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Total No. of Pages : 03

Total No. of Questions : 10

MBA (IB) (Sem.-1)

FOUNDATIONS OF MANAGEMENT

Subject Code : MBA/101/18

M.Code : 75402

Date of Examination : 11-06-2024

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 short notes on the following :
- a. *"Is Management Art or Science"*? Comment.
 - b. What is MBO? Discuss its benefits.
 - c. McKinsey's 7-S approach.
 - d. List various bases of departmentalization.
 - e. Importance of staffing.
 - f. Business process re-engineering.
 - g. Knowledge management.
 - h. Causes for Line and Staff Conflict.

SECTION-B

UNIT-I

2. Define Management. Discuss in detail the scope and functions of Management with illustrations.
3. What is scientific management? Discuss the principles of scientific management given by F. W. Taylor. Critically analyze the implications of these principles for the service industry.

UNIT-II

4. Define Planning. Elaborate on the steps of effective planning with suitable examples.
5. Define decision making. Explain the different conditions of decision-making with examples. How do managers deal with making decisions under conditions of uncertainty?

UNIT-III

6. What do you mean by organizational structure? Explain different types of organizational structures with their advantages and limitations.
7. What do you understand by the term delegation? What are various factors affecting delegation?

UNIT-IV

8. Define control. Discuss its importance. Briefly elaborate on the process of control.
9.
 - a. Compare and contrast the management practices of Japanese management and Chinese style management.
 - b. Write a note on essential elements of E-Business management.

SECTION-C

10. Case study :

As the global leader in satellite navigation equipment, Garmin Ltd. recently hit a milestone number. It has sold more than 100 million of its products to customers from motorists to runners to geocachers and more—who depend on the company's equipment

to "help show them the way." Despite this milestone, the company's core business is in decline due to changing circumstances. In response, managers at Garmin, the biggest maker of personal navigation devices, are shifting direction. Many of you probably have a dashboard-mounted navigation device in your car, and chances are it might be a Garmin. However, several cars now have "dashboard command centers which combine smartphone docking stations with navigation systems." Sales of Garmin devices have declined as consumers increasingly use their smartphones for directions and maps. However, have you ever tried to use your smartphone navigation system while holding a phone to look at its display? It's dangerous to hold a phone and steer. Also, GPS apps can "crash" if multiple apps are running. That's why Olathe, the Kansas-based company, is taking explicitly aggressive actions to team up with automakers to embed its GPS systems in car dashboards. Right now its biggest in- dash contract is with Chrysler, and its Uconnect dashboard system is found in several models of Jeep, Dodge, and Chrysler vehicles. Garmin is also working with Honda and Toyota for dashboard systems in the Asian market.

Despite these new market shifts, customers have gotten used to GPS devices, and they've become an essential part of their lives. That's why Garmin's executive team still believes there's a market for dedicated navigation systems. It's trying to breathe some life into the product with new features, better designs, and more value for the consumer's money. For instance, some of the new features include faster searching for addresses or points of interest, voice-activated navigation, and highlighting exit services such as gas stations and restaurants.

Questions :

- a. What role 'organizational goals' would play in planning the change in Garmin? List some goals you think might be important.
- b. What types of plans would be needed in an industry such as this one? (For instance, long-term plans or short-term plans or both?) Explain why you think these plans would be important?
- c. What contingency factors might affect the planning of Garmin executives?

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MBA(IB) (Sem.-1)
MANAGERIAL ECONOMICS

Subject Code : MBA/102/18

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Date of Examination : 13-06-2024

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and student 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) PPC
- b) Cross Demand
- c) Marginal Rate of Substitution
- d) Producer Equilibrium
- e) Average Revenue
- f) Supply Curve
- g) Propensity to Consume
- h) Demand Pull Inflation.

SECTION-B

UNIT-I

2. What do you mean by Managerial Economics? Explain role of Managerial Economics in decision making.

3. Explain the Concept of Demand Forecasting. Why Demand Forecasting is required? Explain different methods of Forecasting Demand.

UNIT-II

4. Elaborate Shorty Run and Long Run Cost Theory.
5. Explain relationship between Elasticity of Demand and Revenue Curves. Why is it important to study this relationship?

UNIT-III

6. What is Monopoly? How Price and Output is determined under Monopoly in short run and long run?
7. What is Rent? Explain different theories of determination of Rent.

UNIT-IV

8. Explain Keynes Psychological Law of Consumption and its Importance.
9. What is Trade Cycle? Explain different theories of Trade Cycle.

SECTION-C

10. **Case Study:**

The demand function for beer in a city $Q_d = 400 - 4P$

Where Q_d = the quantity demanded of beer (in '000 bottles per week)

P = the price of beer per bottle

Questions :

- a) Construct a demand curve assuming price Rs. 10, 12, 15, 20 and 25 per bottle.
- b) At what price would demand be zero?
- c) If the producer want to sell 3,80,000 bottles per week, what price should it charge?

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MBA (IB) (Sem.-1)

QUANTITATIVE TECHNIQUES

Subject Code : MBA-103-18

M.Code : 75404

Date of Examination : 15-06-2024

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 carrying TWELVE marks.

SECTION-A

- 1. Answer briefly :**

- a) Statistics in Singular Sense
- b) Percentile
- c) Rank Correlation
- d) Conditional Probability
- e) Poisson Distribution
- f) Rule of Dominance
- g) CPM
- h) Least Cost Method.

SECTION-B

UNIT-I

2. Explain features of Statistics. Elaborate scope and limitations of Statistics.
3. The following is the distribution of weights (in lbs.) of 60 students of a class:

Weights:	93 -97	98-102	103-107	108- 11	113-117	118-122	123-127	128-132	Total
No. of Students:	2	5	12	?	14	?	3	1	60

If the mean weight of the students is 110.917, find the missing frequencies.

UNIT-II

4. Obtain the regression lines of Y on X and X on Y from the following data and estimate the blood pressure when the age is 50. Also find the value of coefficient of correlation:

Age (x)	56	42	72	36	63	47	55	49	38	42	63	60
Blood pressure(y)	147	125	160	118	149	128	150	145	115	140	152	155

5. What do you mean by Probability? Explain various approaches to the; calculation of Probability.

UNIT-III

6. A biscuit manufacturing company plans to produce two types of biscuits, one with a round shape and another with a square shape. The following resources are used in manufacturing the biscuits,

- i) Raw material, of which daily availability is 150 kg.
- ii) Machinery, of which daily availability is 25 machine hours.
- iii) Labour, of which daily availability is 40 man-hours.

The resources used are shown in-Table 1. If the unit profit of round and square biscuits is Rs 3.00 and Rs 2.00 respectively, how many round and square biscuits should be produced to maximize total profit?

Resources	Requirement/Unit		Daily availability
	Round	Square	
Raw Material	100	115	1500 grains
Machine	10	12	720 minutes
Manpower	3	2	240 minutes

7. Explain the assumptions made in the game theory. Explain two criteria of Minimax & Maximin of Optimality,

UNIT-IV

8. Obtain the Optimal Solution of Transportation problem using the MODI Method:

Destination

		D ₁	D ₂	D ₃	D ₄	Supply
Source	S ₁	19	30	50	10	7
	S ₂	70	30	40	60	9
	S ₃	40	8	70	20	18
	Demand	5	8	7	14	

9. Explain the Steps involved in solving the Assignment Problem. What is meant by an Unbalanced Assignment Problem? :

SECTION-C

10. Case Study

An Assembly having the following sequence of activities given along with their predecessor in the table below. Draw a network diagram for the assembly :

Activity	Description	Predecessor
A	Pick bolt & washer	-
B	Insert washer in screw	A
C	Fix the bolt in flange	A
D	Screw the nut with bolt	B, C
E	Pick the spanner	D
F	Tighten the nut	E
G	Place the assembly apart	F

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

ACCOUNTING FOR MANAGEMENT AND REPORTING

Subject Code : MBA-104-18

M.Code : 75405

Date of Examination : 19-06-2024

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) Capital
- (b) Accounting Equation
- (c) Contribution
- (d) Rolling Budget
- (e) Inventory Turnover Ratio
- (f) Common Size Statement
- (g) Transfer Pricing
- (h) IFRS.

SECTION-B

UNIT-I

2. Differentiate between financial, cost and management accounting. Briefly describe the various concepts and conventions used in financial accounting.

3. What do you mean by insurance company accounts? Describe the major differences in the preparing insurance company accounts and accounts of a manufacturing company. Also describe the format of balance sheet of a banking company as prescribed by the IRDA.

UNIT-II

4. What is break even analysis? Discuss in detail the assumptions and process for conducting break even analysis. Also briefly describe the practical application of break even analysis in managerial decision making.
5. X Co. Ltd. uses a standard cost system and manufactures product Z. Standard cost per 1000 kg. of output is as under :

Material	Quantity (in Kg.)	Price (in Rs.)
A	1800	2.50
B	1200	4.00
C	1200	1.00

In March, 2021, the company produced 2,00,000 kg of output. Actual consumption was :
Material A - 1,57,000 kg @ Rs. 2.40

Material B - 3 8,000 kg @ Rs. 4.20

Material C - 36,000 kg @ Rs. 1.10

You are required to calculate (a) Material Cost Variance (b) Material Price Variance (c) Material Usage Variance (d) Material Mix Variance and (e) Material Yield Variance.

UNIT-III

6. What do you mean by cash flow statement? Describe the difference between cash and fund flow statements. Discuss various methods of preparing cash flow statement.
7. **Discuss in detail the meaning and applications of the following :**
- (a) Price Level Accounting
- (b) Target Costing.

UNIT-IV

8. Following is the Balance Sheet of Hero MotoCorp Co. Limited for the Financial Years 2022-23 and 2021-22. You are required to prepare the comparative balance sheet of the company and analyse the change in the financial position of the company.

Capital and Liabilities	2022-23 (Rs. in Crores)	2021-22 (Rs. in Crores)
Equity Share Capital	39.97	39.96
Reserves and Surplus	16,629.49	15,718.51
Employees Stock Options	35.63	24.45
Deferred Tax Liabilities [Net]	405.37	383.29
Other Long Term Liabilities	330.58	297.36
Long Term Provisions	198.12	178.07
Trade Payables	4,704.46	4,260.34
Other Current Liabilities	743.83	651.62
Short Term Provisions	175.69	160.42
Total Capital and Liabilities	23,263.14	21,714.02
Assets		
Tangible Assets	5,261.23	5,507.98
Intangible Assets	500.19	298.5
Capital Work-in-Progress	128.55	87.32
Intangible Assets Under Development	335.24	370.88
Non-Current Investments	7,372.48	4,814.66
Long Term Loans and Advances	19.87	59.03
Other Non-Current Assets	608.79	460.69
Current Investments	3,637.88	5,837.66
Inventories	1,434.09	1,122.65
Trade Receivables	2,798.21	2,304.27
Cash and Cash Equivalents	345.5	175.12
Short Term Loans and Advances	23.71	22.81
Other Current Assets	797.4	652.45
Total Assets	23,263.14	21,714.02

9. What do you mean by accounting standards? Describe the role of accounting standards in bringing consistency, transparency, comparability and uniformity in the accounting practice by various companies. Also, describe the various challenges in implementing the accounting standards in India.

SECTION-C

10. Case Study :

Following are the financial ratios of Maruti Suzuki Co. Ltd. for the financial years 2018-2019 to 22-23:

Financial Ratios	2022-23	2021-22	2020-21	2019-20	2018-19
Investment Valuation Ratios					
Face Value	5	5	5	5	5
Dividend Per Share	—	—	—	—	—
Operating Profit Per Share (Rs. in Crores)	364.73	188.9	177.16	242.07	364.25

Net Operating Profit Per Share (Rs. in Crores)	3,892.06	2,924.05	2,329.58	2,504.63	2,849.20
Earnings Per Share	266.46	124.68	140.02	187.06	248.3
Book Value	1998.87	1790.45	1700.44	1603.45	1527.46
Profitability Ratios					
Operating Profit Margin (%)	9.37	6.46	7.6	9.66	12.78
Gross Profit Margin (%)	6.96	3.3	3.29	5	9.27
Cash Profit Margin (%)	9.07	7.22	9.89	11.5	11.86
Net Profit Margin (%)	6.98	4.39	6.23	7.5	8.88
Return On Capital Employed (%)	16.39	8.36	9.91	14.37	22.31
Return On Net Worth (%)	13.28	7.01	8.36	11.48	16.24
Return on Long Term Funds (%)	16.72	8.42	10	14.4	22.38
Liquidity and Solvency Ratios					
Current Ratio	0.61	0.81	0.62	0.63	0.55
Quick Ratio	0.47	0.65	0.48	0.41	0.37
Debt Coverage Ratios					
Interest Cover	55.26	36.82	51.61	53.04	138.92
Total Debt to Owners Fund	0.02	0.01	0.01	0	0
Management Efficiency Ratios					
Inventory Turnover Ratio	27.45	25.01	23.08	23.54	25.9
Debtors Turnover Ratio	44.07	53.3	43.2	35.27	45.56
Investments Turnover Ratio	1.87	1.59	1.33	1.53	1.82
Fixed Assets Turnover Ratio	3.15	2.82	2.31	2.62	3.38
Total Assets Turnover Ratio	1.88	1.6	1.33	1.54	1.84
Asset Turnover Ratio $t^{\wedge}$	1.98	1.63	1.37	1.56	1.91
Cash Flow Indicator Ratios					
Dividend Payout Ratio Net Profit	22.07	35.04	41.29	51.32	38.08
Dividend Payout Ratio Cash Profit	16.42	20.38	24.41	31.65	27.3
Earning Retention Ratio	77.44	63.44	57.06	47.6	61.13
Cash Earning Retention Ratio	83.31	79.11	75.02	67.95	72.3

Using the above financial ratios; you are required to comment on the financial position as well as performance of Maruti Suzuki Co. Ltd.

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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 : 21-06-2024

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. Answer the following :

- a. "Economic conditions affect business". Do you agree?
- b. Fundamental Rights.
- c. Any two objectives of EXIM Policy.
- d. Consumerism.
- e. Intellectual Property Rights.
- f. Indicators of Economic Growth and Development.
- g. Aatmanirbhar Bharat Rojgar Yojana (ABRY).
- h. Agricultural Pricing.

SECTION-B

UNIT-I

2. What do you mean by Business Environment? Describe the importance of Business Environment for the business firm.
3. What do you mean by Monetary Policy? Discuss its objectives and its instruments.

UNIT-II

4. What parameters are applied by the Competition Commission of India to determine if the proposed combination is likely to have appreciable adverse effect on competition in relevant market in India?
5. Discuss in detail the role of public sector enterprises in the economic development of India. Examine briefly various problems faced by Indian Public Sector Enterprises in the recent past.

UNIT-III

6. What are the various types of MNC (Multi National Corporation)? Discuss in detail the benefits of MNCs to the host country.
7. What do you mean by technological environment? Discuss various problems related to technology transfer. What according to you should be done to remove these problems?

UNIT-IV

8. Explain in detail various schemes framed by Government to reduce unemployment in our country.
9. Write detailed note on :
 - a. Social Infrastructure.
 - b. Social Inclusion.

SECTION-C

10. Solve the following case:

Reliance Consultancy Services (RCF) is in the information technology sector. It is currently facing a shortage of skilled man power and is fuelling a hike in employee salaries, which have been posting a 20%-40% growth during the last couple of years. While there is an abundance of trainable human resources, a dearth in skilled manpower is being felt across the industry and this has resulted in a hike in salaries.

Typically, salary jumps happen not only in the conventional manner of being promoted but also because of professionals changing jobs more frequently. The increase in salaries varies from job to job and ranks highest in the IT sector where employees get a hike of over 40% when they join a new establishment. There is no dearth in entry-level human resources as there is a large supply, but a severe shortage is felt in the middle-level positions.

According to Mr. Jugnu, CEO of Reliance Consultancy Services (RCF), many new captive and third party off-shore facilities being set up in the country have led to a competition for skilled human resources that are already scarce. This is also leading to an ever-widening demand-supply gap and raise in the average salary level for all positions, apart from pushing up attrition in existing facilities, he said.

There is new trend of employees moving to multinational companies abroad for higher salaries and global experience. The salary package and working environment is far better than India in countries like USA. Then returning to India with global experience makes for a higher pay and position. This is also one reason for the shortage of skilled man power and hike in employee salaries in the IT sector.

Question:

- a. What problems is Reliance Consultancy Services (RCF) is facing? Suggest some remedies for its problems.
- b. Do you support Globalization?

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Total No. of Pages : 03

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

Subject Code : MBA-106-18

M.Code : 75407

Date of Examination : 25-06-2024

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

1. Write briefly :

- a) Discuss any two myths about Business Ethics.
- b) Any three emerging issues in Business Ethics.
- c) Discuss in brief the concept of Ethical Reasoning.
- d) What do you mean by Environmental Ethics?
- e) What do you mean by CSR through Triple Bottom Line (TBL)?
- f) Give any two arguments in favour of Corporate Social Responsibility.
- g) What are the permissible CSR Activities as per the Companies Act, 2013 in India?
- h) What is the relationship between Strategic Planning and Corporate Social Responsibility?

SECTION-B

UNIT-I

2. Discuss in detail Kohlberg's six stages of moral development. Support your answer with suitable illustrations.
3. Discuss in brief the ethical and social responsibilities of a company towards its competitors, dealers and suppliers.

UNIT-II

4. Discuss in brief the features of ethical dilemmas. What is the process of resolving ethical dilemmas?
5. Discuss in brief the ethical considerations in marketing.

UNIT-III

6. What is the concept of Corporate Social Responsibility? Discuss in detail the various benefits of Corporate Social Responsibility to the company.
7. Discuss in detail various National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.

UNIT-IV

8. Discuss in brief various provisions of the Companies Act, 2013 relating to Corporate Social Responsibility.
9. What is the purpose of Corporate Governance model? Discuss any three Corporate Governance models.

SECTION-C

10. Case Study :

Wal-Mart is the world's largest retail company. It has become very powerful in the modern era. It has aggressively pursued its low-price mantra, bringing better value to consumers and forcing suppliers to innovate. Being so powerful, it can do virtually anything it wants in some areas. Obviously this kind of power has enormous ethical and social implications. Some suppliers suggest that Wal-Mart is able to dictate every aspect of its operations, from product design to pricing, in its efforts to maximize savings for customers. Some suppliers claim they have been forced to reduce staff numbers and even

locate to lower-cost regions, in order to meet the biggest retailer's margin demands. Their fear is that if they hesitate to comply, they risk losing their most lucrative outlet and will find their products quickly replaced by a competitor's on Wal-Mart's shelves. For the customer, seeking keen prices and great choice, there are obvious benefits to Wal-Mart's approach, but perhaps there is also a cost.

Questions :

- a) What are some of the ethical and social implications of the power Wal-Mart and other huge retailers are able to exert?
- b) What action can a company like Wal-Mart take to manage these issues?

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

BUSINESS COMMUNICATION FOR MANAGERIAL EFFECTIVENESS

Subject Code : MBA-107-18

M.Code : 75408

Date of Examination : 27-06-2024

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

Write briefly :

1. What do you understand about business etiquette? Give examples.
2. Importance of Listening
3. Ways to Overcome Glossophobia.
4. Cross-Cultural Communication
5. Semantic Barriers
6. Online Presentation
7. Role Play and Simulation games
8. State the mechanics of Report writing.

SECTION-B

UNIT-I

9. State the essential characteristics of effective communication. Discuss in detail 7C's Model of Communication.
10. Discuss cross-cultural communication. Also, explain the use of social networking technologies in Business communication.

UNIT-II

11. Describe ways for developing effective writing skills. Discuss the importance of analyzing the situation and the audience before a written Business Communication.
12. What is a Report? Explain the major components of report writing.

UNIT-III

13. How does group discussion contribute to successful business communication? Explain the Do's and Don'ts of the process of group discussion.
14. What is a Just-A-Minute presentation? Discuss the strategy for team/group presentations.

UNIT-IV

15. What are good interview-taking techniques? What communication techniques you would use to make correct recruitment?
16. What is the importance of a good resume? Discuss the important elements and layout of a good resume.

SECTION-C

17. **Read the case study about communication and briefly answer the questions at the end:** Mr. John Hauser president of A&E Education in Germany visited a management institute in Chennai. After an informal meeting with the principal director, they moved to a large seminar hall equipped with a multimedia projection system. Jon proposed to give a presentation on his learning Management System Model. He spoke for about 40 minutes, covering the worldwide processes of educational administration and e - management. His presentation used power point and visually supported by graphic data - charts, graphs and diagrams. At places, he was difficult to follow because of the unusual accent in which English is spoken by German. However, the elaborate visual aids helped him put his point across successfully. The power point slides were in the form of bullet

points outlining the structure of the presentation. During the discussion of at the end of John's presentation, the principal director opined that the international model discussed would need to be customized with specific local content, and went on to share his own software model of learning management system. John appreciated the new insight and they agreed to collaborate and integrate the models for marketing the software to educational institutions across India.

Questions :

- a. Does the size of venue affect the quality of presentation?
- b. Discuss the benefits of using PowerPoint and visual aids when giving a presentation to a foreign audience.
- c. What were John's presentation objectives? Was he successful in achieving them.

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MBA/MBA (IB) (Sem.-2)

ENTREPRENEURSHIP AND PROJECT MANAGEMENT

Subject Code : MBA-207-18

M.Code : 76159

Date of Examination: 06-05-2024

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

1. Write briefly :
- a) Rural Entrepreneurship
 - b) Entrepreneurial Mindset
 - c) Opportunity Assessment Plan
 - d) Entrepreneurial Motivation
 - e) Patents
 - f) Bankruptcy
 - g) Demand Analysis
 - h) Social Cost Benefit Analysis.

SECTION-B

UNIT-I

2. Define the term Entrepreneur. How this term is different from Manager? Discuss the functions of an entrepreneur in detail.

3. *"Government has played an important role in Entrepreneurship Development"*. Do you agree? Justify.

UNIT-II

4. Write a detailed note on :

- a) Entry Strategy
- b) Risk Reduction Strategy.

5. Discuss various types of Entrepreneurial Innovation. Explain the process of product planning and development.

UNIT-III

6. *"In the last decade, various entrepreneurial ventures have failed in India"*. Highlight various reasons that are responsible for the failure of an entrepreneurial venture.
7. Define the term Business Plan. Discuss its scope. Explain how business plan can be implemented?

UNIT-IV

8. Discuss various steps that are required for the generation and screening of Project Ideas.
9. Define the term Project Financing. Discuss various Post Audit and Administrative aspects of Project Review in detail.

SECTION-C

10. Case Study :

Women entrepreneurship in India: A case study of Jaishree Kabra of Kothari Silk : A lot of adapted analogues of entrepreneurship that would fit into the rural development context, argued here, is the broader one, the one which defines entrepreneurship as : "a force that mobilizes added assets to accommodate unmet bazaar demand", the adeptness to actualize and body something from about nothing", "the action of creating amount by affairs calm an altered amalgamation of assets to accomplishment an opportunity". This is why entrepreneurship is advised to be a prime mover in development and why nations, regions and communities that actively advance entrepreneurship development, authenticate abundant college advance ante and appropriately college levels of development than nations, regions and communities whose institutions, backroom and adeptness arrest entrepreneurship.

Women entrepreneurs have tremendous potential in empowering and transforming society, thus synthesizing social progress and economic development. Jaishree's dynamic

and adaptive team generates 20 to 25 samples every day and churns out 2 to 3 catalogues every month, each catalogue having 12 to 18 designs. They claim that none of their designs is ever repeated. At any given time 6 to 7 teams are working on separate mandates. Each such team comprises sketchers, punchers and fashion designers. The sketcher puts the ideas on paper, the puncher converts the image on paper into electronic format on a computer and the designer then assembles all the creative ideas on the computer into a coherent design for printing. All this work is related to just one product, dress material, basically for Punjabi suits. In market parlance, it is known as SKD (salwar Kameez Dupatta set). Women are now proving to the world that their role in society is no more limited to that of a consumer but they can also play a major role as an enabler to bring those products and services to the consumer, which has been very ably proved by Jaishree's design studio, a part of Kothari Silk Mills.

Increased opportunities for women have provided them with skills which have resulted in more opportunities to pursue economic independence. Entrepreneurship match between the entrepreneur's time span of comfort and the time span demands of the Endeavour will contribute to the potential success or failure of the Endeavour, as well as indicate when measures of success should be taken in entrepreneurship with a clear vision. Entrepreneurs, strategies of industrialization often depend upon the emergence & development of entrepreneurial skills and an appropriate environment.

Answer the following questions :

- a) Elucidate the details of women's entrepreneurship and possible outcomes of this case.
- b) What will be the reasons behind entrepreneurial development in the case of the present study?
- c) Suppose if you are the women entrepreneur, explain the role played by you for the economic development.

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Total No. of Questions : 10

Total No. of Pages : 03

MBA (Sem-2)

CORPORATE FINANCE AND POLICY

Subject Code : MBA206/21

M.Code : 92177

Date of Examination : 11-05-2024

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. Answer briefly :
- What is EPS?
 - What is Capital Rationing?
 - What is Leverage?
 - What is Risk Analysis?
 - What is Business Risk?
 - Define Cost of Equity.
 - What is Payback period?
 - What is Float?

SECTION-B

UNIT-I

2. Why financial management knowledge is important for a growing business in today's world.
3. Write notes on the following :
 - a) Concept of Valuation
 - b) Corporate Finance.

UNIT-II

4. Explain the determinants of a capital structure.
5. Discuss EBIT/EPS Analysis in detail.

UNIT-III

6. Discuss the concept of trading on equity.
7. What is Capital Budgeting? Discuss major techniques of analysis.

UNIT-IV

8. Discuss the dividend decision in detail.
9. Discuss major factors affecting the working capital of a business firm in detail.

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 : 22-05-2024

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. Answer briefly:**
- i) Define Facility Location.
 - ii) Discuss the concept of Batch production systems.
 - iii) What do you understand by capacity planning?
 - iv) Explain the benefits of Six Sigma.
 - v) What is the utility of acceptance sampling?
 - vi) Elaborate the importance of value analysis in Production Management.
 - vii) Explain the Transformation Process Model.
 - viii) What are the responsibilities of an operations manager?

SECTION-B

UNIT-I

2. Discuss the need and importance of new product design and development. Explain the steps involved in new product design & development, with examples.

3. Discuss the objectives of plant location. What are the various important factors to be kept in mind while deciding on a new plant location? Give examples.

UNIT-II

4. Discuss the concept and importance of Capacity Planning. What are the factors affecting capacity planning?
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 J.I.T with illustrations. Discuss Kanban technique of Inventory Management.
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.
- 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	8	150,000
2	40	2,700
3	84	450
4	72	13,700
5	900	250
6	2,400	690
7	500	81
8	9	500
9	97	6,500
10	5	350,000

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Roll No.

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Total No. of Pages : 03

Total No. of Questions : 10

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

Subject Code : MBA-204-18

M.Code : 76156

Date of Examination : 21-05-2024

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 short note on :

- (a) Competencies of HR Manager
- (b) Importance of HRP
- (c) HRM and HRD
- (d) Career Counselling
- (e) Elements of compensation
- (f) QWL
- (g) Approaches of IR
- (h) HR Audit.

SECTION-B

UNIT-I

2. Discuss the steps in integrating HR strategy with Business strategy. Differentiate between SHRM and HRM.
3. What is Job Analysis? Discuss the methods of Job Description and Job Specification with relevant examples.

UNIT-II

4. What are the sources of Recruitment? Discuss various steps involved in the process of Selection.
5. What is Internal Mobility? Explain different types of Internal Mobility with suitable examples.

UNIT-III

6. What is Performance Appraisal? Discuss various methods of Performance Appraisal in detail.
7. Discuss the provisions related to Health and Safety of employees at workplace.

UNIT-IV

8. **Write a note on the following :**
 - (a) Participative Management
 - (b) Grievance Handling.
9. Write a detailed note on Human Resource Management practices prevalent in India.

SECTION-C

10. Case study of workers participation in aristocrat baggage company-

The Aristocrat Baggage Company was suggested a consultative input regarding an Innovation on the dispatch procedure provided by an operator Mr. Raman. The

suggestion was initially ignored. Two years after the incident, the Company appointed a New Dispatch Manager. A year later, the newly appointed manager gave a formal introduction to a New Dispatch procedure and it was similar to the idea provided by Mr. Raman almost three years back. The company accepted the idea provided by the Manager and this led to an emotional distress in the mind of Mr. Raman.

Questions :

- (a) Why emotional distress arose in the mind of Mr. Raman?
- (b) Should it be any criteria for the suggestion committee to accept or reject any suggestion of workers?
- (c) What are the various parameters used by management to assess the idea?

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Total No. of Questions : 10

Total No. of Pages : 03

MBA (Sem-2)

MARKETING MANAGEMENT

Subject Code : MBA203/21

M.Code : 92176

Date of Examination : 08-05-2024

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

1. Answer briefly :
- a) What are the earlier marketing ideas?
 - b) What do you understand by the marketing concept?
 - c) How to identify the target audience?
 - d) Define advertising.
 - e) Role of personal selling.
 - f) What is Brand Value?
 - g) Define the Rural Marketing
 - h) How retailing is different from wholesaling?

SECTION-B

UNIT-I

2. Describe the buying process. What are the factors affecting the consumer buying behaviour?

3. What is marketing management and how it is different from selling? Elaborate in details the marketing mix with an example.

UNIT-II

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

UNIT-III

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

UNIT-IV

8. Describe the digital marketing. What are the strategies for digital marketing?
9. Critically comments on Event marketing, Network marketing, Buzz marketing and Social marketing.

SECTION-C

10. Case Study :

For many years McDonald's enjoyed worldwide success build on a few well-known highly standard conditions. The company with the golden arches served a simple menu hamburgers, French fries, and milk-shakes or soft drinks. The food was priced low, its quality was consistent, and it was served speedily from establishments that all looked alike and were extremely clean. In recent years, however, McDonalds has seen its growth rate slow down and its dominant market position slip. Why? The changes that have been occurring in the company's external environment. Let's start with the population scene. For many years McDonald's main customer group was young couples with several kids. Today, people are marrying at a much later age and families have fewer children. So, McDonald's traditional customer bases are eroding. Then there are the cultural changes. Also, consumers have become more health conscious. Let's face it burgers, fries and shakes (foundation of McDonald's success are not exactly at the top of the dietician's menu recommendations today). Consumers want convenience. In the past, they hopped in the car and drove to McDonald's. Today they can pop something into the microwave oven or phone Domino's to have a pizza delivered : Another challenge came as consumers became more concerned about their physical environment. McDonald's polystyrene hamburger packaging was attacked by people who demand the use of

recycled and/or biodegradable products. Paralleling all these challenges were the growing number and effectiveness of competitors.

Questions :

- a) What should be the course of action to regain its dominant market position and to tackle competition?
- b) List out and discuss, the major environmental changes being faced by McDonald's.

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Total No. of Questions : 10

MBA / MBA(IB) (Sem.-2)

LEGAL ENVIRONMENT FOR BUSINESS

Subject Code : MBA-202-18

M.Code : 76154

Date of Examination : 16-05-2024

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

1. Write short notes on:
- a) Explain the terms Pledge and Bailment.
 - b) What is the legality of the object?
 - c) Explain any two principles of sales of goods.
 - d) What is the performance of the contract?
 - e) *Does the death of a partner dissolve a partnership firm?* Comment.
 - f) What is a Promissory Note?
 - g) Explain the concept of "Resolution".
 - h) Discuss the qualifications of a Director.

SECTION-B

UNIT-I

2. *"The legal system of a country is part of its social system and reflects the social, political, economic, and cultural characteristics of the society."* Comment on this statement by bringing out the structure of the Indian Legal System.
3. Explain when consent is said to be free and when it is not considered to be free.

UNIT-II

4. Elucidate in detail the Sales of Goods Act.
5. Write a detailed note on the Transfer of Ownership and Property.

UNIT-III

6. Explain in detail the liability of the banker and drawer in case of dishonour of a cheque.
7. *"A business firm seeks new partners with business expansion being one of the driving motives."* Comment on the statement with regard to the admission of a partner in a partnership firm.

UNIT-IV

8. Differentiate between the Company and Partnership Firm. Also, discuss the types of companies.
9. Discuss in detail the definition and features of a company.

SECTION-C

10. Case study :

- a) Which of the following is a bill of exchange? Give reasons.
 - i. "To Anderson, Dear Sir, We hereby authorize you to pay on our account, to the order of Wolf, the sum of six thousand rupees."

ii. "Rs. 500" "Pay to my order the sum of five hundred rupees, for value received."
It is neither signed by any person as drawer nor addressed to any person as drawee. It is accepted by Lam.

b) Ramaswami proposed to sell his house to Ramanathan. Ramanathan sent his acceptance by post. The next day, Ramanathan sends a telegram withdrawing his acceptance. Examine the validity of the acceptance in the light of the following :

i. The telegram of revocation of acceptance was received by Ramaswami before the letter of acceptance.

ii. The telegram of revocation and letter of acceptance were both reached together.

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Roll No.

Total No. of Questions : 10

BUSINESS ANALYTICS FOR DECISION MAKING

M.Code : 76153

Time : 3 Hrs.

Max. Marks : 60

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.

1. Answer the following questions in 2-3 lines :

- What is meant by Inferential Statistics?
- What are the different types of classification?
- What is the null hypothesis?
- What is a Type-1 error?
- What is Multiple Regression?
- What is Auto Correlation?
- What are Index numbers?
- What are linear equations?

SECTION-B

UNIT-I

2. Discuss the need and applications of inferential statistics in business. Explain by citing examples.
3. **Write notes on :**
 - a) Applications and limitations of probability methods of sampling.
 - b) Relationship between sample size and errors.

UNIT-II

4. Discuss the need and relevance of the hypothesis in statistical analysis. Explain by citing examples.
5. **Write notes on :**
 - a) Applications of F-test
 - b) Applications of ANOVA

UNIT-III

6. Discuss the role and applications of forecasting in business. Explain by citing examples.
7. **Write notes on :**
 - a) Assumptions of regression
 - b) Methods of forecasting

UNIT-IV

8. Discuss the importance of Index numbers in managerial decision-making. Explain by citing examples
9. **Write notes on :**
 - a) Test of consistency in index numbers
 - b) Least square method

SECTION-C

10. The three samples below have been obtained from normal populations with equal variances. Test the hypothesis that the sample means are equal

8	7	12
10	5	9
7	10	13
14	9	12
11	9	14

The table values of F at 5 % level of significance for Degrees of freedom₁ = 2, Degrees of freedom₂ = 12 is 3.88

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Total No. of Pages : 03

Total No. of Questions : 10

MBA \ MBA (IB) (Sem.-2)

COMPUTER APPLICATIONS FOR BUSINESS

Subject Code : MBAGE-201-18

M.Code : 76160

Date of Examination : 27-05-2024

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 :

- a) What is PROM?
- b) What are the functions of the CPU?
- c) What are the various versions of Windows?
- d) Discuss the functions of an Operating System.
- e) What are special symbols in MS Word?
- f) What is the utility of the page break function in MS Word?
- g) What is a content wizard in MS Powerpoint?
- h) What is sorting in MS Access?

SECTION-B

UNIT-I

2. *"Managers cannot operate without the application of computers"*. Comment on this statement by citing examples.
3. **Write notes on :**
 - a) Classification of computers on the basis of generation
 - b) Important input and output devices.

UNIT-II

4. Discuss the reasons for the widespread application of windows as an Operating System. Explain by citing examples.
5. **Write short on :**
 - a) Basic commands of Windows
 - b) Discuss various components of MS Office .

UNIT-III

6. Discuss the important features of MS Power point from business perspective.
7. **Write notes on :**
 - a) Applications of indents and outdents
 - b) Various formatting commands in MS Word .

UNIT-IV

8. Discuss how MS Access can be applied in handling work at your department? Explain by citing examples.

9. **Write notes on :**

- a) Important statistical functions in Excel
- b) Application of MS Excel

SECTION-C

Case Study :

10. The release of various new versions of operating systems has brought about increased competition within industries and companies due to the use of new and improvised operating systems in the companies to facilitate the working progress. The various famous operating systems are inclusive of the Microsoft Windows operating system and the Mac OS. The problem statement in this case scenario is the need for upgrading the operating systems on the 5000 computers in the Soap-n-Suds international soap manufacturing company. Before installing a specified operating system, there is a need for comparison between the different systems capable of running on various desktop environments. The elements to be taken into consideration are inclusive of the hardware components and their software requirements specification. These are briefly discussed below.

Microsoft Windows

This is the most common and advisably used operating system around the globe. This is because it is easier to use and offers a series of graphical interfaces that are very much appealing to the eye.

Mac OS

The Mac operating system is a large software system component initiative offered by the famous Apple Inc. technology Firm. It provides a variety of multiple products and services within its operating system, like the general graphical interface design and shared application frameworks, which are majorly compatible with Mac or Apple-labelled computers. The compatibility on non Apple PCs is limited to Intel desktop based systems or Intel-based motherboards.

Case Study Question :

Based on your knowledge, which operating system would you recommend for Soap-n-Suds international soap manufacturing company? Explain by comparing features of Windows and Mac OS.

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5. What is your present vision of happiness and prosperous life?

ਸੁਖ ਅਤੇ ਸਮ੍ਰੱਥੀ ਜੀਵਨ ਦੇ ਕਾਰੇ ਮੇਂ ਆਪਕਾ ਵਰਤਮਾਨ ਦ੍ਰਿਸ਼ਟੀਕੋਣ ਕਯਾ ਹੈ?

ਖੁਸ਼ਹਾਲੀ ਅਤੇ ਖੁਸ਼ਹਾਲ ਜੀਵਨ ਬਾਰੇ ਤੁਹਾਡਾ ਮੌਜੂਦਾ ਦ੍ਰਿਸ਼ਟੀਕੋਣ ਕੀ ਹੈ?

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

ਨੈਤਿਕ ਮਾਨਵੀ ਆਚਰਣ ਕਯਾ ਹੈ? ਮੁੱਲਾਂ, ਨੀਤੀਆਂ ਅਤੇ ਚਰਿਤਰ ਦੇ ਸੰਦਰਭ ਮੇਂ ਕ੍ਰਿਅਾ ਕਰੋ।

ਨੈਤਿਕ ਮਨੁੱਖੀ ਆਚਰਣ ਕੀ ਹੈ? ਮੁੱਲਾਂ, ਨੀਤੀਆਂ ਅਤੇ ਚਰਿਤਰ ਦੇ ਰੂਪ ਵਿੱਚ ਵਿਆਖਿਆ ਕਰੋ।

SECTION-C

(5 × 6 = 30)

7. "Human values are universal and naturally acceptable, hence these are to be explored and realized, not be enforced". Comment.

"ਮਾਨਵੀ ਮੁੱਲ ਸਾਰਵਭੌਮਿਕ ਅਤੇ ਸਵਾਭਾਵਿਕ ਰੂਪ ਦੇ ਅਨਿਵਾਰਯ ਹਨ, ਇਸਲਈ ਇਨ੍ਹਾਂ ਨੂੰ ਖੋਜਣਾ ਅਤੇ ਮਹਸੂਸ ਕਰਨਾ ਜ਼ਰੂਰੀ ਹੈ, ਲਾਗੂ ਨਹੀਂ ਕਰਨਾ ਜ਼ਰੂਰੀ ਹੈ।" ਟਿੱਪਣੀ ਕਰੋ।

"ਮਨੁੱਖੀ ਕਦਰਾਂ-ਕੀਮਤਾਂ ਸਰਵਵਿਆਪਕ ਅਤੇ ਕੁਦਰਤੀ ਤੌਰ 'ਤੇ ਸਵੀਕਾਰਯੋਗ ਹਨ, ਇਸ ਲਈ ਇਹਨਾਂ ਦੀ ਪੜਚੋਲ ਅਤੇ ਅਨੁਭਵ ਕੀਤਾ ਜਾਣਾ ਚਾਹੀਦਾ ਹੈ, ਲਾਗੂ ਨਹੀਂ ਕੀਤਾ ਜਾਣਾ।" ਟਿੱਪਣੀ ਕਰੋ।

OR

What do you mean by mutual fulfillment in nature? Give a few examples.

ਪ੍ਰਕ੍ਰਿਤਿ ਮੇਂ ਪਾਰਸਪਰਿਕ ਸੰਤੁਲਿਤੀ ਤੋਂ ਆਪ ਕਯਾ ਸਮਝਦੇ ਹੋ? ਕੁਝ ਉਦਾਹਰਣਾਂ ਦਿਓ।

ਕੁਦਰਤ ਵਿੱਚ ਆਪਸੀ ਪੂਰਤੀ ਤੋਂ ਤੁਹਾਡਾ ਕੀ ਮਤਲਬ ਹੈ? ਕੁਝ ਉਦਾਹਰਣਾਂ ਦਾ ਹਵਾਲਾ ਦਿਓ।

8. Describe in brief the salient values in human relationships.

ਮਾਨਵੀ ਰਿਸ਼ਤਿਆਂ ਮੇਂ ਸੰਬੰਧਿਤ ਮੁੱਖ ਮੁੱਲਾਂ ਦਾ ਵਿਵਰਣ ਕਰੋ।

ਮਾਨਵੀ ਰਿਸ਼ਤਿਆਂ ਵਿੱਚ ਸਬੰਧਿਤ ਮੁੱਖ ਮੁੱਲਾਂ ਦਾ ਵਰਨਣ ਕਰੋ।

OR

How does the feeling of Self-regulation facilitates the correct appraisal of our physical needs?

स्व-नियमन की भावना हमारी भौतिक आवश्यकताओं के सही मूल्यांकन को कैसे सुविधाजनक बनाती है?

ਸਵੈ-ਨਿਯਮ ਦੀ ਭਾਵਨਾ ਸਾਡੀਆਂ ਸਰੀਰਕ ਲੋੜਾਂ ਦੇ ਸਹੀ ਮੁਲਾਂਕਮ ਦੀ ਸਹੂਲਤ ਕਿਵੇਂ ਦਿੰਦੀ ਹੈ?

9. Compare the four Orders in Nature on the basis of their salient aspects.

ਮੁੱਖ ਪਹਲੂਆਂ ਦੇ ਆਧਾਰ ਪਰ ਪ੍ਰਕ੍ਰਿਤਿ ਮੇਂ ਚਾਰ ਆਦੇਸ਼ਾਂ ਦੀ ਤੁਲਨਾ ਕਰੋ।

ਮੁੱਖ ਪਹਿਲੂਆਂ ਦੇ ਆਧਾਰ ਉੱਤੇ ਕੁਦਰਤ ਵਿੱਚ ਚਾਰ ਆਦੇਸ਼ਾਂ ਦੀ ਤੁਲਨਾ ਕਰੋ।

OR

What is the outcome when we try to identify relationships based on the exchange of physical facilities?

ਜਦੋਂ ਅਸੀਂ ਭੌਤਿਕ ਸਹੂਲਤਾਂ ਦੇ ਆਦਾਨ-ਪ੍ਰਦਾਨ ਦੇ ਆਧਾਰ 'ਤੇ ਰਿਸ਼ਤਿਆਂ ਦੀ ਪਛਾਣ ਕਰਨ ਦੀ ਕੋਸ਼ਿਸ਼ ਕਰਦੇ ਹਾਂ ਤਾਂ ਨਤੀਜਾ ਕੀ ਹੁੰਦਾ ਹੈ?

10. Right understanding in the individual is a basis for harmony in the family. Which is the building block for harmony in society? Give your comments.

ਵ्यक्तियों में सही समझ ही परिवार में सामंजस्य का आधार है। समाज में समरसता का आधार कौन सा है? अपनी टिप्पणियाँ दीजिये।

ਵਿਅਕਤੀਆਂ ਵਿੱਚ ਸਹੀ ਸਮਝ ਪਰਿਵਾਰ ਵਿੱਚ ਸਦਭਾਵਨਾ ਦਾ ਆਧਾਰ ਹੈ। ਸਮਾਜ ਵਿੱਚ ਸਦਭਾਵਨਾ ਦਾ ਨਿਰਮਾਣ ਆਧਾਰ ਕਿਹੜਾ ਹੈ? ਆਪਣੀਆਂ ਟਿੱਪਣੀਆਂ ਦਿਓ।

OR

What are the problems faced due to the wrong notions about happiness and prosperity?

ਸੁਖ ਅਤੇ ਸਮ੍ਰੱਥੀ ਦੇ ਕਾਰੇ ਮੇਂ ਗਲਤ ਧਾਰਨਾਵਾਂ ਦੇ ਕਾਰਣ ਪੇਸ਼ ਆ ਰਹੀ ਸਮਸ਼ਿਆਂ ਕਯਾ ਹਨ?

ਖੁਸ਼ੀ ਅਤੇ ਖੁਸ਼ਹਾਲੀ ਦੇ ਬਾਰੇ ਗਲਤ ਧਾਰਨਾਵਾਂ ਦੇ ਕਾਰਨ ਕੀ ਸਮੱਸਿਆਵਾਂ ਪੇਸ਼ ਆ ਰਹੀਆਂ ਹਨ?

11. What do you mean by mutual fulfillment in nature? Cite a few examples.

ਪ੍ਰਕ੍ਰਿਤਿ ਮੇਂ ਪਾਰਸਪਰਿਕ ਸੰਤੁਲਿਤੀ ਤੋਂ ਆਪ ਕਯਾ ਸਮਝਦੇ ਹੋ? ਕੁਝ ਉਦਾਹਰਣਾਂ ਦਿਓ।

ਕੁਦਰਤ ਵਿੱਚ ਆਪਸੀ ਪੂਰਤੀ ਤੋਂ ਤੁਹਾਡਾ ਕੀ ਮਤਲਬ ਹੈ? ਕੁਝ ਉਦਾਹਰਣਾਂ ਦਾ ਹਵਾਲਾ ਦਿਓ।

OR

What do you mean by conformance? Explain the conformance in the four orders.

अनुरूपता से आप क्या समझते हैं? चारों आदेशों में अनुरूपता स्पष्ट कीजिए।

ਅਨੁਕੂਲਤਾ ਤੋਂ ਤੁਹਾਡਾ ਕੀ ਮਤਲਬ ਹੈ? ਚਾਰ ਆਦੇਸ਼ਾਂ ਵਿੱਚ ਅਨੁਕੂਲਤਾ ਦੀ ਵਿਆਖਿਆ ਕਰੋ।

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Roll No.

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 : 12-06-2024

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 a short note on the following:

- a. Emotional intelligence
- b. Determinants of personality
- c. Types of job-related attitudes
- d. Group cohesiveness
- e. Sources of stress
- f. Types of power
- g. Characteristics of a learning organization
- h. Outline the Johari window model.



SECTION-B

UNIT-I

2. Define Organizational Behavior. What are the various challenges and opportunities faced by OB Managers? How does OB help in dealing with these challenges?
3. What is learning? Discuss the importance and principles of learning. Explain the process of learning with the help of learning theories.

UNIT -II

4. Define perception. Elaborate on the steps of the perceptual process; with suitable examples.
5. State the characteristics of an effective leader. Explain various styles of leadership based on behavioral theories of leadership.

UNIT -III

6. Differentiate between formal and informal groups. Explain the stages of group formation with suitable illustrations.
7. What do you understand by organizational culture? What are the various dimensions of organizational culture? How an organization's culture be created and sustained?

UNIT -IV

8. What do you understand by organizational design? Discuss its importance. Briefly elaborate on various dimensions of organizational design.
9. Define conflict. What are various sources of conflict? What steps can be followed to manage an organizational conflict?

SECTION-C

10. Case study

Anyone who has had to work in a team knows that teamwork and collaboration are not always easy. Simply putting people into groups and giving them autonomy does not necessarily make them an effective team. Because self-directed teams are increasingly being used across different industries, understanding how to improve team effectiveness is crucial. This is especially important for companies whose business relies heavily on such teams and their creativity and innovation—for instance, Google.

Google has sought to foster a collaborative working culture by minimizing organizational hierarchy and bureaucracy, and it strives to attract the best talent by offering various employee benefits like generous leave policies and flexibility, even the opportunity to use 20 percent of their time at work on self-devised projects. Yet in 2012, the senior management team was concerned to find that teams across the organization showed hugely varied levels of performance. To discover the secret of a perfect team, Google launched Project Aristotle, named after a quote attributed to him: "The whole is greater than the sum of its parts." Working with researchers from Harvard Business School, the project team analyzed a huge amount of statistical and interview data, tracking 180 teams of different sizes over a period of two years. They tested a range of factors, including personality traits, interests, educational background, and the role of rewards and incentives. What they found was that the key factors of successful teams were not about the individuals but the team environment and the processes of working together. The greatest difference to team performance was made by "psychological safety." Psychological safety is about creating a safe team environment that allows members to take interpersonal risks. What fosters psychological safety is empathy, encouraging healthy and fair debates, equal opportunity to discuss different opinions, and importantly, ensuring a no-blame culture where team members believe that they would not be punished, rejected, or ridiculed for making mistakes. Commenting on the results of Project Aristotle, Paul Santagata, the then head of industry at Google, remarked that Google's success is based on a willingness to take risks. The project identified, four key elements of high-performing teams: dependability within the team; structure and clarity of tasks; standards and expectations; and the meaning and impact of the work that the team is doing.

In today's global world, it is important for companies to consider whether the same factors of effective teamwork apply in different parts of the world—with different cultures. While it may seem that the project was done a long time ago, the relevance of its findings, and the emphasis on the importance of psychological safety in particular, was again illuminated after the outbreak of the COVID-19. With employees still dealing with the workplace of the "new normal," psychological safety has become even more important as hybrid or remote teams strive to find ways to work effectively.

Questions :

- a. Why do you think psychological safety is important for increasing team performance?
- b. Why do you think teams and organizations sometimes find it difficult to create psychological safety?
- c. How do you think psychological safety can be improved in teams?

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Roll No.

Total No. of Questions : 10

Total No. of Pages : 02

MBA (Sem.-3)
MARKETING RESEARCH

Subject Code : MBA 302/18

M.Code : 76890

Date of Examinaton : 14-06-2024

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 Case Study carrying TWELVE marks.

SECTION-A

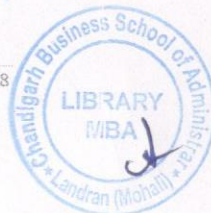
1. Write briefly:

- a) Scope of Marketing Research.
- b) Discriminant validity
- c) Measurement Errors in Marketing
- d) Correlation Analysis
- e) Research design
- f) Dependent and independent variables
- g) Syndicated sources of data
- h) Test-retest Reliability.

SECTION-B

UNIT-I

2. Explain the advantages -and limitations of secondary data. Critically examine the various Commercial and Non-commercial Sources of Secondary Data for Marketing Research.
3. "A descriptive research design is more formal and rigid than an exploratory research design." Comment on the statement.



UNIT-II

4. XYZ Limited is one of the leading FMCG companies. You are appointed as a marketing manager in the company. The company CEO wants to add new products to their existing food segments. As a marketing manager, design appropriate research proposal which can be presented to company investors.
5. Discuss the relevance and significance of observational research in marketing.

UNIT-III

6. "Questionnaire construction is more of an art than a science". Examine this statement.
7. Explain the various types of measurement scales along with their advantages and disadvantages.

UNIT-IV

8. Write short notes on :

- a) Regression Analysis
- b) Factor Analysis
9. Discuss the basic computations of Descriptive Statistics as a part of data preparation in SPSS.

SECTION-C

10. CASE STUDY:

Sheetal Ice Cream wants to set up various soft cone vending machines at various shopping malls and other shopping places. The Unique Selling Proposition (USP) of the ice cream is that it is less sweet, low in calories, and yet very thick and creamy. They have 5 flavors i.e. vanilla, dark cocoa, coffee, butterscotch, and strawberry. They also have unique real fruit flavors in orange, kiwi, black currant, and mixed fruit.

Before they launch the ice cream they need to know the taste preferences, buyers' behavior towards their spending power, and frequency of eating ice cream. The ice cream is targeted at health-conscious consumers.

Questions :

- a) What is the research process? Explain the research process for the above Case.
- b) As a researcher which researcher design would you use? Justify your choice.
- c) Which technique you would recommend for the data collection?

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Roll No.

Total No. of Pages : 03

Total No. of Questions : 10

MBA (Sem.-3)

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Subject Code : MBA 911/18

M.Code : 76896

Date of Examination : 28-05-2024

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 Case Study carrying TWELVE marks.

SECTION-A

1. Write briefly :

- (a) Expected Return
- (b) Secondary Market
- (c) Intrinsic Value
- (d) Momentum Investing
- (e) Primary Movement
- (f) Portfolio
- (g) Call Option
- (h) Behavioural Finance.

SECTION-B

UNIT-I

2. Differentiate between speculation, investment and gambling. Briefly describe the process of investment management.
3. What do you mean by foiling settlement? Describe in detail the trading and settlement mechanism in the Indian stock market.

UNIT-II

4. What do you mean by margin of safety? Briefly discuss the role and importance of margin of safety in long-term investment. Discuss in detail the various factors that affect margin of safety of a stock as per the fundamental analysis.
5. 'Fundamental analysis helps the value as well as growth investors in selecting the best suitable stocks as per the investment philosophy of the investors'. Elucidate with suitable examples.

UNIT-III

6. 'Price patterns, trading volume, open interest, market breadth, signals from related markets etc. are the key inputs for conducting technical analysis and the chartists read and infer the various technical charts in the light of above parameters'. Comment. Give suitable examples in support of your answer.
7. What do you mean by portfolio management? Discuss the process of portfolio management. Give suitable examples in support of your answer.

UNIT-IV

8. What do you mean by efficient frontier? Discuss the assumptions of Markowitz model, which suggest efficient frontier. Also, briefly discuss the various limitations of Markowitz model.
9. Differentiate between forward and futures contracts. Briefly describe how forward and futures contracts can be used for speculation, hedging and arbitrage? Show hypothetical payoffs in support of your answer.



SECTION-C

10. Case Study :

Given below is some key information pertaining to seven Indian mutual fund schemes :

Mutual Fund Scheme	Return	Standard Deviation	Beta
Nifty 50 Index Fund	4.50%	16.1	0.94
Sensex 30 Index Fund	15.40%	18.2	1.09
ELSS Tax Saver	9.00%	17.9	1.09
Midcap Opportunity Fund	12.90%	20.4	1.22
Small Cap Fund	12.30%	17.6	1.04
Banking Sector Fund	9.00%	16.1	1.00
ESG Fund	6.40%	17.9	1.04

The average borrowing rate on 91 day T-bills of 5.5% is assumed as the risk free rate. On the basis of above information, you are required to:

- Rank the above seven funds using the Sharpe, Treynor and Jensen Ratios.
- Which of the above portfolios is best diversified and which is least diversified?

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Roll No.

Total No. of Questions : 10

Total No. of Pages : 03

MBA (Sem.-3)
MANAGEMENT OF FINANCIAL SERVICES

Subject Code : MBA-912-18

M.Code : 76897

Date of Examination : 28-06-2024

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 Case Study carrying TWELVE marks.

SECTION-A

1. Write briefly :

- a) Financial services
- b) Reinsurance
- c) Rematerialisation
- d) CARE
- e) Merchant Banker
- f) Debit Card
- g) Base 1
- h) Liquidity Risk.

SECTION-B

UNIT-I

2. "In spite of suitable legislative measures, the Indian Financial Services remains weak." Comment.
3. Discuss functions of Depository Participants. Elaborate SEBI guidelines related to Depository System.

UNIT-II

4. Discuss the Code of Conduct laid down for Merchant Bankers by SEBI. Why is it required?
5. Define Leasing. Explain different kinds of Leasing.

UNIT-III

6. Trace out the development in the field of Securitisation in India and abroad. Discuss future prospects of securitisation.
7. What do you mean by Plastic Money? Discuss factors affecting utilisation of Plastic money in India.

UNIT-IV

8. Write a short note on :

- a) GAP
- b) Simulation Technique of ALM.

9. What are Interest Rate Swaps? Discuss how Swaps are used as Risk Management Tool.

SECTION-C

10. Case Study

Consider the following balance sheet of a Financial Institution for the year ended March, 2022.
(Rs. Crore)

Capital	520	Cash and bank balances	350
Reserves	930	Cash with RBI	2,530
Deposits	20,500	Investments	9,920
Borrowings	2,400	Credit	10,500
Other liabilities and provisions	1,650	Fixed assets	1,620
		Others	1,080
	26,000		26,000



7

The bank is projecting a growth rate of 50% in deposits and 75% in advances. The CRR and SLR are expected to remain at 8% and 25% respectively. The change in investments will only in the form of increase in SLR investments. The return on assets which is currently at 1.50% is expected to increase to 2.00% of existing assets. The current capital adequacy is 8.53.

Project the balance sheet for the next year. Find out the additional capital to be raised to support the projected level of business. Make suitable assumptions and indicate the same.

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Roll No.

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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 : 24-06-2024

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 Case Study carrying TWELVE marks.

SECTION-A

Write briefly:

1. Characteristics of Services.
2. Challenges of service design.
3. Service culture.
4. Customer Expectation of service.
5. Why is physical evidence is important for service sector?
6. Explain self-service technologies.
7. What are waiting line strategies?
8. Explain the term Service scape.

SECTION-B

UNIT-I

9. Explain the gaps model of service quality with examples.
10. Discuss the growth and role of services in Indian economy and its significance for economic development.



satisfied. The bank stresses on being efficient and effective in its processes for its customers. For that, it trains its employees regularly. Nowadays, when everything is happening online, and the pandemic is hitting the world, HDFC bank is also providing all of its services online with a smooth website and a mobile app. Its phone banking services are also quite good and keep the consumers happy. It also provides robotic assistance to its consumers.

The physical presence of HDFC bank is strong all across India, including rural India. Although all the services are available online, people can still locate the physical branches in the nearby area. Most branches are located in small towns and metro cities. The bank also provides home services for clients who want to open their accounts with the bank or any other relevant services. Apart from branches, it also has a large number of ATMs all across the country.

Answer the questions below :

- a) What is services marketing mix?
- b) Why do you think service marketing mix important for a financial company like HDFC Bank?
- c) Explain in detail the 7 components of services marketing mix of HDFC Bank based on above information.

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UNIT-II

11. Describe the strategies for Managing relationships services and building customer loyalty.
12. What is service blueprinting? Explain the nature and process of service blueprinting.

UNIT-III

13. Explain the following :

- a) Integrated Service Marketing Communication
 - b) Services Marketing Triangle
14. Discuss the channels for delivering services through intermediaries and electronic channels.

UNIT-IV

15. Explain the process of pricing of services. What are the different approaches of pricing for service sector?
16. Discuss the applications of services marketing in services of healthcare and hospitality sectors

SECTION-C

17. Case Study:

HDFC, Bank is one of India's premier banks providing a wide range of financial products and services to over 43 million customers. The main products offered by HDFC Bank are accounts and loans. In the accounts section, it offers as Savings Account, Current Account and Demat account. It also offers additional services like credit cards, Netbanking etc. It also has some additional products like HDFC ergo, HDFC life, HDFC home loans etc. The branches and ATMs of HDFC Bank are available all across India. Although it has its headquarters in Mumbai, it has 3488 branches in 2231 cities. It also has 11426 ATMs available throughout India. Over and above its physical services, it is also available in net banking services and phone banking services. HDFC bank follows the strategy of premium competitive pricing. Unlike Public sector banks, its prices for purchasing and maintaining its products are slightly higher. Although, it implies with all the RBI guidelines and do not charge anything extra from its customers for its miscellaneous services.

For promotion, the bank uses 360-degree planning for its advertisements. The main focuses are on TV ads, social media marketing and billboards. The bank stresses hiring and recruiting talented people who will be able to satisfy the customers up to mark. As of March 2019, the bank has 98061 permanent employees working for it. It trains its employees to provide their customers with world-class service while also developing their career. The company also excels in HR by keeping its customers and employees



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Total No. of Questions : 10

ORGANIZATIONAL CHANGE AND DEVELOPMENT

M.Code : 76898

Time : 3 Hrs.

Max. Marks : 60

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.

1. Write short notes on the following :

- a) Characteristics of planned change
- b) Levels of Participation
- c) Interdisciplinary nature of OD
- d) Parallel learning structures
- e) Six-box model of diagnosis
- f) Career anchors
- g) Objectives of Third-party peacemaking interventions
- h) Implications of OD for the client.



SECTION-B

UNIT-I

2. Define organizational change. What are the possible reasons for organizational change? Discuss various strategies for the implementation of change.
3. a) Explain the values, assumptions, and beliefs in OD
b) Discuss the application of system theory in the implementation of OD

UNIT-II

4. What do you mean by action research? Elaborate the steps of the action research model with suitable illustrations.
5. Define organizational development. Explain various phases of OD program in detail.

UNIT-III

6. Define team. State various characteristics of a team. Explain various team interventions for team building. OR
7. What is power? Discuss different faces of power. Critically analyse various theories about the sources of power.

UNIT-IV

8. Discuss various issues involved in the client-consultant relationship with the help of suitable illustrations.
9. Write a detailed note on the following :
 - a) Contemporary issues in OD.
 - b) Future of OD.



SECTION-C

10. Case study :

Can employees really manage themselves? At W.L. Gore and Associates self-managed teams have helped create a thriving business that has operated profitably for more than 50 years. Gore is a manufacturer that develops innovative solutions for demanding environments. Focusing primarily on protective fabrics, Gore products might be found in clothing worn on a hike up Mt. Everest or in medical implants for the human body. You may have encountered their best-known product, Gore-Tex fabric, in a pair of gloves that keep your hands warm in even the coldest temperatures. Self-management is not just a trend at Gore, it is a management structure that has been in place since the company was founded in 1958. The company has no titles, no bosses, and no hierarchy. Employees work in self-managed teams of 8 to 12 employees and they make all of the decisions including hiring and pay. This structure was created by company founders Wilbert "Bill" Lee and Genevieve Gore when they established the company to combat traditional management practices and encourage innovative thinking. There is a CEO and some respected leaders, but otherwise, no clear management structure exists. The current CEO Terri Kelly stepped into the role in 2005 after 22 years with the company. While she is in charge, she was selected in a peer-driven process.

Why does it work? In this self-managed environment, employees are committed to make the organization a success and everyone is working in the company's best interest. Employees are all partial owners of the company, which encourages them to focus on the company's success. Each employee has the freedom to decide what they will work on, but they also must make a commitment to deliver. There are leaders in the organization, but they are determined by who is willing to follow them. The test of leadership is, if you call a meeting, does anyone show up?

Self-management could easily, turn into chaos, especially with more than 10,000 employees. However, Gore has a culture that reinforces the expectations for the performance of the self-managed teams. The company has established norms of behavior and expected guidelines to follow. It often takes more time for decisions to be made because of the need for team buy-in when making the decision. However once decisions are made, actions are completed more quickly because the buy-in already exists. The self-managed teams at Gore aren't built easily. They spend a lot of time coming together building relationships and building trust. This foundation of trust helps the team work better together, as everyone knows everyone else is working toward the same goals.

Could any company duplicate Gore's management practices? Probably not, say many management experts. Self-managed teams aren't effective in just any company. Self-managed teams are most appropriate in organizations where innovation is strategically important. They are also a useful structure in environments that change rapidly. Finally, for self-managed teams to be a success, a company must also have strongly shared values that direct work activities.



Questions :

- a) Would you want to work at W.L. Gore and Associates? Why or why not?
- b) Why are self-managed teams effective at Gore?
- c) What are challenges for organizations that have self-managed teams?

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Total No. of Questions : 10

Total No. of Pages : 03

MBA (Sem.-3)
EMPLOYEE RELATIONS

Subject Code : MBA 932-18

M.Code : 76899

Date of Exmamination : 27-06-2024

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 short notes on :

- i. What is meant by "Industrial Relations," and why is it important in the workplace?
- ii. How does "Trade Unionism" contribute to protecting the interests of workers?
- iii. Explain the term "Conciliation" in the context of resolving disputes at work and its significance.
- iv. Discuss the concept of "Sexual Harassment" in the workplace and its impact on organizational culture.
- v. Describe the concept of "Social Security" and why it matters in today's workplaces?
- vi. What are the key aspects of the Payment of Bonus Act, 1965, and how does it impact both employees and employers?
- vii. Define "Labor Welfare" and mention four activities included under labor welfare programs.
- viii. What is the scope of ILO?



SECTION-B

UNIT-I

2. Discuss the evolution of industrial relations theories, highlighting the key differences between unitary, pluralistic, and Marxist perspectives.
3. What do you mean by Factories Act 1948? What are the restrictions on employment of women as per the Factories Act 1948?

UNIT-II

4. Compare and contrast conciliation and arbitration as methods of industrial dispute resolution. Provide examples of each from the Indian context.
5. Analyze the provisions of the Industrial Disputes Act, 1947, related to layoffs, terminations, and retrenchments. How do these provisions contribute to dispute resolution?

UNIT-III

6. Critically evaluate the effectiveness of social security measures such as the Payment of Wages Act, 1936, in safeguarding workers' interests.
7. Define workmen's compensation and explain its purpose in the context of occupational injuries and illnesses.

UNIT-IV

8. Explain the significance of the Employees' State Insurance Act, 1948, in providing social security to workers. Discuss its key provisions and benefits.
9. Critically analyze the role of the International Labour Organization (ILO) in promoting labor welfare globally. How does the ILO contribute to setting international standards for labor welfare?

SECTION-C

10. Case Study: Labor Dispute at Sunshine Garments

Sunshine Garments, a textile manufacturer with over 1500 employees, recently faced a labor dispute centered around wage revisions. Despite efforts at negotiation and conciliation, the management and the Textile Workers Union (TWU) failed to reach an agreement, leading to a strike that disrupted production and caused significant losses to the company. Key issues contributing to the dispute include the workers' demand for

higher wages and the management's concerns about financial viability. The effectiveness of dispute settlement mechanisms like conciliation was limited, highlighting challenges in bridging the gap between conflicting interests. Alternative strategies such as mediation and arbitration could have been explored to prevent escalation. Enhancing communication and transparency between the parties could also have facilitated resolution. This case underscores the importance of effective conflict resolution strategies in maintaining harmonious labor relations.

Questions :

- i. What were the primary issues contributing to the labor dispute at Sunshine Garments?
- ii. How effective were the dispute settlement mechanisms employed in this case, such as conciliation?

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Roll No.

Total No. of Pages : 03

Total No. of Questions : 10

MBA (Sem.-3)
MARKETING ANALYTICS

Subject Code : MBA-961-18

M.Code : 77057

Date of Examination : 26-06-2024

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. 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 consists of ONE Case Study carrying TWELVE marks.

SECTION-A

1. Write briefly :

- a. Define analytics. Discuss its functions.
- b. Importance of Market share analysis.
- c. Features of Price-value equation.
- d. Need for Territory planning.
- e. Measurement of Retail lift and promotional lift.
- f. Diagnostic analysis.
- g. Pay-per click advertising.
- h. Various applications of e-market.

SECTION-B

UNIT-I

2. Define product portfolio analysis. Explain the steps and ways of conducting product portfolio analysis.
3. What do you mean by customer profitability analysis? What are the various methods of conducting customer profitability analysis? Discuss its benefits.

UNIT-II

4. What is pricing? Discuss various factors influencing the pricing of a product. Elaborate on the role and importance of price-volume analysis.
5. Elaborate on the term sales force sizing. Describe various methods of determining sales force size with the help of suitable illustrations.

UNIT-III

6. a. Define media planning. Discuss various components of a good media plan.
b. Discuss the methods of determining advertising and sales promotion budgets.
7. a. Differentiate between predictive and prescriptive analysis.
b. Why it is important to conduct social media analysis. Discuss various metrics used for social media analysis.

UNIT-IV

8. Define E-Marketing. What are the various components of E-Marketing? Discuss in detail various techniques of E-Marketing with their advantages and limitations.
9. Define the E-Marketing plan. Explain the steps of writing an E-Marketing plan with illustrations.

SECTION-C

10. Case study :

Since the start of the new century, General Motors has worked hard and effectively to improve Cadillac's standing in the U.S. But to what extent is the rest of the world important to GM, and what if anything is the automaker doing with Cadillac in foreign markets? GM definitely wants to build its sales volume around the world, particularly in Europe and Asia. The automaker is starting from a very small base of fewer than 10,000 Cadillac sold outside North America in 2005. Cadillac's marketing in other countries



faces significant challenges such as American cars having a reputation for poor quality in Japan and the brand being relatively unknown in China.

How does GM intend to boost sales of Cadillac in foreign markets? One important step for GM in Japan is to add more dealerships that will sell the Chevrolet Corvette as well as several Cadillac models. The aim is not just to build distribution efficiency by selling two brands through the same network, but also to combine the drawing power of two brands to bring prospective buyers into showrooms. Cadillac's director of international marketing believes that steady sales growth in Europe is critical to worldwide success. However, according to another Cadillac executive, GM has entered a "lions' den" in Europe, referring to entrenched competition. Cadillac's progress in Europe depends on building brand awareness and then a favorable image among prospective customers, most of whom are quite familiar with the brands of cars produced in the region but know little about Cadillac. To create "buzz" and bring shoppers to showrooms, Cadillac is introducing a new model in 2006. The BLS, designed specifically for the European market, is a front-wheel-drive, turbo-charged sedan. Cadillac will produce the new model in Europe.

In China, Cadillac is striving to have at least 100 showrooms and dealerships in place in the next several years. The advertising theme for GM's luxury brand in China is "Dare to be first". In market potential in China is gigantic. There are only eight cars per 1000 people in China, compared to 940 in the U.S., so demand is expected to surge as buying power continues to improve. By 2011, it was expected that China would move ahead of Japan to become the second-largest market for automobile sales, ranking behind only the U.S. Thus it's not surprising that Cadillac intends to switch as quickly as possible from exporting new cars to China to assembling them in Chinese facilities.

Questions :

- a. What differences does Cadillac face in marketing its brand of vehicles in foreign countries compared to its home market?
- b. How much brand equity does Cadillac have in Europe? In China? In Japan?

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Total No. of Pages : 02

Total No. of Questions : 10

MBA (Sem.-3)

DATA SCIENCES USING R

Subject Code : MBA-962-18

M.Code : 77058

Date of Examination : 26-06-2024

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 question carrying TWELVE marks.

SECTION-A

1. Explain briefly :
- (i) What is web analytics?
 - (ii) How do you find mean using R software?
 - (iii) Write about use of SVM.
 - (iv) What is the use of bootstrap method?
 - (v) What do you mean by "Standard deviation"?
 - (vi) What is use of confusion matrix?
 - (vii) What do you mean by social network?
 - (viii) Define Data Science.

SECTION-B

UNIT-I

2. What is the basic configuration needed to install R software? Explain the making and use of R - charts and graphs.
3. Explain the working principle of price comparison websites.

UNIT-II

4. Differentiate between linear and multiple regression.
5. Take one case where you will recommend to use decision tree and why?

UNIT-III

6. Explain K-mean clustering in detail.
7. What is density based spatial clustering of applications with noise.

UNIT-IV

8. Write a detailed note on assessing the statistical significance of data mining results.
9. Explain various techniques of big data management.

SECTION-C

10. Read the following Case study of General Electric on Predictive maintenance in manufacturing and answer the questions.

General Electric (GE), a global industrial conglomerate, leverages data science to implement predictive maintenance solutions. By analyzing sensor data from their industrial equipment, such as jet engines and wind turbines, GE can predict the need for maintenance before a breakdown occurs. This proactive approach minimized downtime and reduced maintenance costs.

How data science could have played an important role in enhancing GE's manufacturing operations through predictive maintenance in the following areas :

- (i) in their aviation division
- (ii) in the renewable energy sector?

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Total No. of Pages : 03

Total No. of Questions : 10

MBA (Sem.-4)

CORPORATE STRATEGY

Subject Code : MBA401/18

M.Code : 77807

Date of Examination : 07-05-2024

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

1. Answer the following :
- a) What do you understand by the term 'Environment'?
 - b) What is Corporate restructuring?
 - c) What is Industry analysis?
 - d) What is Concentric Diversification?
 - e) What are the steps in formulation of a strategy for a business?
 - f) What is BCG Model?
 - g) What is a Joint Venture?
 - h) Define TOWS.



SECTION-B

UNIT-I

2. What is Environmental Analysis? How would you carry it out for setting up a new garment business in Punjab? Discuss.
3. Write notes on the following :
 - a) Mission Statement
 - b) Objectives versus Goals

UNIT-II

4. Discuss any Business Level Strategy in detail with some real-world examples.
5. Discuss the major features and uses of VRIO Framework in detail.

UNIT-III

6. What are the implications of Strategic outsourcing for a business? Discuss.
7. Elaborate in detail the Product life cycle Matrix.

UNIT-IV

8. Explain the role of Leadership for any large-scale business.
9. What is Strategy Evaluation? Explain its relevance.

SECTION-C

10. Read the following case study and answer the below mentioned questions:

In our opinion, it does not make much difference if the resources raised from disinvestment strategy of public enterprises are used as receipts to be spent on education, health and employment generation schemes or used for retiring a part of the past public debt. In the case of disinvestment receipts being used for making worthwhile expenditure will result in a lower borrowing by the Government, that is, less increment in public debt; Disinvestment, especially the strategic privatisation of public sector enterprises, will ensure that the working of these enterprises will be governed by professional managers guided by market mechanism instead of being administered by bureaucrats. Functioning of these enterprises in the competitive environment of free markets will lead to higher



efficiency and productivity. Privatisation will also lead to the closing down of unviable and sick public sector enterprises. A private company which buys such sick public sector units will benefit only from the real estate and assets of the sick public sector units. Privatisation of public enterprises through public sector disinvestment is also beneficial because this will enable these enterprises to attract private foreign investment in setting up joint ventures. It may be noted that capital inflow through private direct foreign investment is better than that procured through foreign aid or commercial borrowing from abroad. In support of privatisation of public enterprises it is also argued that it will end state monopolies in certain industries. State monopoly is said to be as bad and undesirable as private monopolies. The privatisation of some monopolistic public enterprises would infuse competition which will lead to increase in efficiency and productivity. As a result of privatisation underutilized capacity will be fully utilised. Disinvestment, especially privatisation of public sector enterprises, will ensure that the working of these enterprises will be governed by professional managers guided by market mechanism instead of being administered by bureaucrats.

Questions :

- a) Summarize the case in your own words.
- b) Discuss the advantages of Disinvestment Strategy.
- c) Give your views against the Disinvestment Strategy.
- d) As per the case, how Privatization Strategy is beneficial?

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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 : MBA403/18

M.Code : 77821

Date of Examination: 27-04-2024

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

- 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 Short notes on:**
- a) Ethos vs Ethics
 - b) Secular vs Spiritual Values
 - c) Indian vs Western Management
 - d) Nishkama Karma
 - e) Qualities of Karta
 - f) Types of stress
 - g) Brainstorming
 - h) Management lessons from Bible



SECTION-B

UNIT-I

2. Explain the concept of Indian Ethos. Discuss features of Indian Ethos.
3. Discuss management lessons based on Vedas and Mahabharata.

UNIT-II

4. Explain in detail, different levels of work ethos. Discuss the steps involved in process of Work Ethos.
5. Explain different values for Indian Managers. What is the relevance of value-based management in global change?

UNIT-III

6. Discuss in detail the importance of mental health in management. Elaborate on techniques for Managing Stress.
7. Discuss pre-requisites of meditation. Elaborate on the benefits of meditation.

UNIT-IV

8. What is the importance of Karma to Managers? Discuss in detail the various Laws of Karma.
9. Discuss in detail the methodologies and guidelines for good corporate karma

SECTION -C

10. A manufacturing company provides jobs for many people in a small town where employment is not easy to find. The company has stayed in the town even though it could find cheaper workers elsewhere, because workers are loyal to the company due to the jobs it provides. Over the years, the company has developed a reputation in the town for taking care of its employees and being a responsible corporate citizen. The manufacturing process used by the company produces a by-product that for years has flown into the town river. The by-product has been considered harmless but some people who live near the river have reported illnesses. The by-product does not currently violate any anti-pollution laws. Considering the principles of ethos relating to sustainability, capitalism and duties of leadership in Indian and Western ethos comment on what the company should do.

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Total No. of Pages : 03

Total No. of Questions : 17

MBA (Sem.-4)

MERGERS, ACQUISITION AND CORPORATE RESTRUCTURING

Subject Code : MBA/914/18

M.Code : 77813

Date of Examination : 25-05-2024

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 corporate restructuring.
2. What is vertical merger?
3. What is share exchange ratio?
4. What is reverse merger?
5. What is spin-off strategy?
6. What is Synergy?
7. What is buy-back of shares?
8. List various takeover strategies.



SECTION-B

UNIT-I

9. Define the term merger. What are the motives behind merger and acquisition? Also, discuss different types of mergers.
10. Why mergers and acquisitions often fail? Discuss its reasons with examples.

UNIT-II

11. Write short notes on following :
 - a. Demerger
 - b. LBO.
12. What is value creation? Discuss various approaches for valuation of merger and acquisitions.

UNIT-III

13. Discuss methods of accounting for amalgamations. Also, explain the difference between pooling of interest method and purchase method.
14. Discuss various financing options available to acquiring company.

UNIT-IV

15. Write short notes on :
 - a. Due diligence in merger and acquisition
 - b. International mergers and acquisitions.
16. Discuss various regulatory aspects of mergers and acquisitions.



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Total No. of Questions : 10

MBA (Sem.-4)

INTERNATIONAL FINANCE & FINANCIAL DERIVATIVES

Subject Code : MBA-915-18

M.Code : 77814

Date of Examinaiton : 04-05-2024

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

1. Write short notes on the following :

- a) BOP
- b) Secondary Market
- c) Difference between Future and Forward
- d) GDR
- e) Fisher Effect
- f) Calendar Spreads
- g) Hedging Technique
- h) Country risk analysis.



SECTION-B

UNIT-I

2. Write a short note on Bretton Wood System and Floating Rate System.
3. What are the various transaction conducted in the foreign exchange market? Explain.

UNIT-II

4. Explain the guidelines regarding External Commercial Borrowings (ECB).
5. What do you mean by Purchasing Power Parity (PPP)? Explain with the help of an example.

UNIT-III

6. What is the difference between exchanges traded derivative and OTC market derivatives?
7. What do you mean by option contracts? Explain spread including butterfly spread in detail.

UNIT-IV

8. What is economic exposure? Explain the significance of economic exposure in foreign exchange market.
9. What do you mean by credit derivative? Explain pricing model of credit derivative in detail.

SECTION-C

10. Case Study:

A Company's Expansion into Emerging Markets Background :

ABC. Inc. is a US-based multinational company that produces and sells consumer electronics. The company has been experiencing slow growth in its home market and is looking to expand into emerging markets to increase its revenue and profitability. The company's management team has identified Brazil and India as potential markets for expansion.

Questions:

- a) What factors should ABC Inc. consider when deciding to expand into emerging markets such as Brazil and India?
- b) How can ABC Inc. assess the political and economic risks associated with doing business in Brazil and India?



- c) What are the potential financial risks associated with expanding into emerging markets?
- d) What measures can ABC Inc. take to ensure that its expansion into emerging markets is sustainable and profitable in the long term?

INTERNATIONAL FINANCE & FINANCIAL DERIVATIVES

Session Code : 2024-25-12

M. Code : 77814

Date of Examination : 22-05-2024

Time : 3 Hrs.

Max. Marks : 100

INSTRUCTIONS TO CANDIDATES :

- SECTION-A contains TWENTY questions carrying TWO marks each and students have to attempt all questions.
- SECTION-B contains FIVE questions carrying FIVE marks each and students have to attempt TWO questions out of FIVE carrying TWENTY marks each and students have to attempt any TWO questions from each Section.
- SECTION-C contains ONE question carrying TWENTY marks and students have to attempt any ONE question from this section.

SECTION-A

Answer any TWENTY questions out of the following

Q.1. Define

Q.2. Define

Q.3. Define

Q.4. Define

Q.5. Define

Q.6. Define

Q.7. Define

Q.8. Define

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Roll No.

Total No. of Pages : 03

Total No. of Questions : 10

MBA (Sem.-4)

INTEGRATED MARKETING COMMUNICATION AND SALES MANAGEMENT

Subject Code : MBA-923-18

M.Code : 77808

Date of Examination : 13-05-2024

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 short notes on :**
- i. What is advertising?
 - ii. How selection of appropriate media help in media planning?
 - iii. What is creativity in advertising?
 - iv. What is the purpose of preparing sales budget?
 - v. Define the concept of marketing communication?
 - vi. Briefly explain the steps involved in IMC process.
 - vii. What is advertising appeals?
 - viii. What do you understand by advertising designs?



SECTION-B

UNIT-I

2. Explain the IMC model in detail.
3. What are the various kinds of appeals? Give examples

UNIT-II

4. Describe the features, advantages and disadvantages of direct marketing.
5. How do you measure advertising? Explain the pre and post testing.

UNIT-III

6. Explain the various methods of sales forecasting.
7. What is the objective of sales management? Describe the role of sales executive as a coordinator in business.

UNIT-IV

8. What is a sales territory? How do we set sales quotas?
9. What are sales contest? Why are they needed? Give examples of popular sales contests.

SECTION-C

10. Case Study :

Everything seemed to be going well for Harley-Davidson. Sales have steadily increased every year-since 1985. New models such as Electra Glide®, Sportster® and the Fat Boy® are selling like hot cakes through their network of 130Q.dealers across the world. Even the Hog's bad biker image has gone wayside.

Despite all the good news, the company faces an aging market. As people age, especially people over the age of 55 are less likely to replace their Hog or take up the hobby. The median age of a Harley buyer was 46 in 2001 up from 37 in 1990. Moreover, because the current motorcycle market is growing so rapidly and Harley has limited production capacity, Harley look-a-likes from competitors such as Honda, Yamaha, Suzuki and Kawasaki are gradually taking some of the market share.



Harley had to take a close look at current customers and potential customers through a more formalized research process. While the old research process of talking to the more than 4000 employees, who own a Hog, or going to rallies to talk to owners, were quite effective in the past, a new system was needed. The research question was straightforward: Is there a general appeal that would speak to current owners and also resonate with younger, potential owners.

A two-stage research process was employed. Stage one involved some very unusual focus groups. Each focus group included current Harley owners, potential owners and owners of competing bikes. Participants were provided with old magazines, paste and construction paper and were asked to create a collage that expressed their feelings about Harley-Davidson. Expert judges evaluated the collages and three major themes emerged: enjoyment, the great outdoors and freedom.

In stage two, the survey was mailed to more than 16,000 owners, potential owners and owners of other bikes. Questions included standard demographics, psychographics and behavioral variables and several original questions based on the information derived from the focus groups. The response rate was 30%, quite high for a questionnaire offering no incentive.

The data was submitted to a statistical technique that clusters respondents by similarity in answers and/or characteristics. Seven clusters or segments resulted: 1) Adventure loving traditionalist; 2) the sensitive pragmatist; 3) the stylish status seeker; 4) the laid-back camper; 5) the classy capitalist; 6) the cool-headed loner; and 7) the cocky misfit. In addition the final customer groups were measured in respect to their loyalty to Harley-Davidson. In some cases, scores were in the 90-plus category.

Ultimately these research findings proved useful in a number of strategic aspects of marketing, especially advertising. Rather than being overly concerned with existing customers, who were clearly committed to the brand, Harley was able to target the 24 to 45 year-old age group. In this case, good research produced real strategic benefits.

Questions :

- i. What major research questions did Harley-Davidson address?
- ii. How could the answers to the-survey questions help create better advertising?

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Total No. of Pages : 03

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MBA (Sem.-4)

RETAIL MANAGEMENT

Subject Code : MBA-924-18

M.Code : 77809

Date of EXAMINATION :14-05-2024

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 short notes on :

- I. What is MotiChain integration?
- II. Define service quality .
- III. Concept of atmospherics in retail.
- IV. Retail management decision process.
- V. Motivational factors for retail staff E-retailing.
- VI. E-retailing.
- VII. International retailing.
- VIII. Food retailers.



SECTION-B

UNIT I

2. Describe the retailing and what are the opportunities in retailing. What is its economic significance?
3. Discuss the evolution of retail in India. What are the challenges to retail development in India?

UNIT-II

4. How store retail is different from non-retail stores? What are the various ownerships in the retail sector?
5. What are the theories of retail development? Discuss the life cycle in retail, features under each stage of RLC.

UNIT-III

6. Define the concept of store management. Discuss the recruitment and selection strategies in retailing.
7. What is the role of store layout? What is space planning and objectives of good store design?

UNIT-IV

8. Describe the process of customer evaluation of service quality. Discuss the GAPS model of retailing.
9. What is role of IT in retailing? Discuss the applications of IT for various retail sector.

SECTION-C

10. Case Study :

Whole Foods Market is a supermarket chain with less than two-hundred stores selling healthy, gourmet products such as organic vegetables, free-range poultry, foods without artificial ingredients or hydrogenated fats, and many environment-friendly products such as non-polluting detergents and chlorine free diapers. The company began in the 1970s as a natural-food stores that catered to hippies. Through the purchase of small health food stores in major cities, the company gained more exposure and access distribution channels for natural foods. During the late 1980s and the 1990s, the company's growth was fuelled by the upsurge's in Americans' desire for healthy living and their interest in gourmet cooking. Whole Foods does very little advertisings but receives constant free media exposure because it is often mentioned in popular TV series, praised by celebrities

on talk shows, and featured in newspapers and magazines as a business success story. The company educates consumers about foods, provides recipes, and even arranges trips where consumers meet with local fishermen. Its supermarket cashiers and stock personnel receive education about foods and earn above average-wages. Whole Foods' prices are significantly higher than products in traditional supermarkets because the keys to its profitability and higher profit margins for products that traditionally yield slim margins, and much larger than per-square-foot sales than that of conventional supermarkets. But as the company's CEO pointed out, Americans spend far less of their income on food than other nations and that's why most of it doesn't taste very good; if they want to eat higher-quality foods, they have to pay for them. In 2005, Whole Foods stated its numbers to double the number of its stores by 2015.

Questions :

- I Discuss the promotion strategy of Whole foods. Why or why not is it appropriate? Elaborate.
- II Discuss the Positioning of Whole Foods.
- III Do you think doubling the number of stores is a sound strategy when "*Americans spend far less of their income on food than other nations*". Explain your point of view.

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Roll No.

Total No. of Pages : 03

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MBA (Sem.-4)

INTERNATIONAL AND SOCIAL MEDIA MARKETING

Subject Code : MBA/925/18

M.Code : 77810

Date of Examination : 24-05-2024

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 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

1. Write short notes on :
- i. Online payment system
 - ii. Big data analysis
 - iii. International trade barrier
 - iv. Political influence in International Market
 - v. Pricing policy
 - vi. Promotion Mix
 - vii. Social commerce
 - viii. Social media marketing framework.



SECTION-B

UNIT-I

2. What are the main causes for going International market? What are the international market entry strategies?
3. Describe the International marketing research. What are the factors affecting the marketing research in International market? Discuss the process of marketing research.

UNIT-II

4. Discuss the EXIM policy of India. What documents are required for export? What is the role of export promotion organisations?
5. Discuss the role of International communication policy. What will be the marketing mix for International market and how its decided?

UNIT-III

6. How traditional marketing is different from modern marketing? What are the various platforms for social media marketing and what are their features?
7. Discuss the consumer behavior on the internet. Highlight the Social Media Marketing strategies.

UNIT-IV

8. What is SEO and how its different from the SEM? What are the strategies of SEO?
9. Critically comments on the Blogging, Streaming Video, Podcasts and Content creation and sharing.

SECTION-C

10. Case Study :

Godrej as a brand has been already established as a household name. However, its pedigree is that of stability rather than innovation, especially in the appliances segment. To break free of this impression they devised a branding + personification strategy. Literally the appliances would speak for themselves.

Godrej Indispensables, an online web sitcom starring various products. Why Indispensables? Well, they are confident that the products abilities to handle all that is



thrown at them in a day-to-day functioning of a household. They are the silent protectors of a family's home, the behind-the-scenes heroes of everyday chores. Every episode shows them faced with a daily plight which they resolve in a way unique to their persona. Using 3D animation, we brought to life these selfless helpers and given them a wide variety of quirks and personalities.

So far, the videos have garnered cumulatively over 50000+ views on Youtube. A special hashtag called #TheIndispensables was created to launch the first series of videos. In it they asked out followers to list out their gadgets which they felt were indispensable to them. This #tag trended globally and gave the campaign a sizable boost in impressions. The products themselves will dispense some much-needed advice on how to better operate them. Going Ahead - The Indispensables will continue to thwart household crisis, and keep audience entertained and informed.

Questions :

- i. *How does an appliance brand enhance brand presence in an already cluttered social space?*
- ii. Online consumers read reviews and recommendations when making a purchase. Justify.
- iii. What advantages Godrej can enjoy if they are successful in Online Marketing?

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Total No. of Pages : 03

Total No. of Questions : 10

MBA (Sem.-4)

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Subject Code : MBA-933-18

M.Code : 77816

Date of Examination : 20-05-2024

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. 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

1. Write briefly :

- a) Explain scope of International Human Resource Management.
- b) What is geocentric staffing? Outline the nature of international staffing.
- c) What are the effective ways to manage repatriation process?
- d) Why do some multinationals appear reluctant to provide basic pre-departure training?
- e) Why Performance of Appraisal is important for the International Employees?
- f) Discuss the various approaches to International Compensation.
- g) Differentiate between Tacit and Explicit knowledge.
- h) What do you mean by Social Dumping?



SECTION-B

UNIT-I

2. Define IHRM. What are the main similarities and differences between domestic and international HRM?
3. Explain the problems of Women in the context of international assignments.

UNIT-II

4. What is Repatriation? Why the Repatriation Program is so important in International Assignments?
5. Explain cross-culture training and its methods of cross culture training.

UNIT-III

6. Define Performance Management. What is the basic role of Performance Management of International Employees?
7. What should be the main objectives for a multinational firm with regard to its compensation policies?

UNIT-IV

8. What do you mean for Organizational Knowledge? Also, differentiate between the Tacit and Explicit Knowledge.
9. Discuss the key issues in International Industrial Relations.

SECTION-C

10. Case Study :

When a major international software developer needed to produce a new product quickly, the project manager assembled a team of employees from India and the United States. From the start the team members could not agree on a delivery date for the product. The Americans thought the work could be done in two to three weeks; the Indians predicted it would take two to three months. As time went on, the Indian team members proved reluctant to report setbacks in the production process, which the American team members would find out only when work was due to be passed to them. Such conflicts, of course,



may affect any team, but in this case, they arose from cultural differences. As tensions mounted, conflict over delivery dates and feedback became personal, disrupting team members' communication about even mundane issues. The project manager decided that he had to intervene with the result that both the American and the Indian team members came to rely on him for direction regarding minute operational details that the team should have been able to handle itself. The manager became so bogged down by quotation issues that the project careened hopelessly off even the most pessimistic schedule, and the team never learned to work together effectively.

Questions :

- a) What mistakes did the project manager commit while constituting a team?
- b) Which of the strategies do you recommend to bring the team back on track?

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Total No. of Pages : 03

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MBA (Sem.-4)

STRATEGIC HUMAN RESOURCE MANAGEMENT

Subject Code : MBA/934/18

M.Code : 77817

Date of Examination : 22-05-2024

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. 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

1. Write short notes on :

- a) Traditional vs Strategic HRM
- b) Best Practices Approach
- c) Strategic key elements of Reward System
- d) Work-Life-Balance as strategy for retaining employees
- e) Disadvantages of using Democratic style of Leadership in strategic implementation
- f) Future trends of HR strategy
- g) Ethnocentric Approach of Global Staffing
- h) Impact of Culture Shock on HR strategies



SECTION-B

UNIT-I

2. *"An integrated HR strategy helps the company adhere to industry standards and regulations while improving the organization's profitability"*. Comment on the statement.
3. What is Human Resource System? State the various-types of HR systems in detail.

UNIT-II

4. What is meant by Performance Management? Discuss the performance management cycle in detail.
5. *"Reward strategy involves designing and implementing reward policies and practices support your organisation's objectives, delivering a motivated and effective workforce"*. Comment on the statement.

UNIT-III

6. How are the leaders and the leading process key factors for formulating and implementing strategy? State the basic factors of strategic leadership.
7. What is meant by strategic evaluation and control in HRM? Discuss the steps used in evaluation of HR strategies.

UNIT-IV

8. *"With more and more companies hiring talent from around the globe, training employees has become quite a challenge"*. Comment on the statement. State the process of training the global workforce.
9. Discuss the major Global Compensation Strategies. State the factors that affect the Global Compensation.

SECTION-C

10. Case Study :

A Captive unit is a business unit of a company functioning offshoring as an entity of its own while retaining the work and close operational ties ups within the parent company. Fintech HQ is based out of San Francisco USA. In 2020, they opened their first Captive shared services centre in Bangalore. They are defining the scope of the work to be off-



shored in India. The scope will primarily include software Development and Business Operations Support.

Consider yourself as a consultant with a role to design Training Modules to build the aforementioned capabilities.

Questions:

- a) What would be your key Design Principles for building Training Modules?
- b) Explain your approach in Designing Training Programs.

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MBA (Sem.-4)

DATA VISUALIZATION FOR MANAGERS

Subject Code : MBA-963-18

M.Code : 78031

Date of Examination : 16-05-2024

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. 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

1. Write briefly:

- a) What are the applications of Pie Charts?
- b) What is a Pivot Grid?
- c) What is ELT?
- d) What is a Semantic Layer?
- e) What is the importance of KPI?
- f) What is a storyboard?
- g) What are the applications of Infographics?
- h) What is a snowflake schema?



SECTION-B

UNIT-I

2. Discuss the need and relevance of Data Visualization. Explain by citing examples.
3. **Write notes on:**
 - a) Exploratory Visualization
 - b) Various visualization techniques.

UNIT-II

4. Discuss the need for Data Warehouse. Also, explain the components of the Data Warehouse.
5. **Write notes on:**
 - a) Difference between Star and Snowflake schema
 - b) Need for Predictive Modeling.

UNIT-III

6. Why proper selection of KPI's is important for accurate data visualization?
7. Discuss the need and relevance of Shaffer's 4C's of Data Visualization.

UNIT-IV

8. Why does storytelling matter the most in Data Visualization? Explain by citing examples.
9. **Write notes on:**
 - a) Importance of context in Data Visualization
 - b) How to choose an effective visual tool?

SECTION-C

10. Data visualization is a field that has inputs from many disciplines. Psychology studies data perception or the impact of some elements on perception, such as colors and shapes. Computer science and statistics developed several new areas like machine learning and data mining techniques. Graphical and multimedia designs are critical to building infographic dashboards. It may be materialized in the production of infographics and dynamic dashboards. These dashboards are materialized in several elements: data, scales, lines, bars, and colored and shaped sizes. These elements by specifying that data aims to measure things (quantitative data) and to classify (categorical data). Scales, on the other hand, can be nominal, ordinal, and interval. Nominal scales have no particular order; they can be represented to categorize a population, for instance. Ordinal scales have an intrinsic order; usually, numerical and interval scales are a result of quantitative and



ordinal scales. Lines are used to representing connections or series of points. Lines help the audience to understand the trend, for example. Bars have a visual impact on the weights of some phenomena, dividing those phenomena into groups and giving different perceptions of quantitative measures or quantitative data. The use of shapes and colors also helps the audience to interpret qualitative values rather than quantitative data. Although shapes and colors are important in infographics, when using them, one must pay attention to avoid some pitfalls. For example, the misuse or overusing of certain colors may have a contrary effect; they might mislead the interpretation. Another common pitfall is to highlight unimportant information rather than focus attention on the aim of the measured reality. 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 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. Large, time-varying datasets pose a great challenge for data visualization because of the enormous data volume. Real-time data visualization can enable users to respond proactively to issues that arise. The animation generation approach is used for the interactive exploration process of time-varying data. It visualizes temporal events by mimicking the composition of storytelling techniques. Users differ in their ability to use data visualization and make decisions under tight time constraints. It is hard to quantify the merit of a data visualization technique. This is the reason for having a multitude of visualization algorithms and associated software. Most of this software has not taken advantage of the new devices multi-touch interactions and direct manipulation capabilities. Big data, structured and unstructured, introduces a unique set of challenges for developing visualizations. This is due to the fact that we must take into account the speed, size, and diversity of the data. A new set of issues related to performance, operability, and degree of discrimination challenge large data visualization and analysis. It is difficult and time-consuming to create a large simulated data set. It is also difficult to decide what visual might be the best to use.

Case Study Questions

- a) "Data visualization is a field that has inputs from many disciplines". Comment on this statement.
- b) "Large, time-varying datasets pose a great challenge for data visualization because of the enormous data volume". Comment on this statement.

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MBA (Sem.-4)

BUSINESS FORECASTING

Subject Code : MBA-964-18

M.Code : 78032

Date of Examination : 15-05-2024

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 short notes on :
 - a. What is Demand Analysis?
 - b. What is the Elasticity of Demand?
 - c. What is Time Series Analysis?
 - d. What are consumer clinics?
 - e. What is meant by stochastic time series?
 - f. What is meant by linear time series?
 - g. What is exogeneity?
 - h. What is meant by causality?



SECTION-B

UNIT-I

2. Why do managers need to know demand forecasting techniques to manage business organizations in the present era? Explain by citing examples.
3. **Write notes on :**
 - a. Determinants of demand forecasting.
 - b. Role of types of users in demand forecasting.

UNIT-II

4. Discuss in detail the advantages and limitations of time series and cross-sectional data collection methods. Explain by citing examples.
5. **Write notes on :**
 - a. Unconditional forecasting.
 - b. Time Series Regression.

UNIT-III

6. **Write notes on :**
 - a. What are the properties of Stochastic Time Series?
 - b. Applications of ARIMA model.
7. Discuss in detail the applications of Time-Series Analysis. Explain by citing examples.

UNIT-IV

8. Discuss in detail the ARCH process. Compare it with GARCH process.
9. **Write notes on :**
 - a. Smoothing technique.
 - b. Short and long-term forecasting.



SECTION-C

10. Case Study :

The results of previous researchers show that combining different forecasts will significantly improve demand forecasting performance. Although a significant amount of research has been published on combining forecasts, the choice of which method should be used in a particular situation is not always clear. Over the last forty years, many combining methods have been proposed. These methods range from the simple average to much more sophisticated approaches to determine optimal combinations. The simple average is reported to perform well in many published studies. The simple average has the advantage of being uncomplicated and robust, which, in a context where hundreds or thousands of items have to be periodically forecast, is a very attractive feature. Another approach, known as outperformance, gives different weights to individual forecasts. Each weight is made proportional to the probability that the respective forecasting method will have the best individual performance. Each probability may be estimated on the basis of the past performance of the alternative forecast methods and can be revised using a Bayesian analysis. It has the advantage of being robust and having an intuitive meaning. Researchers proposed an approach where weights are calculated to minimize the combination's error variance, assuming that each forecast is unbiased. Moreover, this method is equivalent to a least squares regression in which the constant is suppressed, and the weights are constrained to sum to one. Researchers thus proposed a regression method, where individual forecasts are used as repressors, and the combining weights are not restricted, arguing that this has the advantage of producing an unbiased, combined forecast even when individual forecasts are biased.

Question :

How do you support the statement that combining different forecasts will significantly improve demand forecasting performance? From your subject knowledge, give justification with relevant examples to support this statement.

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