
- g) What is time series analysis?
- h) What are non-linear equations?

SECTION-B

UNIT-I

2. Why managers need to have knowledge of statistics for making relevant decisions. Explain by citing examples.
3. Write notes on :
 - a) Applications and limitations of the non-probability method of sampling.
 - b) Advantages and limitations of primary data collection process.

UNIT-II

4. Discuss the need and procedure of formulating a hypothesis in statistical analysis. Explain by citing examples.
5. Write notes on :
 - a) Applications of Z-test
 - b) Applications of Chi-square test

UNIT-III

6. Discuss the steps and methods of forecasting. Explain by citing examples.
7. Write notes on :
 - a) Applications of forecasting
 - b) Applications of partial correlation.

UNIT-IV

8. Discuss the methods and applications of time series in business decision-making. Explain by citing examples.
9. Write notes on :
 - a) Splicing and deflation in index numbers
 - b) Different trend analysis techniques.

SECTION-C

10. A certain drug is claimed to be effective in cutting cold. In an experiment on 500 persons with cold, half of them were given the drug and half of them were given the sugar pills. The patients' reactions to the treatment are recorded as follows :

	Helped	Harmed	No effect	Total
Drug	150	30	70	250
Sugar pills	130	40	80	250
Total	280	70	150	500

On the basis of the data, can it be concluded that there is a significant difference in the effect of the drug and sugar pill at a 5 % level of significance? (For degrees of freedom = 2, Table value = 5.99)

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Total No. of Pages : 04

Total No. of Questions : 11

MBA (Sem-3)

HUMAN VALUES, DE-ADDICTION AND TRAFFIC RULES

Subject Code : HVPE-101-18

M.Code : 76891

Date of Examination : 01-01-24

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. This question paper contains three sections.
2. SECTION-A contains Objective Type Questions.
3. SECTION-B contains Short Answer Type Questions.
4. SECTION-C contains Descriptive Type Questions.
5. Attempt all the questions.

SECTION-A

(10 × 1 = 10)

1. Write briefly :

- i) What do you mean by values or human values?
ਮੂਲ्यों ਯਾ ਮਾਨਵੀਯ ਮੂਲ्यों ਸੇ ਆਪ ਕਯਾ ਸਮਝਦੇ ਹੋ?
ਕਦਰਾਂ-ਕੀਮਤਾਂ ਜਾਂ ਮਨੁੱਖੀ ਕਦਰਾਂ-ਕੀਮਤਾਂ ਤੋਂ ਤੁਹਾਡਾ ਕੀ ਭਾਵ ਹੈ?
- ii) What is Skill?
ਕੌਸ਼ਲ ਕਯਾ ਹੈ?
ਹੁਨਰ ਕੀ ਹੈ?
- iii) What is the difference between prosperity and wealth?
ਸਮ੍ਰਿਧਿ ਔਰ ਧਨ ਕੇ ਥੀਕ ਕਯਾ ਅੰਤਰ ਹੈ?
ਖੁਸ਼ਹਾਲੀ ਅਤੇ ਅਮੀਰੀ ਦੇ ਵਿੱਚ ਕੀ ਅੰਤਰ ਹੈ?
- iv) What is the meaning of right utilization of physical facilities?
ਭੌਤਿਕ ਸੁਵਿਧਾओं ਕੇ ਸਦੁਪਯੋਗ ਕਾ ਕਯਾ ਅਰਥ ਹੈ?
ਭੌਤਿਕ ਸਹੂਲਤਾਂ ਦੀ ਸਹੀ ਵਰਤੋਂ ਦਾ ਕੀ ਅਰਥ ਹੈ?
- v) What is coexistence?
ਸਹ-ਅਸਤਿਤਵ ਕਯਾ ਹੈ?
ਸਹਿਯੋਗ ਕੀ ਹੈ?
- vi) What is humane conduct?
ਮਾਨਵੀਯ ਆਚਰਣ ਕਯਾ ਹੈ?
ਮਨੁੱਖੀ ਆਚਰਣ ਕੀ ਹੈ?

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vii) What do you mean by right understanding?

ਸਹੀ ਸਮਝਣ ਤੋਂ ਆਪਕਾ ਕਿਆ ਆਤਮਿਕਤਾ ਹੈ?

ਸਹੀ ਸਮਝ ਤੋਂ ਭੁਗਤਾਣੀ ਕੀ ਮਤਲਬ ਹੈ?

viii) Should we work for competition or for excellence?

ਕਿਆ ਹਮੇਂ ਪ੍ਰਤਿਯੋਗਤਾ ਦੇ ਲਿਏ ਕਾਮ ਕਰਨਾ ਚਾਹਿਏ ਯਾ ਉਤਕ੍ਰਿਸ਼ਟਤਾ ਦੇ ਲਿਏ?

ਕੀ ਸਾਨੂੰ ਮੁਕਾਬਲੇ ਲਈ ਜਾਂ ਉਤਮਤਾ ਲਈ ਕੰਮ ਕਰਨਾ ਚਾਹੀਦਾ ਹੈ?

ix) What is self regulation?

ਸਵਨਿਯਮਨ ਕਿਆ ਹੈ?

ਸਵੈ ਨਿਯਮ ਕੀ ਹੈ?

x) What is Mutual Prosperity?

ਪਾਰਸਪਰਿਕ ਸਮ੍ਰਿਧਿ ਕਿਆ ਹੈ?

ਆਪਸੀ ਖੁਸ਼ਹਾਲੀ ਕੀ ਹੈ?

SECTION-B

(4 × 5 = 20)

2. "I will learn and improve only if I am unhappy. If I become happy, my learning will stop". Explore the validity of this viewpoint.

“ਮੈਂ ਸਿੱਖਾਂਗਾ ਅਤੇ ਸੁਧਾਰ ਕਰਾਂਗਾ ਜਦੋਂ ਮੈਂ ਨਾਖੁਸ਼ ਹਾਂ। ਜੇਕਰ ਮੈਂ ਖੁਸ਼ ਹੋ ਜਾਵਾਂਗਾ ਤਾਂ ਮੇਰੀ ਸਿੱਖਿਆ ਬੰਦ ਹੋ ਜਾਵੇਗੀ।” ਇਸ ਦ੍ਰਿਸ਼ਟੀਕੋਣ ਦੀ ਵੈਧਿਕਤਾ ਦਾ ਅਨੁਸ਼ਲੇਸ਼ਣ ਕਰੋ।

“ਮੈਂ ਤਾਂ ਹੀ ਸਿੱਖਾਂਗਾ ਅਤੇ ਸੁਧਾਰਾਂਗਾ ਜੇ ਮੈਂ ਨਾਖੁਸ਼ ਹਾਂ। ਜੇਕਰ ਮੈਂ ਖੁਸ਼ ਹੋ ਗਿਆ ਤਾਂ ਮੇਰੀ ਸਿੱਖਿਆ ਬੰਦ ਹੋ ਜਾਵੇਗੀ।” ਇਸ ਦ੍ਰਿਸ਼ਟੀਕੋਣ ਦੀ ਵੈਧਿਕਤਾ ਦੀ ਪੜਚੋਲ ਕਰੋ।

3. What are the programmes to ensure Health?

ਸਿਹਤ ਨੂੰ ਠੀਕ ਰੱਖਣ ਲਈ ਕਿਹੜੇ-ਕਿਹੜੇ ਤਰੀਕੇ ਹਨ?

ਸਿਹਤ ਨੂੰ ਠੀਕ ਰੱਖਣ ਲਈ ਕਿਹੜੇ-ਕਿਹੜੇ ਤਰੀਕੇ ਹਨ?

4. What are the salient unethical practices in the profession at present? Analyze the root cause and possible solution.

ਮੌਜੂਦਾ ਸਮੇਂ ਦੇ ਪੇਸ਼ੇ ਦੇ ਮੁੱਖ ਅਨੈਥਿਕ ਤਰੀਕੇ ਕੀ ਹਨ? ਮੂਲ ਕਾਰਨ ਅਤੇ ਸੰਭਵ ਸਮਾਧਾਨ ਦਾ ਵਿਸ਼ਲੇਸ਼ਣ ਕਰੋ।

ਮੌਜੂਦਾ ਸਮੇਂ ਵਿੱਚ ਪੈਸੇ ਦੇ ਮੁੱਖ ਅਨੈਥਿਕ ਤਰੀਕੇ ਕੀ ਹਨ? ਮੂਲ ਕਾਰਨ ਅਤੇ ਸੰਭਵ ਸਮਾਧਾਨ ਦਾ ਵਿਸ਼ਲੇਸ਼ਣ ਕਰੋ।

5. What is the qualitative difference between the activities of the Self and those of the Body? Illustrate with one example.

ਸਵਯੰ ਦੀ ਗਤਿਵਿਧੀਆਂ ਅਤੇ ਸਰੀਰ ਦੀ ਗਤਿਵਿਧੀਆਂ ਵਿੱਚ ਕੀ ਗੁਣਾਤਮਕ ਅੰਤਰ ਹੈ? ਇਕ ਉਦਾਹਰਣ ਦਿਓ।

ਸਵੈ ਅਤੇ ਸਰੀਰ ਦੀਆਂ ਗਤਿਵਿਧੀਆਂ ਵਿੱਚ ਗੁਣਾਤਮਕ ਅੰਤਰ ਕੀ ਹੈ? ਇਕ ਉਦਾਹਰਣ ਨਾਲ ਸਮਝਾਓ।



6. What are the basic guidelines of value education?

मूल्य शिक्षा के बुनियादी दिशानिर्देश क्या हैं?

ਮੁੱਲ ਸਿੱਖਿਆ ਦੇ ਬੁਨਿਆਦੀ ਦਿਸ਼ਾਨਿਰਦੇਸ਼ ਕੀ ਹਨ?

SECTION-C

(6 × 5 = 30)

7. The problem today is that the desires, thoughts and expectations are largely set by pre conditionings or sensations. Examine this statement.

आज समस्या यह है कि इच्छाएँ, विचार और अपेक्षाएँ काफी हद तक पूर्व-स्थितियों या संवेदनाओं द्वारा निर्धारित होती हैं। इस कथन का परीक्षण करें।

ਅੱਜ ਸਮੱਸਿਆ ਇਹ ਹੈ ਕਿ ਇੱਛਾਵਾਂ, ਵਿਚਾਰਾਂ ਅਤੇ ਉਮੀਦਾਂ ਜ਼ਿਆਦਾਤਰ ਪੂਰਵ-ਸ਼ਰਤਾਂ ਜਾਂ ਸੰਵੇਦਨਾਵਾਂ ਦੁਆਰਾ ਨਿਰਧਾਰਤ ਕੀਤੀਆਂ ਜਾਂਦੀਆਂ ਹਨ। ਇਸ ਕਥਨ ਦੀ ਜਾਂਚ ਕਰੋ।

OR

What is the meaning and purpose of self-exploration?

स्वयं-अन्वेषण के अर्थ और उद्देश्य क्या हैं?

ਆਤਮ-ਅਧਿਐਨ ਦੇ ਮਤਲੱਬ ਅਤੇ ਉਦੇਸ਼ ਕੀ ਹਨ?

8. What are the problems we are facing today because of operating on the basis of pre-conditioned desires?

पूर्व-मान्यता इच्छाओं के आधार पर परिचालन करने से हम आज क्या क्या समस्याओं का सामना कर रहे हैं?

ਪੂਰਵ-ਮਾਨਤਾ ਇੱਛਾਵਾਂ ਦੇ ਆਧਾਰ ਉੱਤੇ ਚੱਲਣ ਕਰਕੇ ਅੱਜ ਅਸੀਂ ਕਿਹੜੀਆਂ ਸਮੱਸਿਆਵਾਂ ਦਾ ਸਾਮਣਾ ਕਰ ਰਹੇ ਹਾਂ?

OR

How is a human-being co-existence of self and body? Explain pre-conditioning, sensation and natural acceptance.

इंसान स्वयं और शरीर का सह-अस्तित्व कैसे है? पूर्व-मान्यता, संवेदना और प्राकृतिक-स्वीकृति समझाओ।

ਮਨੁੱਖ ਸਵੈ ਅਤੇ ਸਰੀਰ ਦਾ ਸਹਿ-ਅਸਤਿਤਵ ਕਿਵੇਂ ਹੈ? ਪੂਰਵ-ਮਾਨਤਾ, ਸੰਵੇਦਨਾ ਅਤੇ ਸਹਿਜ-ਸਵਿਕਰਿਤੀ ਸਮਝਾਓ।

9. What are the implications of value based living?

मूल्य आधारित जीवन यापन के विभिन्न स्तरों पर अच्छे परिणाम क्या हैं?

ਕਦਰਾਂ ਕੀਮਤਾਂ ਆਧਾਰਿਤ ਜੀਵਨ ਜੀਉਣ ਦੇ ਵੱਖਰੇ ਵੱਖਰੇ ਪੱਧਰਾਂ ਤੇ ਚੰਗੇ ਨਤੀਜੇ ਕੀ ਹਨ?

OR

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What are the problems we are facing today because of operating on the basis of pre-conditioned desires?

पूर्व-मानता इच्छाओं के आधार पर परिचालन करने से हम आज किन समस्याओं का सामना कर रहे हैं?

ਪੂਰਵ-ਮਾਨਤਾ ਇੱਛਾਵਾਂ ਦੇ ਆਧਾਰ ਉੱਤੇ ਚੱਲਣ ਕਰਕੇ ਅੱਜ ਅਸੀਂ ਕਿਹੜੀਆਂ ਕਿਹੜੀਆਂ ਸਮੱਸਿਆਵਾਂ ਦਾ ਸਾਮਣਾ ਕਰ ਰਹੇ ਹਾਂ?

10. Where is the scope of development in nature? How have we come to wrongly place our developmental programs?

प्रकृति में विकास की गुंजाइश कहां है? हम अपने विकासात्मक कार्यक्रमों को गलत तरीके से कैसे पेश करने लगे हैं?

ਕੁਦਰਤ ਵਿੱਚ ਵਿਕਾਸ ਦੀ ਗੁੰਜਾਇਸ਼ ਕਿੱਥੇ ਹੈ? ਅਸੀਂ ਆਪਣੇ ਵਿਕਾਸ ਪ੍ਰੋਗਰਾਮਾਂ ਨੂੰ ਕਿਵੇਂ ਗਲਤ ਤਰੀਕੇ ਨਾਲ ਪੇਸ਼ ਕਰਨਾ ਸ਼ੁਰੂ ਕਰ ਦਿੱਤਾ ਹੈ?

OR

What are the five dimensions of human endeavour in society?

समाज में मानव प्रयास के पांच आयाम क्या हैं?

ਸਮਾਜ ਵਿੱਚ ਮਨੁੱਖ ਕੋਸ਼ਿਸ਼ ਦੇ ਪੰਜ ਪਹਿਲੂ ਕੀ ਹਨ?

11. What is ethical human conduct? Explain in terms of values, policies and character.

नैतिक मानवीय आचरण क्या हैं? मूल्यों, नीतियों और चरित्र के संदर्भ में व्याख्या करें।

ਨੈਤਿਕ ਮਨੁੱਖੀ ਆਚਰਣ ਕੀ ਹੈ? ਮੁੱਲਾਂ, ਨੀਤੀਆਂ ਅਤੇ ਚਰਿੱਤਰ ਦੇ ਅਧਾਰ ਵਿੱਚ ਵਿਆਖਿਆ ਕਰੋ।

OR

Explain self-organisation and health.

आत्म-संगठन और स्वास्थ्य के बारे में बताएं।

ਆਤਮ-ਸੰਗਠਨ ਅਤੇ ਸਿਹਤ ਦੇ ਬਾਰੇ ਵਿੱਚ ਦੱਸੋ।

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Total No. of Questions : 10

Total No. of Pages : 03

MBA (Sem-3)

ORGANIZATIONAL BEHAVIOUR & DESIGN

Subject Code : MBA 301-18

M.Code : 76889

Date of Examination : 03-06-2023

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
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 consist of ONE Case Study carrying TWELVE marks.

SECTION-A

1. Write Briefly :
- Define learning. Discuss its characteristics.
 - Types of Emotions.
 - Define attitude. Discuss three components of attitudes
 - Traits of Leadership.
 - Determinants of personality.
 - Ego states.
 - Causes of Organizational stress.
 - What is Learning organization? Give its salient features?

SECTION-B

UNIT-I

2. Define organizational behavior. What are various challenges and opportunities for OB managers? Explain with the help of examples.

3. What is individual behaviour? Discuss in detail various factors influencing individual behaviour?

UNIT-II

4. Define Motivation. Critically analyse Herzberg's two factor theory of motivation.
5. Define perception. Discuss in detail the stages of perceptual process with illustrations. Also, explain various perceptual errors that can distort the perception.

UNIT-III

6. What is group? Why do people join groups? Explain various properties of group with suitable illustrations?
7. Define organizational culture? What are various dimensions of organizational culture? How is culture developed in the organizations?

UNIT-IV

8. Define conflict. Briefly discuss the stages of conflict management with the help of examples.
9. What is organizational structure? Elaborate various types of organizational structures with their advantages and disadvantages.

SECTION-C

10. **Case study :**

Ceryl Kahn, Rob Carstons, and Linda McGee have something in common. They all were promoted within their organizations into management positions. As well, each found the transition a challenge. Kahn was promoted to director of catering for the Glazier Group of restaurants. With the promotion, she realized that things would never be the same again. No longer would she be able to participate in water-cooler gossip or shrug off an employee's chronic lateness. She says she found her new role daunting. "At first I was like a bulldozer knocking everyone over, and that was not well received. I was saying, 'It's my way or the highway' and was forgetting that my friends were also in transition." She admits that this style alienated just about everyone with whom she worked.

Carstons, a technical manager at IBM, talks about the uncertainty he felt after being promoted to a manager from a junior programmer. "It was a little bit challenging to be suddenly giving directives to peers, when just the day before you were one of them. You



try to be careful not to offend anyone. It's strange walking into a room and the whole conversation changes. People don't want to be as open with you when you become the boss."

McGee is now president of Medex Insurance Services. She started as a customer service representative with the company, then leapfrogged over colleagues in a series of promotions. Her fast rise created problems. Colleagues "would say, 'Oh, here comes the big cheese now.' God only knows what they talked about behind my back."

Questions :

- a. A lot of new managers make serious mistakes in selecting the right leadership style when they move into management. Why do you think this happens?
- b. If new managers don't know what leadership style to use, what does this say about leadership and leadership training?
- c. Do you think it's easier or harder to be promoted internally into a formal leadership position than to come into it as an outsider? Explain.

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Roll No.

Total No. of Questions : 17

Total No. of Pages : 02

MBA (Sem.-3)

MARKETING RESEARCH

Subject Code : MBA-302-18

M.Code : 76890

Date of Examination : 11-12-2023

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
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.

SECTION-A

Write Briefly :

1. What do you mean by exploratory research design?
2. What is the first step of marketing research process?
3. Write a brief note on indirect observation research.
4. Write a short note on marketing research.
5. Explain ordinal scale of measurement.
6. What is before-after design?
7. Briefly describe content validity.
8. What do you mean by alpha scale of data analytics?

SECTION-B

UNIT-I

9. Discuss the concept of marketing research. Explain various types of marketing research.
10. Explain nature and scope of marketing decision making.



UNIT-II

11. What do you mean by observation research? Explain in detail.
12. Describe purpose and nature of developing research proposal

UNIT-III

13. What are the major factors that should be considered while designing a questionnaire?
14. What is the concept of reliability? Discuss its types in detail.

UNIT-IV

15. Highlight the concept of factor analysis. What are the major uses of factor analysis in marketing research?
16. Explain correlation. Discuss its properties and where we can apply correlation in research.?

SECTION-C

17. Study the following case and answer the question(s) that follow:

World Business School (WBS), one of the top 30 Indian Business Schools, is planning to launch an innovative 'learn while you earn' program. Named 'Work Integrated Career Enhancement (WICE) program, this program aims to offer a two-year PGDM program with custom-made specializations, including digital marketing etc. While the director, Dr. Gupta was excited about the program, his colleague, Dr. Arora wishes to get the relevant secondary data to validate the introduction of this innovative program. But there are following problems :

Questions :

- a. How should Dr. Nitin's team go about getting the relevant secondary data that can enable the introduction of this program?
- b. What are the sources of relevant and reliable secondary data?
- c. What is the appropriateness of secondary data for the defined marketing research problem?

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Total No. of Questions : 10

MBA (Sem-3)

MARKETING RESEARCH

Subject Code : MBA-302-18

M.Code : 76890

Date of Examination : 15-06-2023

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
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.

SECTION-A

1. Write briefly :
- Difference between the primary and secondary data.
 - What are Differential Scales (Thurstone type scales) and Summated scales (Likert type scales)?
 - Discuss Exploratory Research Design.
 - Discuss the importance of selecting a research problem.
 - Write a short note on the observation method.
 - Write short note on the dependent and independent variables.
 - What do you understand by research design?
 - Write a short note on a review of the literature.



SECTION-B

UNIT-I

2. What do you mean by Marketing research? Explain the various steps involved in research.
3. "*It is never safe to take published data at its face value*". Explain the various points which must be considered before using the secondary data. Give examples wherever possible.

UNIT-II

4. Explain the various experimental research designs. Explain with a suitable example.
5. In the research process, why is the problem definition probably the most important? What are the key issues that need to be addressed at this stage?

UNIT-III

6. What are the various aspects that need to be kept in mind while developing the questionnaire?
7. What do you mean by the reliability of a test? Is a reliable test valid too? Comment while highlighting the difference.

UNIT-IV

8. Write notes on the following :
- a) Multi-Dimensional scaling
 - b) Factor Analysis
9. Discuss the utility and effectiveness of various Tests of significance. How does SPSS/Excel help in implementing these?

SECTION-C

10. **Case Study :**

The New Shoe Company, based in the English Midlands, is experiencing a fall in profits. The company measures profits in terms of the annual pre-tax return on capital employed earned by the company. The sales director says that falling profitability is a reflection of the current slump in the market. Total demand in the marketplace is much less than it was

12 months ago and the company has struggled to maintain its market share at the previous level as competition has intensified. Competition from European manufacturers has been sharpened by changes in EU trading regulations and Spanish manufacturers, in particular, have taken advantage of their lower cost structure to make inroads into the British market. At the same time, the New Shoe Company has failed to take full advantage of opportunities in Europe. It has not fully developed its market niching strategy where it can gain a competitive advantage. The sales director blames the firm's lack of competitiveness on the poor performance of the R&D team and the inability of the manufacturing departments to control costs. The technical director claims that the firm's products are competitive with any that are produced worldwide. Indeed, in her view, the firm's products are by-far the best available at the price, offered. She points to the Jack of marketing effort expended by the firm in the past year, pointing to the necessity to keep the firm's name before the public at all times, especially when competition is increasing in strength. At the same time, she recognises that marketing effort requires financing and that this was not adequately provided during the period in question. The production director points out that the company has been able to lower its manufacturing costs substantially through the introduction of new technology into the manufacturing process. However, he points out the accounting practices adopted by the firm distort the true picture. Profitability, in his view, has improved, although this is not truly reflected in the company's management accounts. The finance director feels that the drop in profitability is attributable to recent acquisitions the firm has made. Ventures into retailing have not been as profitable as had first been supposed. This might to some extent have been reflective of bad timing on behalf of the company, given the current recession, in making such acquisitions. The managing director points out that there clearly is a problem and that perhaps one should pay particular attention to what competitors are doing and how the firm is responding from a marketing viewpoint.

Questions :

- a) Given the limited information in this case, what do you think could be the real problem or problems in this example?
- b) Depending on the real nature of the problem identified, how might marketing research help in this case?

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Total No. of Questions : 10

Total No. of Pages : 02

MBA (Sem.-3)

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Subject Code : MBA 911-18

M.Code : 76896

Date of Examination: 20-12-2023

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
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.

SECTION-A

1. Write briefly :
 - a) Bulk Deals
 - b) Trading vs. Investment
 - c) Industry Life Cycle
 - d) Price vs. Value of Investment
 - e) Support Level
 - f) Trend Channels
 - g) Futures Contracts
 - h) Arbitrage Pricing Theory.

SECTION-B

UNIT-I

2. Differentiate between financial and real investment. Write a detailed note on various media of investment. Also briefly discuss the principles of sound investment planning.
3. What do you mean by primary market? Discuss the role and functions of primary market. Also briefly discuss the various participants in the Indian primary market.



UNIT-II

4. What do you mean by intrinsic value? Write a detailed note on the various factors affecting intrinsic value of a stock.
5. 'Long-term investment is a science as well as an art, however, the success of long-term investing besides fundamental factors also depend upon mindset and behavioural features of an investor'. Comment.

UNIT-III

6. What is technical analysis? Discuss the features and basic assumptions of technical analysis. Briefly discuss various types of charts used for technical analysis.
7. What do you mean by portfolio diversification? Discuss in detail various factors to be considered in asset allocation for portfolio construction.

UNIT-IV

8. What do you mean by Efficient Market Hypothesis? Discuss various types of market efficiency as described by Prof. Eugene Fama. Also briefly discuss the implication of presence and absence of market efficiency.
9. What do you mean by financial derivatives? Briefly discuss how futures contracts can be used for taking speculation, hedging and arbitrage positions in the market?

SECTION-C

10. Case Study :

Particulars	Stock	Bond	Call Option	Put Option
Current Market Price	Rs.120	Rs. 175	Rs. 10	10
Exercise Price	NA	NA	Rs. 120	Rs. 120
Term to Expiration	NA	6 Months	3 Months	3 Months
Price at Termination	NA	Rs. 150	NA	NA

Using the above information, you are required to answer the following questions:

- a) If the price of a stock goes up to Rs. 145, what will be the investor's gain / loss in case of (i) Protective Put Strategy and (ii) Covered Call Strategy.
- b) If the price of stock goes down to Rs. 108, what will be the investor's gain / loss in case of (i) Protective Put Strategy and (ii) Covered Call Strategy.
- c) Explain the view of a speculator about the stock price who adopts the above strategies. Comment on the risk profile of the speculator under both strategies.

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Roll No.

Total No. of Questions : 10

Total No. of Pages : 02

MBA (Sem-3)

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Subject Code : MBA911-18

M.Code : 76896

Date of Examination : 24-05-2023

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

- SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
- 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.
- SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

SECTION-A

1. Write briefly :

- Insider Trading
- Investment
- Industry Analysis
- Margin of Safety
- Momentum
- Diversification
- Single Index Model
- Put Options

SECTION-B

UNIT-I

- What do you mean by risk? Differentiate between systematic and unsystematic risk briefly. Discuss how the simple, annualized, expected and abnormal returns are computed.

- What do you mean by secondary market? Discuss the features and functions of Indian stock market. Also, briefly discuss the trading and settlement cycle in the Indian stock market.

UNIT-II

- "Long-term investment requires an art and skill of picking diamonds from the dust". Elucidate with suitable examples.
- Define fundamental analysis. Discuss in detail the role of fundamental analysis in growth and value styles of investing.

UNIT-III

- Define technical analysis. Briefly discuss various methods used for predicting future price movement through technical analysis.
- What do you mean by portfolio management? Discuss in detail the various approaches for portfolio construction. Give suitable examples in support of your answer.

UNIT-IV

- What do you mean by Capital Asset Pricing Model? Discuss the assumptions and application of Capital Asset Pricing Model.
- Differentiate between forward and futures contracts. Briefly discuss how the payoffs of futures contracts are computed for long and short positions.

SECTION-C

10. Case Study :

If the risk-free rate of return is 6% and using the data given below, you are required to cc

- Ex-ante Beta of Stock A and B.
- Ex-ante Alpha of Stock A and B.
- Also suggest, which stock will be a good bet for investment.

Probability	Conditional Returns (%)		
	Stock A	Stock B	Market
0.20	-12	15	-15
0.15	30	35	20
0.30	40	20	30
0.10	20	-30	35
0.25	-15	-10	-10

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Total No. of Questions : 10

Total No. of Pages : 02

MBA (Sem.-3)

MANAGEMENT OF FINANCIAL SERVICES

Subject Code : MBA912-18

M.Code : 76897

Date of Examination : 22-12-2023

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
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.

SECTION-A

1. Write briefly :
- a) Trustees & Custodians
 - b) Rematerialization
 - c) Venture capital
 - d) Meaning of merchant banking
 - e) Factoring
 - f) Debt securitization
 - g) Interest rate swaps
 - h) Basel 1 and 2

SECTION-B

UNIT-I

2. Discuss the classification of mutual fund schemes along with their advantages and disadvantages.



3. What do you mean by dematerialization of shares? What are the steps involved in dematerialization?

UNIT-II

4. What is difference between leasing and hire purchase? Discuss the advantages to lessor and lessee.
5. Discuss in brief some important recent developments in the merchant banking establishments in India.

UNIT-III

6. Discuss the various types of factoring. Explain the procedural aspects in factoring.
7. What credit process is followed by credit card organization? Discuss the factors affecting utilization of plastic money in India.

UNIT-IV

8. What do you understand by Risk management? Explain Swaps as a risk management tool.
9. What is asset liability management? Explain its significance.

SECTION-C

10. Attempt following case study :

Securities and Exchange Board of India (SEBI) has tightened disclosure standards for Credit Rating Agencies (CRAs) while assigning ratings to debt instruments. It has ordered CRAs to analyse deterioration in liquidity conditions of issuer, while monitoring its repayment schedules and taking into account any asset-liability mismatches. It is organization that gives rating to debtors or borrowers (government, companies etc) on the basis of their ability to pay back their principal loan and interest on time. It gives an idea of the probability of committing a default by them on debt and other credit related instruments.

Questions :

- a) What do you mean by credit rating agencies?
- b) What are the factors affecting credit rating?
- c) Explain the rating methodology and benchmarks.

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Total No. of Pages: 02

MBA (Sem. – 3)

CONSUMER BEHAVIOUR

Subject Code: MBA 921-18

M Code: 76894

Date of Examination : 06-01-2023

Time: 3 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

1. SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.
2. SECTIONS-B consists of FOUR Sub-sections : Units-I, II, III & IV. Student has to attempt any ONE question from each Sub-section carrying EIGHT marks each.
3. SECTION-C is COMPULSORY carrying TWELVE marks.

SECTION-A

1. Write briefly:
 - a) Highlight interdisciplinary nature of consumer Behaviour.
 - b) Outline concept of spiritualistic consumption.
 - c) Outline the concept of product personality.
 - d) What is consumer imagery?
 - e) Outline meaning of family life cycle.
 - f) What do you mean by culture?
 - g) Outline concept of consumer innovators.
 - h) What is opinion leadership?

SECTION-B

UNIT-I

2. Why is it important to study consumer behaviour? Highlight the consumer research process, with illustrations.
3. Highlight use of information technology and Artificial Intelligence in consumer profiling and engagement, with examples.

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UNIT-II

4. Explain various behavioral and cognitive theories of consumer learning, with illustrations.
5. Highlight the ways attitudes are formed? Suggest various attitudinal change strategies.

UNIT-III

6. What are the various functions of a family? Outline family decision making process
7. What do you mean by values and norms? Explain characteristics of culture. Highlight influence of culture on consumer behavior, with examples.

UNIT-IV

8. Explain Nicosia Model of Consumer Behaviour, with examples.
9. Highlight concept of diffusion of innovation. Outline the diffusion and adoption process, with illustrations.

SECTION-C

10. Read the case study and answer the questions based on it:

An ethnic fast food joint YUMPY is witnessing decline in sales over a period of time. It wants to monitor the changes in consumer behaviour over a period of time and wishes to hire you as a consultant.

- a) Recommend suitable bases for segmenting the consumer for the fast food joint. (4)
- b) Will opinion leadership and reference groups have any benefit in marketing the fast food joint offerings? Explain relative advantages and disadvantages. (4)
- c) How can technology be used in consumer engagement by the fast food joint (4)

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customers would not buy on their first visit. They would come back after an interval of time, and purchase the machine after careful consideration of the attributes that they were looking for. Many would lower their choice, and come back to buy semi-automatic, instead of automatic machines. The sale was observed to be highest during marriage seasons and at festival times. There was a great influence of the housewives in buying these, as they were the ultimate users. With a lot of information imparted by the media, and the children being exposed to it for several hours, in a day, they seemed to have a good knowledge of the attributes and had a great say in the purchases and their opinions were also given weightage by the parents. Since a chain store is more interested in the sales to materialize, rather than pushing any particular brand, the salesmen are directed to satisfy the customers or the family. This should be their first consideration.

Questions :

- a) What should be the role of the marketer in the above case regarding advertisement, promotion, persuasion, and closing sales?
- b) Who others could influence the purchase decisions in a family, in relevance to the above case?
- c) Do you feel that group interaction helps the buyer too, in his decision-making process? Elaborate.

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Total No. of Pages : 03

Total No. of Questions : 17

MBA (Sem.-3)

SERVICES MARKETING

Subject Code : MBA 922-18

M.Code : 76895

Date of Examination : 18-12-2023

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
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.

SECTION-A

Write Briefly :

1. Discuss the growth of service sector economy.
2. What are the challenges of service design?
3. Elaborate the success of electronic channels of service delivery.
4. What are the Services marketing communication strategies?
5. How service providers manage the demand and supply of services?
6. Discuss the role of interactive marketing.
7. How physical evidence is important for service sector?
8. How customer perceptions are different from expectations?



SECTION-B

UNIT-I

9. What are the characteristics of services? How we can classify the services?
10. Discuss the service quality and productivity. What are integrated gap models of service quality?

UNIT-II

11. Suggest ways how an insurance company can improve its marketing through the use of physical evidence management.
12. Discuss the concept of customer loyalty. Elaborate the strategy towards building customer loyalty.

UNIT-III

13. What are the strategies to deliver quality services? Discuss waiting line strategies integrated.
14. Discuss the strategies for matching supply and demand particularly in service organizations.

UNIT-IV

15. What are the repercussions of frequent changes in the pricing of a nearly launched service? Discuss when it may be necessary and its pros and cons.
16. Write a detailed note on marketing of services in financial sector. Are these different from the traditional banking sector marketing?

SECTION-C

17. Case study: The Branding of India

Indian Tourism Board in association with Experience e Indian Society has launched the 'Incredible India' campaign to attract upscale tourists from across the world. For the first time, the Ministry of Tourism (MoT) has presented the country's tourist destinations as one brand presenting all the Indian states. Ogilvy and Mather, advertising agency, has helped to release powerful print and electronic advertisements. To create brand awareness and attract global tourists, it has launched television commercials on premium channels like CNN, Discovery, BBC and Travel. Moreover, it has released advertisement through the print media in popular publications like Vogue and Financial Times. The tourism board has also launched an online campaign involving contests on popular web sites like



MSN, Google and Yahoo. The tourism board conducted a global media meet inviting travel writers across the world to communicate the developments in Indian Tourism. The opening up of airline industry also helped to attract more customers by making air travel more affordable. These activities undertaken by the tourism board have established India as a single product with attractive and rich culture. Thus, India is rated among the top ten destination spots by global tourists and this increased its market share in tourism among other Asian countries like Malaysia, Singapore, Hong Kong and China.

Questions :

- a) Suggests some unique ideas (with reasons for recommending) to Ministry of Tourism (MoT) on how you can increase the tourists flow in India, without compromising the service quality.
- b) From the aforesaid case how will you enhance the services presently offered to the tourist by considering the extended P's?

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Total No. of Pages: 02

MBA (Sem. – 3)
SERVICES MARKETING
Subject Code: MBA 922-18
M Code: 76895
Date of Examination : 7/1/2023

Max. Marks: 60

1. SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.
2. SECTIONS-B consists of FOUR Sub-sections : Units-I, II, III & IV. Student has to attempt any ONE question from each Sub-section carrying EIGHT marks each.
3. SECTION-C is COMPULSORY carrying TWELVE marks.

- Define service marketing.
- Define service quality.
- What is service scape?
- What are the challenges associated with service design?
- Highlight meaning of service marketing triangle.
- What do you mean by cycle of success in service marketing?
- What factors should be kept in mind while deciding about pricing of a service?
- Highlight importance of marketing in healthcare sector.

2. Explain various characteristic features of service marketing with illustrations.
3. What are various gaps in the service quality? Suggest ways to reduce such gaps, with examples.



UNIT-II

4. Highlight various stages involved in service development process, with illustrations.
5. Explain need for service blueprinting. Outline process of blueprinting a service, with illustrations.

UNIT-III

6. Suggest ways to develop a service culture in organisations. Outline the employee's role in service delivery
7. Highlight advantages of delivering services through intermediaries. What are various types of intermediaries commonly used in service marketing? Explain.

UNIT-IV

8. Outline alternative pricing strategies for services, with examples.
9. Highlight important elements of financial services marketing, with illustrations.

SECTION-C

10. Read the case study and answer the questions based on it:

A leading American hotel chain BESTUM wishes to enter Indian markets. Globally it is a world leader for premium chain of hotels. Its strength has been its high quality standards. It needs your help as a marketing consultant.

- a) Highlight various bases of segmenting Indian hospitality industry. (4)
- b) What should be the positioning strategy for BESTUM in Indian markets? (4)
- c) Recommend appropriate marketing communication strategy for BESTUM (4)

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Total No. of Pages: 02

Total No. of Questions: 10

Subject Code: MBA 931-18

M Code: 76898

Date of Examination : 14/1/2023

Time: 3 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

1. SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.
2. SECTIONS-B consists of FOUR Sub-sections : Units-I, II, III & IV. Student have to attempt any ONE question from each Sub-section carrying EIGHT marks each.
3. SECTION-C is COMPULSORY, consists of a Case Study carrying TWELVE marks.

SECTION-A

1. Write briefly:
 - a) Empowerment
 - b) Organization change
 - c) T-Group
 - d) Parallel Learning structures
 - e) Quality movement
 - f) Microcosm consultant term
 - g) Term and teamwork
 - h) Ethical standards in OD

SECTION-B

UNIT-I

2. What are the various triggers for change? Also, discuss the strategies for implementing Organization change.
3. Give brief historical background of organizational development along with its value assumptions and beliefs.



UNIT-II

4. Define Action research. Explain the process of action research. Also, discuss some approaches related to action research.
5. What are OD interventions? Discuss its characteristics of OD interventions.

UNIT-III

6. What do you understand by team interventions, intergroup and third party Peace Making interventions?
7. "Power and politics go side by side in the organization". Comment. Also, discuss the organizational politics practice in OD.

UNIT-IV

8. Discuss the way of entry and contracting under consultant- client relation. Also discuss the client system.
9. Discuss the consultant -client relations. Define the nature of the consultant's expertise.

SECTION-C

10. Case Study:

Organizations provide a power base for individuals. From a purely economic standpoint, organizations exist to create a surplus of income over costs by meeting needs in the marketplace. But organizations also are political structures which provide opportunities for people to develop careers and therefore provide platforms for the expression of individual interests and motives. At the same time, executives are reluctant to acknowledge the place of power both in individual motivation and in organizational relationships. Somehow, power and politics are dirty words. And in linking these words to the play of personalities in organizations, some managers withdraw into the safety of organizational logic. The development of careers, particularly at high managerial and professional levels, depends on accumulation of power as the vehicle for transforming individual interests into activities which influence other people.

- a) "Organization without the Politics is not possible" comment.
- b) Explain the relevant theories related to the sources of Power.

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Total No. of Questions : 10

Total No. of Pages : 03

MBA (Sem.-3)

ORGANIZATIONAL CHANGE AND DEVELOPMENT

Subject Code : MBA 931-18

M.Code : 76898

Date of Examination: 29-12-2023

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
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.

SECTION-A

1. **Write short note on :**
- a) Systems theory
 - b) OD Assumptions
 - c) Managing Change Model
 - d) Behavioral modeling
 - e) Career Anchors
 - f) Organizational Politics in OD
 - g) Entry and contracting
 - h) Implications of OD for the client.

SECTION-B

UNIT-I

2. What are the dynamics of planned change? Discuss various models of planned change with example.



3. What is team and teamwork? Discuss the strategies of change with relevant examples.

UNIT-II

4. Explain six box model of organizational development. Discuss the phases of OD program.
5. Explain the techniques of structural interventions with suitable examples.

UNIT-III

6. What are team interventions? Write a detailed note on intergroup and third-party peace-making interventions.
7. Discuss the theories and sources of power and politics in organizational development.

UNIT-IV

8. Explain various consultant-client relationship issues in OD with suitable examples.
9. Discuss :
- a) Contemporary issues in OD
 - b) OD and Quality Movement.

SECTION-C

10. Case study :

Linda, the CEO of a global software development company, knew she needed to have a tough conversation with her senior management team about how they were working together - or, more precisely, how they were not working together. Communication on the team had broken down because different team members had varying perspectives on important issues and were not finding productive ways to address them. Some were angry but silent, while others were fighting openly and loudly. The team knew they needed to discuss how to communicate across departments, how to make decisions together as a team and how to manage the hand - off from the Sales department to Engagement Management once a new client had been signed on. An OD Consultant firm was hired to solve the issue. The OD Consultant firm conducted the initial round of diagnostic interviews with each member of the 6 -person senior management team. It discovered that there was a long -running history of mis communications and turnover on the leadership team that contributed to the current difficult team dynamics. In particular, two members of the team represented opposite views from one another on a series of topics in the team. These two team members, the Chief Marketing Officer and the Chief



Technology Officer, had very different perspectives on how certain decisions had come to be made, and how those should now change. Linda, the CEO, was unsure how to manage the quickly deteriorating relationship between the CMO and CTO. After the initial interviews, the OD Consultant firm helped the CMO and the CTO explore the nature of their relationship, their different roles in the company, as well as their different management styles and personalities. It enabled them to listen to one another, and to share their own perspectives, reasoning and interests. While they still disagreed on some topics, they discovered that some of their initial disagreements had been the result of misinterpretations and stylistic communication differences. This helped them give one another the benefit of the doubt more readily than before, and to agree on two major decisions that had previously been deadlocked and were holding up the team. They recommended those decisions to the CEO. Through the team-wide meetings, each of the officers made a series of commitments for actions to take in the next 3 quarters to follow up on the solutions the team had generated. The CEO committed to being more proactive when disagreements on the team arose, and to tracking everyone's commitments over time. Over the next few months, the senior management team identified how best to make decisions going forward, how to communicate in good times as well as under stress, and they resolved the Sales/Engagement Management hand-off. As a result, the company's overall bottom line improved by 25% and the working relationships and satisfaction of the senior management team members increased significantly. Through this experience, each of the team members also learned how to more authentically listen to other people's viewpoints and how to calmly and more effectively express their own.

Questions :

- a) What were the problems identified in the senior management team of the client company?
- b) How did the OD Consultant firm help the client company to resolve their issues?

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Total No. of Pages : 03

Total No. of Questions : 10

MBA (Sem.-3)

EMPLOYEE RELATIONS

Subject Code : MBA-932-18

M.Code : 76899

Date of Examination ; 08-12-2023

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
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 consist of ONE Case Study carrying TWELVE marks.

SECTION-A

1. **Answer Briefly :**

- a) What is the importance of trade unions?
- b) What is the most striking feature of the Trade Unions Act of 1926?
- c) What is meant by conciliation?
- d) What is Social Assistance?
- e) What is meant by Social Insurance?
- f) What is meant by labour welfare?
- g) What are the classifications of welfare work?
- h) What is meant by Adjudication?

SECTION-B

UNIT - I

2. "Industrial Relations play a crucial role in establishing and maintaining industrial democracy". Justify this statement.



3. **Write notes on :**

- a) Dunlop's System Approach.
- b) How Employees Relations are an important aspect of Human Resource Management.

UNIT-II

4. Discuss in detail the various provisions of the Industrial Dispute Act of 1947. Explain by highlighting the key features that you think are the most crucial for solving industrial disputes.

5. **Write notes on :**

- a) Conciliation Practices and Types.
- b) Regulation to manage foreign nationals in Indian organizations.

UNIT-III

6. a) Discuss the evolution of social security measures. Also, explain the need and importance of social security in the context of industrial relations.
- b) Write a short note on the Payment of Bonus Act, 1965.
7. Discuss in detail the key features of Workmen's Compensation Act, 1923.

UNIT-IV

8. Discuss in detail the Maternity Benefit Act, 1961. Explain by discussing its key features.
9. Write notes on :
- a) ESI, Act, 1948
 - b) Importance of ILO

SECTION-C

10. **Case Study :**

M/s Industrial Security House (ISH) was a security agency based in the Western State of India. ISH won a tender bid to provide 100 security personnel to National Technical Academy (NTA). NTA was an autonomous institute affiliated to the Central Government of India but registered under the Societies Act of the (Western) State. ISH was mandated to



provide four categories of security personnel viz., (a) Security Supervisor (skilled), (b) Ex-Service Man (skilled), (c) Armed Guard (skilled) and (d) Security Guard (unskilled). 65 of the 100 personnel belonged to the unskilled category of security guard. For the first three categories of personnel, ISH had quoted Central Government minimum wages while for the fourth and unskilled category, they had quoted State Government minimum wages. Accordingly, NTA entered into an agreement with ISH to provide 100 security guards at the rates mentioned as per Central and State minimum wages, respectively. The agreement also stated that as and when the appropriate government revised the minimum wages, NTA would also revise the wages for ISH security personnel in accordance with this revision. Six months after the commencement of the agreement, the Central and State governments issued wage revision notifications. The Central minimum wage rate was much higher than the State minimum wage rate. As per the agreement, ISH put forth a demand for wage revision of its security personnel. ISH contended that since NTA was an autonomous body affiliated to the Central Government, the Central minimum wage rate would be applicable for all its security personnel. NTA responded by stating that Central minimum wage rates would be applicable only for those category of workers for which ISH had quoted Central Government wage rates, i.e., Security supervisor, Ex Service Man and Armed guard. For the Security guards, ISH was eligible only for the revised State Government rates in accordance with the original agreement.

Questions :

- a) Briefly explain the industrial problem highlighted in the case.
- b) In such a scenario, is the agreement considered the primary document for resolution or the status of the Principal Employer, i.e., the autonomous body affiliated to the Central Government?
- c) Which wage rates are applicable to the unskilled category personnel of ISH? Justify your answer.

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Total No. of Pages: 02

UNIT-III

6. Explain the scope of social security for industrial workers in India.
7. What is gratuity? discuss the provisions regarding payment of gratuity.

UNIT-IV

8. What is Provident Fund? Under what circumstances can a worker withdraw money from provident fund?
9. What do you understand by Labour welfare? How can it be classified? which agencies are involved for welfare work in India.

SECTION-C

10. Read the following case and answer the questions given below the case:

Daljit was employed in the Star Mills as a tractor driver. His job was to carry the raw material from godown to the production hall. Daljit was 55 years of age and he joined Star Mills on 09.09.2005. He was drawing wages of Rs. 12000/-. His shift timings are about 2 pm to 9 pm. On August 7, 2013 after coming back from his place of employment at about 9pm he complained of severe chest pain. He was taken to the Dispensary from where he was taken to the District hospital where he was treated. Thereafter Daljit was referred to AIIMS, New Delhi. Mr. Daljit was a chronic Asthma patient. On 21st Sept 2013, he died at AIIMS. His wife claimed compensation. There was no report of any accident as the diseased was on his duty on August 7, 2013 and he completed his duty as usual.

- a) Explain the main issues in the above case.
- b) Analyze the claim of wife of Daljit in context of relevant acts.

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3. Highlight the objectives and scope of Customer Profitability Analysis.

UNIT-II

4. Discuss the features of Price Value Equation. Also explain why it is important so?
5. Outline important Steps for Territory Planning and Target Planning.

UNIT-III

6. Identify important steps for a setting advertising and Sales Promotion Budget.
7. What do you understand by the Metrics behind Social Media Spends.

UNIT-IV

8. Write in detail about various kinds of E-Marketing Tools.
9. Discuss the concept of E- Marketing Plan. Also, explain features of Budget Allocation.

SECTION-C

10. Read the following case carefully and answer the questions given below.

Ariel actilift had an improved formula that removed tough stains. But the challenge was that consumers were not interested in such communication. Most Scandinavian consumer thought there is no difference between detergent brands. The category showed lack of interest with lot of clutter and noise in communication.

Research showed that there were more than hundred thousands blog posts in Sweden alone on the subject of laundry education. Most of these posts were related to removal of tough strains. Ariel actilift has the power to remove tough stains.

Questions:

1. Consider you are the E-marketing lead of same company. How would you use display advertising to promote Ariel new product.
2. a) Create a twitter customer awareness strategy for an Ariel Actilift.
b) How to reach first 100 followers without spending any budget on paid ads?

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Total No. of Questions : 10

Total No. of Pages : 03

MBA (Sem.-3)

MARKETING ANALYTICS

Subject Code : MBA-961-18

M.Code : 77057

Date of Examination: 02-01-2024

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
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 consist of ONE Case Study carrying TWELVE marks.

SECTION-A

1. **Write briefly :**
- What is customer profitability analysis?
 - What are acquisition and retention costs and rates?
 - What is call planning?
 - Discuss the significance of Price Sensitivity.
 - What is social media advertising?
 - What are some metrics used to measure social media performance?
 - What is pay-per-click advertising?
 - What do you mean by an action plan?



SECTION-B

UNIT-I

2. What is business analytics and why is it important for organizations?
3. What is customer choice analysis and how can it help organizations understand customer preferences and behavior?

UNIT-II

4. What are some best practices for conducting a pricing analysis and how can organizations use the results to improve their pricing strategy?
5. What is compensation planning and how can it help organizations motivate and retain their sales team?

UNIT-III

6. Explain common types of social media ads and how do they differ from one another?
7. What are descriptive analytics, diagnostic analytics, predictive analytics and prescriptive analytics and how can they be used to analyze data?

UNIT-IV

8. Discuss in detail common e-marketing tools used by organizations and how do they differ from one another?
9. What is situational analysis, and how can it be used to evaluate an organization's current position in the market?

SECTION-C

10. **Title : Reviving Sales at XYZ Retail Company :**

Case Study - XYZ Retail Company, a small-scale clothing and accessories retailer, has faced persistent challenges in increasing sales and attracting new customers. In response to this issue, the management team has devised an advertising and sales promotion strategy aimed at rejuvenating the company's performance. XYZ Retail Company operates in a highly competitive market where attracting and retaining customers is vital for sustained growth. In recent years, the company has struggled to boost sales revenue and expand its customer base. The management identified several key issues, such as outdated marketing methods, inadequate online presence and uninspiring in-store



experiences, which contributed to the sales decline. Implementation of the Advertising and Sales Promotion Strategy: In an effort to revitalize the business, XYZ Retail Company implemented a multifaceted strategy that addressed various aspects of their operations: Online Presence Enhancement: Recognizing the importance of the digital landscape, the company revamped its website to provide a user-friendly and visually appealing online shopping experience. They also expanded their presence on social media platforms to connect with a broader audience. Email Marketing Campaign: The company launched a targeted email marketing campaign to reach existing and potential customers. These emails contained promotions, new product arrivals and exclusive discounts to incentivize purchases. In-Store Experience Improvement: To enhance the in-store experience, XYZ Retail Company made physical changes to its stores, such as better lighting, rearranged product displays and improved signage. They also trained their staff to provide exceptional customer service. Discounts and Loyalty Programs: The company introduced a loyalty program, offering discounts and rewards to repeat customers. They also organized seasonal sales events and offered attractive discounts to boost foot traffic.

Questions :

- a) What is social media advertising, and how can it be used to expand XYZ Retail Company's audience and strengthen brand recognition?
- b) How can XYZ Retail Company use data analysis to improve its advertising and sales promotion strategy?
- c) What are the four Ps of marketing, and how can XYZ Retail Company use them to develop an effective marketing strategy?

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SECTION-B

UNIT-I

2. What is the difference between supervised and unsupervised learning?
3. Explain correlation and covariance using R.

UNIT-II

4. Explain Linear, Multiple and Logistic Regression with an example.
5. Discuss Decision Tree with an example.

UNIT-III

6. Explain the process of clustering with X-means algorithm.
7. Discuss K-mean clustering and Hierarchical Clustering.

UNIT-IV

8. What is Machine Learning? Can you use machine learning for time series analysis?
9. Write a note on big data related techniques.

SECTION-C

10. A trading scheme database contains price and ratio. How data analysis will help to see where the ratio goes outside of some range or limit that would make us open a position? Also, how it will be possible to displays the cutoff points to understand the pairs trading strategy?

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Roll No.

Total No. of Pages : 03

Total No. of Questions : 17

MBA (Sem.-3)

DATA SCIENCES USING R

Subject Code : MBA-962-18

M.Code : 77058

Date of Examination : 05-01-2024

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
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 question carrying TWELVE marks.

SECTION-A

Explain briefly :

1. What is Big Data?
2. What is Supervised Learning?
3. What is a decision tree?
4. What is Support Vector Machine?
5. What is Bagging?
6. What is Boosting?
7. What is Bootstrap Method?
8. What is cross-validation in Data Science?



SECTION-B

UNIT-I

9. What is Data Science? Discuss the need and relevance of Data Science by citing examples.
10. Write notes on :
 - a. Applications of Web Analytics.
 - b. Role and responsibility of Data Scientist

UNIT-II

11. Discuss in detail the applications and limitations of linear regression. Explain by citing examples.
12. Discuss the need and relevance of logistic regression. Explain by citing examples.

UNIT-III

13. What is Density-based Spatial Clustering? Discuss in detail the applications of K-means clustering.
14. Write notes on :
 - a. Applications of Hierarchical clustering
 - b. Different Ensemble Methods

UNIT-IV

15. Discuss the need and relevance of evaluation and validation in Data Science. Explain by citing relevant examples.
16. Write notes on :
 - a. Applications of Confusion Matrix
 - b. Applications of Scalable Machine learning



SECTION-C

17. Technology is helping countries to strictly enforce the quarantine of the individuals who are either came in contact with an infected person or themselves are infected during COVID-19 pandemic. Taiwan's government is providing the mobile phone with GPS tracking to all quarantined persons. In case of any breach of quarantine, an automatic message is sent to the health authorities' regarding the possible breach. In South Korea, the quarantined individuals are required to download the mobile app so that health authorities can track the movement of the quarantined individuals. The Hong Kong government has made it mandatory for quarantined individuals to wear a special wristband. The data regarding the movement of quarantined individuals is transferred through cloud technology and automatic alerts are sent to the authorities if there is any breach. Technology is also playing a vital role in providing medical care during the pandemic. Canada has witnessed a whopping jump in virtual cases to 14000 per day virtual consultations. To avoid the further spread of the virus, Canada has adopted a virtual care platform to consult doctors virtually. Similarly, American and Australian authorities are taking the route of virtual platforms to provide medical care to COVID-19 patients. Another pioneering application of technology is COVID-Net. COVID-Net is an open-source deep convolutional neural network AI-based application that holds a lot of potential for early detection of COVID-19 patients. Though still at the developing phase, COVID-Net can help doctors detect the start of the COVID-19 virus in patients by scanning the chest X-ray. The system works on a neural network that is trained even to detect minor changes in the lungs of the infected patients. Although the technology is helping the authorities to tackle the COVID-19 virus the technology also poses certain challenges. Internet speed and mobile connectivity are two main challenges that are roadblocks in implementing technology to track the spread of the virus. Moreover, tracking of individuals, especially quarantined patients, also raises privacy issues. The authorities need to address these issues of technology to check the spread of the COVID-19 virus.

Questions :

- a. Discuss how countries are able to do contact tracing and ensure quarantine by applying technology. In developing countries what are the key challenges you think data scientists face while developing solutions for a problem?
- b. As a user of a particular COVID-19 app, discuss the risks you feel while using the app.

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SECTION-B

UNIT-I

2. Discuss the steps in the process of strategic management. Explain the various levels at which strategy operates in an organization.
3. a) Elucidate SWOT analysis as a tool of environmental scanning.
b) Discuss the concept of PEST with example.

UNIT-II

4. What is internal environment analysis? Discuss the organizational capabilities in various functional areas in detail.
5. Write a detailed note on Porter's framework of competitive strategies with suitable examples.

UNIT-III

6. What do you understand by corporate level strategies? Explain in brief difference between Expansion and Retrenchment strategy.
7. Explain BCG growth share matrix and GE Nine cell matrix for portfolio analysis of organizations. Also, explain the differences between them?

UNIT-IV

8. What is strategy implementation? Discuss the concept of structure fit and also explain various issues in strategy implementation.
9. Discuss the organizational system of strategic evaluation. Explain various techniques of strategic evaluation with example.

SECTION-C

10. Case Study :

Tasty spices Ltd, the countries' biggest Spices marketer has decided to launch a hostile bid for France's major spice marketer Tastiano Limited. This is a rare ease of an Indian company making an unsolicited hostile bid for a foreign company. The Tasty Spices Ltd.



has competencies in Indian spices. The major destination markets for the Tasty spices Ltd. exports have been the Europe and America. The competencies of Tastianio lie in Italian herbs and Spices. The Indian company with the takeover wishes to synergies its operations in the world market. It also wants to take advantage of the reach enjoyed by the Italian company in several countries where its products are not being sold presently. The move of hostile takeover follows Tastianio's rejection to an agreement entered a year back. At that time Tastianio was suffering losses and it offered majority shares at a price of Rs. 125. A total of 20% shares were transferred at that time. In one year Tastianio was able to turn around its operations and the company made handsome profits in the last quarter. The promoters who have residual holding of 35% in the company are reluctant to transfer the shares now. They have rejected the agreement with a plea that the earlier offer price was not sufficient. Tasty spices Ltd has revised its offer to Rs.195. By this lucrative offer some of the large shareholders of Tastianio reveal their interest for selling their stakes. On the other hand, Promoters maintained their position on this matter. Through the process of buying of shares in the market the Tasty spices Ltd. gradually consolidated its holding in Tastianio at 45%. Being a major shareholder they were ready for a takeover. At the same time, Tasty Spices Ltd. was trying hard to improve the position so that they do not leave any space for Tastianio's promoters in future.

Questions :

- a) What strategic alternative is followed by tasty spices Ltd.?
- b) Is the hostile takeover by an Indian company appropriate?
- c) Why the Tasty Spices Ltd is interested in this takeover?
- d) Why the promoters are reluctant to transfer the shares after the agreement?

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Roll No.
Total No. of Questions : 10

Total No. of Pages : 02

MBA (Sem.-4)
WORKSHOP ON INDIAN ETHOS
Subject Code : MBA-403-18
M.Code : 77821
Date of Examination : 17-05-2023

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

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

SECTION-A

1. Write a short notes on :

- a. Relevance of Indian Ethos
- b. Value system in Work Culture
- c. Management lessons from Arthshastra
- d. Impact of Value of Stakeholders
- e. Stress Management
- f. Law of Connection
- g. Brain storming vs. Brain stalling
- h. Gurukul System.

SECTION-B

UNIT-I

2. Explain the concept of Indian Ethos. Elaborate on the role and relevance of Indian Ethos in Managerial Practices.
3. Discuss in detail the salient features and points of difference between Indian and Western style of management. Also write management lessons based on Mahabharata.

UNIT-II

4. Explain in detail, various dimensions of work ethos. Discuss the factors responsible for poor work ethos.
5. Describe the relevance of Value System in Work Culture. Also, discuss the impact of values on various stakeholders.

UNIT-II

6. Identify the main sources of stress. Discuss various consequences of stress at Workplace.
7. Elaborate on Contemporary Approaches to Leadership.

UNIT-IV

8. Write a note on Indian Systems of Learning. Also explain advantages and disadvantages of Karma.
9. Discuss in detail the methodologies and guidelines for good corporate karma.

SECTION-C

10. In order to achieve target production of 50,000 units per month, the Production Manager of Fast-track Shoes Ltd. had to operate on double shifts. The workers are paid overtime charges. To earn higher wages workers try to go slow during normal working hours and complete their targets during overtime hours. Though the manager could achieve his target but at a higher production cost.
 - a) In your point of view, what is lacking in management?
 - b) Write a commentary on work ethos from employees' perspective.
 - c) Identify the values missing in the production manager and the employees of the organization.

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company may find itself dealing with powerful, legally protected employee 'commissions' or representative groups. In some cases, such groups can influence government bodies and can make the difference between the proposed merger being accepted or being blocked. In considering mergers and acquisitions it is not possible to allow for the multitude of different restrictions and laws that apply in the numerous different countries where such actions take place.

Questions :

- a. Summarize the whole case in your own words.
- b. Why several large proposed mergers have been blocked?
- c. Why there is a government control on mergers and acquisitions?
- d. Why it is not possible to allow multitude of different restrictions and laws?

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concerned about the potential impact of foreign exchange risk on the company's financial performance.

Questions :

- a) What is foreign exchange risk, and how does it impact XYZ Corporation?
- b) What are the different types of foreign exchange risk that XYZ Corporation is exposed to?
- c) How can XYZ Corporation measure its exposure to foreign exchange risk?
- d) What are the different hedging techniques that XYZ Corporation can use to manage its foreign exchange risk?

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Total No. of Questions : 17

Total No. of Pages : 03

MBA (Sem.-4)
**INTEGRATED MARKETING COMMUNICATION AND SALES
MANAGEMENT**

Subject Code : MBA-923-18

M.Code : 77808

Date of Examination : 20-05-2023

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

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

SECTION-A

Write short notes on :

1. What is planning model of Integrated Marketing Communications?
2. What is Advertising Budgeting?
3. Explain the strategies in Direct Marketing.
4. Explain the types of Internet Advertising.
5. What do you mean by personal selling?
6. What are the objectives of sale management?
7. What are the qualities of a sales manager?
8. Explain sales budget.



SECTION-B

UNIT-1

9. Explain the steps involved in Integrated Marketing Communication programme.
10. Explain the elements of media strategy and also its implementations.

UNIT-II

11. How publicity is different from public relations? Explain the strategies and tools of Public Relations.
12. How international advertising is different from domestic one? Explain global environment in advertising.

UNIT-III

13. Explain the types of sale organizations. Explain their importance.
14. Explain the different sales related marketing policies.

UNIT-IV

15. Explain Psychology of customers while purchasing product. Discuss its various elements.
16. Explain the difference between organizing display, showroom and exhibition with the help of examples.

SECTION-C

17. Case Study :

Hollywood film studios like Warner Bros, Columbia Tristar, etc., have established their offices in India to distribute English films in the country. Due to the regulations imposed on foreign distribution companies, these studios could not take up distribution of Indian films until 1990. However, with the Government of India relaxing the norms at the end of 1990, some of these studios began to take up distribution of Indian films both in and out of India. The caselet primarily talks about Hollywood film studios establishing themselves in India and explains the film distribution process in India. It also discusses how foreign film studios have introduced about Indian companies taking up English film distribution in India.

Emerging Issues are :

- a) Film distribution system in India
- b) Impact of government regulations on foreign players
- c) Increasing patronage for Hollywood films in India.

Introduction

India produces the highest number of films in the world and comfortably eclipses Hollywood, the world's largest film industry, in terms of reach and production costs. In 2004, the Indian film industry produced more than 900 films in all languages, which was more than double the number of Hollywood films produced in the same year.

Questions for Discussion :

- a. Discuss the different trends in Hollywood film distribution in India. Do you agree with analysts' view that Hollywood studios might find it tough to produce and distribute mainstream Indian cinema in India?
- b. Mention the factors that contributed to the increase in the success of Hollywood films (both straight and dubbed versions) in India in 1990s and 2000s. Do you think Indian companies that ventured into distributing Hollywood films in India will succeed? Give reasons for your answer.

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Total No. of Questions : 09

Total No. of Pages : 02

MBA (Sem-4)

INTERNATIONAL AND SOCIAL MEDIA MARKETING

Subject Code : MBA-925-18

M.Code : 77810

Date of Examination : 07-06-2023

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 EIGHT questions, students have to attempt any FOUR questions, selecting ONE from each sub section, each question carries EIGHT marks.
3. SECTION-C is compulsory CASE STUDY, carrying twelve marks.

SECTION-A

1. Write briefly :
- a) Electronic payment system
 - b) Global trade barrier
 - c) Political influence in international market
 - d) Distribution policy
 - e) Pricing Mix
 - f) Electronic commerce
 - g) Social media marketing framework
 - h) Non-tariff barriers.

SECTION-B

UNIT-I

2. What are the main causes for going international market? What are the major challenges to enter the international market?
3. What is international marketing research? Discuss the factors affecting the marketing research in international market. What is the process of marketing research?

UNIT-II

4. What documents are required for export? Discuss the EXIM policy of India. Discuss the role of export promotion organisations.
5. What is the role of international communication policy? Describe the marketing mix for international market and how it is decided?

UNIT-III

6. Describe the consumer behaviour on the internet. What are the social media marketing strategies?
7. Point out how traditional marketing is different from modern marketing? Discuss the various platforms for social media marketing and what are their features?

UNIT-IV

8. What is SEM and how it's different from the SEO? Highlight the strategies of SEO.
9. Critically comment on the Webinars, Streaming Video, Podcasts and Big data.

SECTION-C

- ## 10. Case Study :

Knorr has been making cooking easy since 1838. Its ready-made sauces and stock pots are available in nearly 90 countries worldwide and with annual sales over \$3 billion, it is parent company Unilever's biggest-selling brand. In Poland, Knorr's best-known product is *Bulionetka*; a stock used in soups and braised dishes. Even well-known brands can't stand in the hypercompetitive FMCG category, especially when busy lifestyles mean that fewer and fewer Polish people take time to cook at home. Knorr's new TV campaign was designed to raise awareness among women aged 25-49, but Knorr also wanted to reach a younger audience to drive sampling and sales.

Questions :

- Knorr approached you to prepare a suitable and multi-channel digital marketing plan to attract the younger audience to its products.
- Prepare a digital ad to promote Knorr products and services in social media of your choice. Justify your choice of social media.

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May-June-2028

Roll No.

Total No. of Pages : 02

Total No. of Questions : 17

MBA (Sem.-4)

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Subject Code : MBA-933-18

M.Code : 77816

Date of Examination : 22-05-2023

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students have to attempt ALL questions.
2. SECTIONS-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 consist of ONE Case Study carrying TWELVE marks.

SECTION-A

Write briefly :

1. What is International HRM?
2. What is Polycentric Staffing Policy?
3. What is predeparture training?
4. What is the significance of shift in culture?
5. Define Performance Appraisal.
6. Explain in brief Going Rate Approach.
7. What do you mean by Explicit Knowledge?
8. What is Regional Integration?

SECTION-B

UNIT-I

9. Discuss the concept of Dual Career Couples. Explain the role of Women in International Management.
10. What are the differences between Domestic and International HRM? Discuss two HR activities in which a MNC must engage that would not be required in a Domestic Environment.

UNIT-II

11. What is Repatriation? Discuss the repatriation process in detail.
12. Define Culture. Why is it important for an international manager to learn about culture?

UNIT-III

13. "Accurate appraisal of performance is very difficult". In the light of this statement discuss the issues and approaches in international performance management.
14. Describe the key components and approaches of international compensation.

UNIT-IV

15. What do you mean by Industrial Relations and also explain the key issues in International Industrial Relations?
16. Describe the salient features of HR practices in China and compare it with those of India.

SECTION-C

17. Read the following case and answer the questions given below carrying 4 marks each :

Third Country National was sent to Japan for an expatriate assignment for a Japanese Company. He was working fine. The contract was of three years. At the end of the second year 'Kyodo' deep tsunami up to 5000 cm high struck Japan early Friday morning a day after a powerful earthquake hit the coast of Central Chile. The subsidiary and other residential facilities were in terrific danger. TCN manager's family was living in Japan with him. The government of Japan order immediate evacuation of the foreigners and the people in the affected areas.

- a. If you were the IHRM in charge, how would you have dealt with the situation?
- b. Would you take the decision of deporting the family members first and TCN manager later?
- c. Whether appointing TCN in Japan was a good proposition?

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SECTION-C

10. Case Study- Read the Case and Answer the following questions :

Most of the employees in Asian motors are associated with the organisation for more than 3 to 4 decade. It is said that the one who join the organisation as a fresher will leave the organisation as a retired person only. The turnover ratio is very low in Asian motor ltd. due to the feel of satisfaction and job security provided by Asian motor ltd management.

Till last year everything was fine with Asian motors. During the last year, the scenario has changed. Number of competitors enters in the market and each one of them was well equipped with all modern technologies. 2 among the major 3 customers who applied for Standards like TQM, ISO started pressurising Asian motors to go for modern technology as a part of their Standards process. They want the goods that are manufactured through modern machineries.

The management is also ready to go for an organisational development by accruing new machines and adopt all required modern technologies and allocated a big amount of fund towards this plan. The management was fully aware that to sustain the business, they have to go for Organizational change and development. The management hired an OD consultant who will work out a plan for the change and find out the hurdles in implementing the plan.

The OD consultant stated in his report that, the employees are the major hurdles in achieving the target of modern plant in Asian Motors. The reasons stated by him are :

- A) Very old employee who are not much comfortable in adopting the new system.
- B) Chances of employees to show less interest towards training in the new machineries as their employment period will be very less due to their age.
- C) Major reason is it is not advisable and won't be fruitful to invest the training and development amount on those employees (40%), who are going to retire in less than 5 years.

This started a pressure in the minds of the employees about the job security. The union leader quoted in front of management that *"The place which we felt it is our own organisation which will never leave us aside or where we want to serve our life time becomes a question mark in front of us"*

The management assured him that *"We will never commit such things which will put the employees in loss. There will be no question of job security here. And we all together will create a modern plant equipped with latest technology at Asian motors. Our plan is ready for that."*

He presented the plan in front of all the employees after listening to which the employees felt so happy and they confirmed that it is their own organisation and they will serve for the company till their life time.

Questions :

- a) Discuss the state of mind of employees of Asian Motors before the plan is discussed with them.
- b) Locate and discuss the external factors, which are determinants of this case in detail.
- c) What would be the possible plan drafted and discussed by the management to solve the issue through which both the employees and management would be benefitted?

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Roll No.

Total No. of Questions : 17

Total No. of Pages : 03

MBA (Sem.-4)

DATA VISUALIZATION FOR MANAGERS

Subject Code : MBA-963-18

M.Code : 78031

Date of Examination : 19-05-2023

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

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

SECTION-A

Write briefly :

1. What are the applications of bar charts?
2. What is data .visualization?
3. What is ETL?
4. What is Staging Layer?
5. What is meant by KPI?
6. What is a Dashboard?
7. What is a Storyboard?
8. What is a Star Schema?

SECTION-B

UNIT-I

9. Discuss in detail the history of Data Visualization. Also, discuss the current scope of Data Visualization.

10. Write notes on :

- a) Data Reduction
- b) Common Visualization Idioms.

UNIT-II

11. Discuss various interactive visualization features. Explain by citing examples.

12. Write short notes on :

- a) Difference between ETL and ELT
- b) Need for data integration.

UNIT-III

13. Discuss the role of relevance of KPI's in data visualization. Explain by citing examples.

14. Discuss the Shaffer 4 C's of data visualization in detail by citing a relevant example.

UNIT-IV

15. Discuss the role and relevance of storytelling in Data Visualization. Explain by citing examples.

16. Write notes on :

- a) How to choose an effective visual tool?
- b) Applications of Info graphics.

SECTION-C

17. Case Study :

Visualization is the use of computer-supported visual representation of data. Unlike static data visualization, interactive data visualization allows users to specify the format used in displaying data. Common visualization techniques are charts. It is important to understand which chart or graph to use for your data. Data visualization uses computer graphics to show patterns, trends, and relationships among elements of the data. It can generate pie charts, bar charts, scatter plots, and other types of data graphs with simple pull-down menus and mouse clicks. Colors are carefully selected for certain types of Visualization. When color is used to represent data, we must choose effective colors to differentiate between data elements. In data visualization, data is abstracted and summarized. Spatial variables such as position, size, and shape represent key elements in the data. A visualization system should perform a data reduction, transform and project the original dataset on a screen.

Applications of Visualization - Most visualization designs are to aid decision-making and serve as tools that augment cognition. In designing and building a data visualization prototype, one must be guided by how the Visualization will be applied. Data



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visualization is more than just representing numbers; it involves selecting and rethinking the numbers on which the Visualization is based. Visualization of data is an important branch of computer science and has a wide range of application areas. Several application-specific tools have been developed to analyze individual datasets in many fields of Medicine and science.

- a. **Public Health:** The ability to analyze and present data in an understandable manner is critical to the success of public health surveillance. Health researchers need useful and intelligent tools to aid their work. Security is important in cloud-based medical data visualizations. Open any medical or health magazine today, and you will see all kinds of graphical representations.
- b. **Renewal Energy:** Calculation of energy consumption compared to production is important for an optimum solution.
- c. **Environmental Science:** As environmental managers are required to make decisions based on highly complex data, they require Visualization. Visualization applications within applied environmental research are beginning to emerge. It is desirable to have at one's disposal different programs for displaying results.
- d. **Fraud Detection:** Data visualization is important in the early stages of fraud investigation. Fraud investigators may use data visualization as a proactive detection approach to see patterns that suggest fraudulent activity.
- e. **Library-Decision Making:** Data visualization software allows librarians the flexibility to better manage and present information collected from different sources. It gives them the skill to present information creatively and compellingly. Visualization of library data highlights purchasing decisions, future library needs and goals. Librarians, as de facto experts in data visualization, can assist students, faculty and researchers in visualizing their data.

Case Study Questions :

- a) "It is important to understand which chart or graph to use for your data". Comment on this statement
- b) "Data visualization is more than just representing numbers". Comment on this statement.
- c) Discuss the various application of data visualization.

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Roll No.

Total No. of Questions : 17

Total No. of Pages : 03

MBA (Sem-4)

BUSINESS FORECASTING

Subject Code : MBA-964-18

M.Code : 78032

Date of Examination : 30-05-2023

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

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

SECTION-A

1. What is meant by Demand Forecasting?
2. What are the determinants of Demand Forecasting?
3. What is cross-sectional data collection?
4. What are focus groups?
5. What is meant by the Extrapolation of time series?
6. What is Autocorrelation Function?
7. What is forecasting error?
8. What are composite indexes?

SECTION-B

UNIT-I

9. Discuss the need and relevance of demand forecasting in the present business environment. Explain by citing examples.
10. How can one select an appropriate forecasting technique? Explain by citing examples.

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UNIT-II

11. Discuss in detail the forecasting with the regression model. Also, enlist its application areas
12. Write notes on
 - a) Time series data collection
 - b) Estimation of parameters

UNIT-III

13. What are different extrapolation models? Explain by discussing the applications of each model.
14.
 - a) What is smoothing and seasonal adjustment?
 - b) Discuss the specifications required for ARIMA models.

UNIT-IV

15. Discuss in detail the GARCH process. Compare it with ARCH process.
16. Write notes on :
 - a) Qualitative Forecasting techniques
 - b) Use of software packages for forecasting.

SECTION-C

17. Case Study :

Due to the increasing level of competitiveness among companies, forecasting plays an important role in supply chain management, and the viability of a company is often dependent on the efficiency and accuracy of forecasts. Demand forecasts are beyond all strategic and planning decisions in any retail business as they directly affect the company's profitability and competitive position. For these reasons, the use of demand forecasting techniques is one of the fundamental supports in the planning and management of a company's supply chain. Its importance becomes patent since its outcome is used by many functions in the organization: they allow the financial department to estimate costs, levels of profit and capital needs; enable the sales department to obtain the know-how of the sales volume of each product; the purchasing department may plan short and long-term acquisitions; the marketing department can plan their actions and evaluate the impact of different marketing strategies on the sales volume and brand awareness, the logistics department that will be able to define the specific logistics needs and finally, the operations department that can manage and plan the purchase of machinery and materials, as well as the hiring of labour, in advance. It is, therefore, consensual that the forecasts are very useful and even essential for most companies. Accurate demand forecasts have the potential to increase profitability,

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improving the chain's efficiency and reducing waste. In the food business, proper management of inventories involves numerous articles whose particular characteristics, namely perishability, are relevant. Bad decisions in this area can lead to large losses related to excess stock

Demand Forecasting Methods

Predicting demand is a fundamental activity, as it can reveal market trends and contribute to the strategic planning of the company. Demand forecasting is an essential tool to make the decision process faster and safer. There are several techniques available to support analysts in forecasting demand. Although these techniques have substantial differences, there are common characteristics:

- They generally assume that the causes that have influenced demand in the past will continue to act in the future;
- Forecast accuracy decreases as the forecasting horizon increases;
- Aggregated forecasts for product groups are more accurate than individual product forecasts.

Forecasting methods may be divided into quantitative and qualitative methods. Quantitative methods require the construction of mathematical models using historical data that describe demand variation over time. These methods include decomposition, moving averages, exponential smoothing, ARIMA, etc. Qualitative methods, in general, result from the opinion of process specialists to predict demand. They are frequently questioned as the systematic approach provided by quantitative techniques presents a better performance concerning future estimates. However, in cases of information scarcity, for example, in the launching of new products, the experience and know-how of managers may be useful.

Questions:

- a) Discuss the need for demand forecasting in supply chain management.
- b) Discuss the various demand forecasting methods. Also, from your subject knowledge, suggest the applications and limitations of Quantitative and Qualitative methods.

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July 2022

Roll No.

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Total No. of Pages : 04

Total No. of Questions : 17

MBA (2018 Batch) (Sem.-4)

CORPORATE STRATEGY

Subject Code : MBA-401-18

M.Code : 77807

Date of Examination : 01-07-22

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students have to attempt ALL questions.
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 consist of ONE Case Study carrying TWELVE marks.

SECTION-A

Write short notes on:

1. What is the significance of synergy for an organisation?
2. What do you mean by Matrix structure?
3. Give the meaning of corporate culture.
4. Differentiate between Strategy and Tactics.
5. Define Forward integration with the help of example.
6. Write a short note on GE nine cell frameworks.
7. What are the evaluation techniques for Strategic and Operational control?
8. Discuss resource allocation as a tool of strategy and strategic implementation.

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SECTION-B

UNIT-I

9. What are the various levels of strategy? What is the role of a strategist?
10. Distinguish between SWOT and TOWS giving examples.

UNIT-II

11. Describe Porter's five forces model in detail. What are the driving forces and key success factors of a business?
12. Explain in detail the leadership, differentiation and focused strategies. What are the advantage and disadvantages of each?

UNIT-III

13. What do we mean by related and unrelated diversification? Explain the meaning of corporate restructuring.
14. Describe the harvesting and retrenchment combination strategies in detail.

UNIT-IV

15. Describe strategy-structure fit of an organization. How is resource allocation done?
16. Describe the organizational system and techniques of strategic evaluation.

SECTION-C

17. Case Study :

Sitting in the back of his chauffeur driven car coming back from Ludhiana, Rohit was thinking what to do next. His road to success had not been easy and he had worked very hard. So, should he take it to the next level but then sometimes stagnancy in profits worried him and he thought otherwise.

He remembered that he had setup his first coffee shop in a high visibility location in a shopping hub in Chandigarh in 2004 with the help of his father and a venture capitalist who was a silent partner at a time. He after doing his graduation had followed in the footsteps of his father and decided to setup his business. He had taken help from his



father and setup a nice little coffee shop "Coffee Cabana". The shopping hub boasted of best brands in India and the customer profile consisted of majority of middle - upper middle class from Chandigarh, Mohali and Panchkula. The high visibility of the shop ensured a good footfall not only of regular customers but also of walk-in customers.

Rohit was a Graduate in arts and he worked hard to increase his knowledge of coffee bean and blends and processes related to preparing them. Today because of that knowledge, he is able to offer his customers customization like no other shop in the area. He offer the coffee lovers opportunity to choose their coffee and grind them before handing them in for a fresh and unique coffee experiences. His shops "wall of frames" and his website was full of praises by the satisfied customers. This has also promoted him to delve his feet into selling unique coffee blends rather than only coffee. He offered concentrated blends like elaichi coffee, spice coffee and even some lightly mixed alcohol based coffees. Many international customers often came into his shop to order customize blends to take back home and often requested refills online. Though, the side business was a good revenue earner, Rohithas never fully explored the potential of selling customized coffee blends. He was able to offer his superior service only because of his relationship with his suppliers who offered him best quality coffee and beans at a competitive price. His relationship with the suppliers ensured superior services. He has had such a strong relationship with his suppliers that he has never ever felt the need to enter into formal contract with his suppliers. He also had concentrated on other element of his services that was good courteous employee. Though he had high attrition rate in service personnel yet good work environment ensured that employees were motivated and knew that customer was to be valued. His customization strategy could not work without a good quality customer contact employees. Over the years, Rohit has been able to develop some unique and patented blends of coffee and tea which has increased the popularity of his shop. The Chandigarh outlets, in its third year of operation had become very popular with universities and college going student and was hang out specially on weekends. On weekdays it was a meeting place for the office people. The diversity of customer base ensures a steady stream of demand throughout the week. Rohit had been able to reach breakeven in the first three years of his operations and had in 2010 brought out his partner and converted the business to sole proprietorship.

Motivated by the success, he had opened up an outlet in Amritsar, Ludhiana and Jalandhar. Rohit had ensured that the blue print of the outlets in these three towns was same as that of one in Chandigarh so that the customer could associate the brand. This had given his brand a regional recognition "Coffee-Cabana". On demand of his customer, he had converted pure coffee shop into a snack and coffee outlet. Rarely he offered his customer a bare basic assortment of coffee compliments. This change concept of his coffee shop had led to him competing not only with other big coffee shops like Barista and CCD but also with other restaurants. In comparison to these big outlets, his product though customized was considered expensive as a result he was alienating the younger college and university students. This category considered the place as a special occasion place rather than a hangout place which was the case when coffee cabana was in

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Chandigarh. His economies of scale were no match for these big restaurants of coffee chain.

Since the inception and start of the business in 2004 Rohit had taken every decision himself. He had been a true entrepreneur and believed in what his father had taught him i.e. "if you want something done right, do it yourself". But increased scale of business taught him that he could not be everywhere and therefore though reluctantly he hired some MBAs to take care of other three outlets. However, he was still facing problems in integrating function of the four outlets.

Rohit had understood these challenges and was aware of them even when his operation was limited to only in Chandigarh. He considered these to be a part and parcel of the business. His is still in green i.e. making profits and therefore he thinks he had need not worry but today he wanted more.

He had run into venture capitalist who had initially finance his business. His old partner had offered to help Rohit take his business international. Rohit had never thought of expanding further but the offer was certainly tempting and on his way back to Chandigarh, he was contemplating what to do.

Discussion Questions :

- (a) What should he do? Expand or not?
- (b) What means would be best suited?
- (c) Conduct a SWOT and TOWS analysis for Rohit.

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Total No. of Questions : 17

WORKSHOP ON INDIAN ETHOS

Subject Code : MBA-403-18

M.Code : 77821

Date of Examination : 16-07-22

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

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

SECTION-A

1. Explain various learnings from Kautilya's Arthashastra.
2. Give the distinction between Ethics and Ethos.
3. What are Secular and Spiritual Values?
4. What do you mean by Value Based Management?
5. What is Brain storming?
6. What is the role of Meditation in managing stress?
7. What do you mean by Law of Creation?
8. What do you mean by Law of Humility?

SECTION-B

UNIT-I

9. What is the role of Ethos in business? Also, describe a few important management lessons from Vedas and Mahabharata.
10. What do you mean by Indian Ethos? Discuss in detail the salient features and points of difference between Indian and Western style of management.

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UNIT-II

11. Explain various features and dimensions of Work Ethos.
12. Describe the relevance of Value System in Work Culture. Also, discuss the impact of values on various stakeholders.

UNIT-III

13. Explain in brief about the various causes and consequences of stress at work.
14. What are the contemporary approaches to Leadership? Discuss in detail.

UNIT-IV

15. What is the role of Karma to Managers? Also, describe various Laws of Karma.
16. Explain in detail the concept and methodologies of Corporate Karma in detail.

SECTION-C

17. Case Study:

Read the following case study and answer the questions given at the end of the case:

Mr. Mohan was running a small business in which around 100 unskilled workers were working. Most of the workers were very poor and illiterate. They had not any other option to survive other than working in the business owned by Mr. Mohan. Mr. Mohan was the main task master for them, and he was very nice in his behaviour towards the workers working in his business. He was basically following participative style of leadership.

Mr. Mohan's son, Mr. Sohan has just completed his MBA from a reputed institution, and he joined the business of his father. He had studied Indian Ethos, Organisational Behaviour, and various Human Resource subjects during his MBA. His style of working was totally different from his father. He believed in autocratic style of working, and was very rude towards the workers.

Mr. Mohan was not satisfied with the style adopted by his son. He called Sohan and said to him, "I have been observing your style of working for the last few days. I know you have studied Indian Ethos, Human Resources and Organisational Behaviour during your studies, but you are not using these in real life."

Questions:

- a. Comment on the leadership style of Mr. Mohan and Mr. Sohan?
- b. Do you agree with Mr. Mohan? Give reasons.
- c. What leadership qualities are needed to manage such small business where majority of workers are unskilled?

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Total No. of Questions : 17

Total No. of Pages : 03

MBA (Sem.-4)

**MERGERS, ACQUISITIONS AND CORPORATE
RESTRUCTURING**

Subject Code :MBA-914-18

M.Code :77813

Date of Examination : 08-07-22

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students have to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and students have to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY consists of ONE Question carrying TWELVE marks.

SECTION-A

Write short notes on :

1. Define merger.
2. What is synergy?
3. What is share repurchase?
4. Explain horizontal merger.
5. What is Demerger?
6. What is takeover bid?
7. What is value creation?
8. What do you mean by share exchange ratio?

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SECTION-B

UNIT-I

9. Explain the term corporate restructuring. Discuss different forms of corporate restructuring.
10. What is Takeover? Discuss various takeover defense strategies.

UNIT-II

11. Write Short notes on following:
 - a. Revere Merger
 - b. Strategic Alliance
12. Explain the concept of Leveraged Buy-Out (LBO). Also, discuss its characteristics and structure.

UNIT-III

13. Write short notes on following:
 - a. Accounting aspects of mergers and acquisitions.
 - b. Impact of payment option on EPS.
14. Discuss various financing options available to acquiring company.

UNIT-IV

15. Explain the motives behind International mergers and acquisitions. Discuss reasons for failure of international mergers and acquisitions.
16. Write short notes on following:
 - a. Taxation aspects of mergers and acquisitions.
 - b. Due diligence in mergers and acquisitions.

SECTION-C

17. Case Study:

Tata acquired Corus on the 2nd of April 2007 for a price of \$12 billion making the Indian company the world's fifth largest steel producer. Tata has reportedly financed only \$4 billion of the Corus purchase from internal company resources, meaning that more than two-thirds of the deal has had to be financed through loans from major banks. Tata's new debt amounting to \$8 billion due to the acquisition, financed with Corus' cash flows, is expected to generate up to \$640 million in annual interest charges (The day after the acquisition was officially announced, Tata Steel's share fell by 10.7 percent on the Bombay stock market.)

The acquisition by Tata amounted to a total of 608 pence per ordinary share of £6.2 billion (US \$12 billion) which was paid in cash. First of all, the general assumption is that the acquisition was not cheap for Tata. The price that they paid represents a very high 49% premium over the closing mid market share price of Corus on 4 October' 2006 and a premium of over 68% over the average closing market share price over the twelve-month period. Moreover, since the deal was paid for in cash automatically makes it more expensive, implying a cash outflow from Tata Steel in the amount of £1.84 billion.

The debate whether Tata Steel has overpaid for acquiring Corus is most likely to be certain, since just based on the numbers alone it turns out that at the end of the bidding conflict with CSN, Tata ended up paying approximately 68% above the average price of Corus shares.

Answer the following questions:

- a) Identify the merger strategy used in Tata-Corus deal. Explain its features.
- b) Explain the financial structure of the Tata-Corus deal.
- c) As per your understanding, why did Corus go for this deal?

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Roll No.

Total No. of Pages : 03

Total No. of Questions : 17

MBA(Sem.-4)

INTERNATIONAL FINANCE & FINANCIAL DERIVATIVES

Subject Code : MBA-915-18

M.Code : 77814

Date of Examination : 17-07-22

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students have to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and students have to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Case Study carrying TWELVE marks.

SECTION-A

Write short notes on the following :

1. *Discuss challenges of International Financial Management.*
2. BOP
3. Direct Quote
4. PPP
5. ADR'S
6. Options
7. Derivatives
8. Transaction Exposure

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SECTION-B

UNIT-I

9. Discuss nature and scope of International Finance? Elaborate recent changes in the subject of International Finance?
10. Write a note on :
 - a. Gold Standard
 - b. Economics and Monetary Union

UNIT-II

11. Explain PPP Theory in detail. Critically evaluate this theory.
12. Write a Note on:
 - a. EXIM Bank
 - b. World Bank

UNIT-III

13. What do you mean by Derivatives? Explain different types of derivatives and their importance.
14. Explain Option Contracts. Explain different option trading strategies.

UNIT-IV

15. What do you mean by swaps? Explain importance and Pricing Strategies of Swaps.
16. What is economic exposure? Explain measurement and management of economic exposure.

SECTION-C

17. When the euro was introduced in January 1999, the United Kingdom was conspicuously absent from the list of European Countries adopting the common currency. Although the previous labour Government led by Prime Minister Tony Blair appeared to be in favour of joining the euro club, the current Tory Government was not in favour of adopting the euro and thus giving up monetary sovereignty of the country. Public opinion was also divided on the issue.

Whether the United Kingdom will eventually join the euro club is a matter of considerable importance for the European Union as well as that of the United Kingdom. If the United Kingdom, with its sophisticated finance industry, joins, it will most certainly propel the euro into global currency status rivalling the U.S. Dollar. The United Kingdom for its part will firmly join the process of economic and political unionization of Europe, abandoning its traditional balancing role.

- Explain the problem discussed in the case study above.
- Explain the political and economic condition of United Kingdom at that time.
- Elaborate potential benefits and cost of adopting the Euro.
- Elaborate in your own words the Potential impact of British adoption of the Euro on the International Financial System.

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Roll No.

Total No. of Pages : 02

Total No. of Questions : 17

MBA (Sem.-4)

TAXATION & PERSONAL FINANCIAL PLANNING

Subject Code : MBA-916-18

M.Code : 77815

Date of Examination : 01-08-22

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students have to attempt ALL questions.
2. SECTION-B consists of FOUR Subsections : Units-I, II, III & IV. Each Subsection contains TWO questions each carrying EIGHT marks each and students have to attempt any ONE question from each Subsection.
3. SECTION-C is COMPULSORY and consist of ONE Question carrying TWELVE marks.

SECTION-A

Write short notes on the following :

1. Explain the meaning of Tax Evasion.
2. What is the scope of Tax Planning?
3. What do you mean by Exempted Incomes?
4. What is the concept of clubbing of income?
5. What do you mean by Environmental Analysis?
6. What is Future Value of Money?
7. Describe in brief the concept of Public Provident Fund.
8. Describe in brief any two types of Mutual Fund Schemes.



SECTION-B

UNIT-I

9. What is the need of Tax Management? Also describe its scope.
10. What do you mean by Tax Planning? Discuss various methods of tax planning.

UNIT-II

11. What are the different categories into which the assessee are divided regarding residence and how is the residence of assessee determined for income-tax purposes?
12. What do you mean by Capital assets? Discuss the provisions of the Income-tax Act relating to 'Long-term Capital Gain' and 'Short-term Capital Gain'.

UNIT-III

13. What do you mean by Personal Financial Planning? What are the main features of personal financial planning?
14. Explain the concept of Time Value of Money. How the concept of Time Value of Money affects the personal financial statements of an investor?

UNIT-IV

15. What do you mean by Investment Planning? What are its objectives?
16. Explain in detail various Money market instruments available to an investor.

SECTION-C

17. Case Study:

Mr. Bankesh has furnished you the following data :

Income from house property(negative) (Rs.1,30,000)

Salaries (Net) Rs. 80,000

Income from other sources (negative)(Rs. 90,000)

Income from lotteries Rs. 3,50,000

Mr. Bankesh is seeking advice relating to set off and carry-forward for the current Assessment Year.

NOTE : Disclosure of Identity by writing Mobile No. or Marking of passing request on any paper of Answer Sheet will lead to UMC against the Student.

