

Roll No.

Total No. of Questions: 10

Total No. of Pages: 2

MBA, Semester-1st
QUANTITATIVE TECHNIQUES
 Subject Code: 25C2BAP-103/MBA 103-18
 M.Code: 96540/75404
 Date of Examination: 11-05-2026

Max. Marks: 60

Time: 3 Hrs.

INSTRUCTIONS TO CANDIDATES:

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

2. SECTION-B consists of FOUR sub-questions, each carrying EIGHT marks and student has to attempt any TWO questions.
 3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

Q. No.	Question	CO	BL																		
SECTION-A																					
1.	Answer briefly:	CO 1	L1																		
a.	List any two features of statistics.	CO 1	L2																		
b.	Explain statistics in the plural sense.	CO 2	L1																		
c.	Define decile as partition value.	CO 3	L2																		
d.	Explain the multiplication law of probability with an example.	CO 4	L1																		
e.	State any two properties of Normal Distribution.	CO 4	L2																		
f.	Classify probability approaches into classical, relative, and subjective.	CO 5	L1																		
g.	How is estimated time calculated in project scheduling?	CO 5	L2																		
h.	Outline the ODD's Method.																				
SECTION-B																					
UNIT-I																					
2.	Inspect the properties of Standard Deviation and test for its usefulness in measuring variability within a given dataset.	CO 1	L4																		
3.	A company collected the following data. <table> <tr> <th>Class</th><th>Frequency</th></tr> <tr><td>0 - 400</td><td>14</td></tr> <tr><td>400 - 800</td><td>22</td></tr> <tr><td>800 - 1200</td><td>?</td></tr> <tr><td>1200 - 1600</td><td>124</td></tr> <tr><td>1600 - 2000</td><td>?</td></tr> <tr><td>2000 - 2400</td><td>32</td></tr> <tr><td>2400 - 2800</td><td>15</td></tr> <tr><td>2800 - 3200</td><td>5</td></tr> </table> Total Frequency (N) is 360 and mode is 1376. Estimate the missing frequency.	Class	Frequency	0 - 400	14	400 - 800	22	800 - 1200	?	1200 - 1600	124	1600 - 2000	?	2000 - 2400	32	2400 - 2800	15	2800 - 3200	5	CO 2	L5
Class	Frequency																				
0 - 400	14																				
400 - 800	22																				
800 - 1200	?																				
1200 - 1600	124																				
1600 - 2000	?																				
2000 - 2400	32																				
2400 - 2800	15																				
2800 - 3200	5																				
UNIT-II																					
4.	Apply the addition law of probability (mutually exclusive event) to solve: $P(A)=0.3$, $P(B)=p$, $P(A+B)=0.5$. Find p.	CO3	L3																		
5.	Distinguish between correlation and regression.	CO3	L4																		

UNIT-III

6. In a small town, there are only two stores, ABC and XYZ, that handle sundry goods. The total number of customers is equally divided between the two, because the price and the quality of goods sold are equal. Both stores have good reputation in the community, and they render equally good customer service. Assume that a gain of customers by ABC is a loss to XYZ and vice versa. Both stores plan to run annual pre-Diwali sales during the first week of November. Sales are advertised through a local newspaper, and through radio and television. With the aid of an advertising firm store, ABC constructed the game matrix given below. (Figures in the matrix represent a gain or loss of customers).

Strategy of XYZ	Strategy of ABC		
	Newspaper	Radio	Television
Newspaper	30	40	-80
Radio	0	15	-20
Television	90	20	50

Determine the optimal strategies for both ABC and XYZ.

7. Distinguish between games of pure strategies and games of mixed strategies.

UNIT-IV

8. A small project is composed of 7 activities and the time duration of each activity is given.

Activity	Estimated duration in days		
	Optimistic	Most Likely	Pessimistic
1-2	2	2	8
1-3	4	10	16
1-4	1	7	13
2-5	5	8	11
3-5	2	8	14
4-6	6	9	12
5-6	4	7	10

(a) Construct the network diagram.
(b) Identify the critical path.

9. Distinguish Transportation Problem & Assignment problem giving examples.

SECTION-C

10. A statistician was given the following data regarding marks obtained by the students in Mathematics and English:

	29	28	17	15	20	26	27	25	34	19
Marks in Mathematics										
Marks in English	31	22	25	29	42	15	43	32	20	40

(a) Determine the relationship between students' rankings in Mathematics and English using Spearman's rank correlation method.
(b) Evaluate the degree of relationship.

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Roll No.

Total No. of Questions: 10

MBA, Semester-1st
BUSINESS ETHICS AND CSR
 Subject Code: 25C2BAP-106/ MBA 106-18
 M.Code:75407/96537
 Date of Examination: 18-05-2026

Total No. of Pages: 02

Time: 3 Hrs.

INSTRUCTIONS TO CANDIDATES:

Max. Marks: 60

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

Q. No.	Question	CO	BL
SECTION-A			
1.	Answer briefly:		
a.	Define the term Business Ethics.	CO-1	L1
b.	Explain the concept of Corporate Governance.	CO-2	L2
c.	What is ethical dilemma?	CO-2	L1
d.	Illustrate the role of stakeholders in business.	CO-3	L2
e.	What is the concept of CSR with respect to business?	CO-4	L1
f.	Outline any two principles of ethical leadership.	CO-5	L2
g.	What is code of conduct?	CO-5	L1
h.	Illustrate sustainability with context to CSR.	CO-6	L2
SECTION B			
UNIT I			
2.	Identify the importance of business ethics in modern organizations with examples.	CO-1	L3
3.	Critically evaluate the impact of unethical practices on business performance.	CO-1	L5
UNIT-II			
4.	Analyze the role of corporate governance in ensuring accountability.	CO-2	L4
5.	Examine the different ethical issues faced by managers in decision-making.	CO-2	L4
UNIT-III			
6.	Evaluate the effectiveness of CSR initiatives in India.	CO-3	L5
7.	Make use of stakeholder theory to illustrate its relevance in business.	CO-3	L3
UNIT-IV			
8.	Analyze the process of ethical decision making and ethical reasoning in resolving ethical dilemmas.	CO-5	L4

9.	Evaluate corporate governance practices and analyze their role in improving corporate performance and accountability.	CO-6	L6
SECTION-C			
Case Study			
10.	XYZ Pharma. Ltd. developed a new medicine with promising results, but minor side effects were found during testing. The company faced an ethical dilemma: launching the product quickly would bring profits and market advantage, while delaying it would ensure patient safety but cause financial loss. The marketing team supported immediate release, whereas the research team suggested further testing. Using ethical reasoning, the utilitarian approach favors delaying the launch to avoid harm to many people, and the rights approach emphasizes protecting patient safety. The dilemma can be resolved by identifying the problem, evaluating options, and choosing the most responsible action. Therefore, delaying the product launch is the most ethical decision.		
Questions:A			
a) Discuss the ethical dilemma in the case.			
b) Elaborate how ethical reasoning helps in decision-making.			
		CO-5	L6

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Total No. of Pages: 2

Total No. of Questions: 10

MBA, Semester-1st

BUSINESS COMMUNICATION FOR MANAGERIAL EFFECTIVENESS

Subject Code: 25C2BAP-107/MBA 107-18 / 25C1BAP-107

M.Code: 96536/75408

Date of Examination: 20-05-2026

Time: 3 Hrs.

Max.Marks:60

INSTRUCTIONS TO CANDIDATES:

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

Q. No.	Question	CO	BL
SECTION-A			
1.	Answer briefly:		
a.	List the importance of non-verbal communication.	CO-1	L1
b.	Outline characteristics of effective communication.	CO-1	L2
c.	What is grapevine?	CO-2	L1
d.	Explain the role of non-verbal cues in communication.	CO-3	L2
e.	Label the steps involved in report writing.	CO-4	L1
f.	Outline the importance of persuasive communication.	CO-4	L2
g.	What are the various features of an email?	CO-5	L1
h.	Illustrate the concept of communication ethics.	CO-5	L2
SECTION-B			
UNIT-I			
2.	Examine the 7 Cs of effective communication along with the barriers that affect communication effectiveness.	CO-1	L4
3.	Evaluate the importance and purpose of listening in enhancing the effectiveness of business communication.	CO-1	L5
UNIT-II			
4.	Identify the stages of writing process and its contribution to effective business communication.	CO-2	L3
5.	Analyse the essential components of a good business proposal in terms of their role in achieving communication objectives, taking into account the technicalities involved in its preparation.	CO-2	L4
UNIT-III			
6.	Critically evaluate the role of different types of visual aids in enhancing the effectiveness of presentations with suitable illustrations.	CO-3	L5
7.	Compare oral presentations and group discussions in terms of their structure and communication approach, considering the qualities required for effective participation in group discussions.	CO-3	L4

UNIT-IV		
8.	Express the role of communication skills and technical knowledge in effective interview preparation.	L3
9.	Formulate an effective framework for the use of visual aids in presentations to enhance audience engagement and message clarity.	L6
SECTION-C		
10.	Case Study: Read the case study about Effective Communication and answer the questions: Neha is a team leader in a customer support department of an e-commerce company. She manages a group of employees who handle customer queries through calls, emails, and chats. The team consists of individuals from different regions and language backgrounds, and many of them are new to the job. Due to high workload, Neha often gives quick instructions without ensuring whether employees have clearly understood them. She prefers sending long emails with multiple instructions, but employees find them confusing and difficult to follow. There is very little interaction during team meetings, and employees hesitate to ask questions due to fear of criticism. Recently, customer complaints have increased due to incorrect information being provided by the support staff. Neha feels frustrated and believes that employees are not serious about their work. She has started putting strict rules and written notices, but the situation has not improved significantly. Questions - Discuss the communication challenges and barriers Neha is facing?(3) - Design appropriate strategies for effectively managing communication within her team, and suggest areas where she needs improvement. (4) - Compile the steps that Neha can take to improve communication and enhance team performance.(5)	L6

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Total No. of Pages: 2

Total No. of Questions: 10

MBA, Semester-1st
ACCOUNTING FOR MANAGEMENT AND REPORTING
Subject Code: MBA 104-18/25C2BAP-104
M.Code:75405/96539
Date of Examination: 15-05-2026

Time: 3 Hrs.

Max Marks: 60

INSTRUCTIONS TO CANDIDATES:

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

Q. No.	Question	CO	BL
SECTION-A			
1.	Answer briefly:		
a.	Define the basic objective of accounting and briefly describe the importance of financial statements in a public limited company.	CO-1	L1
b.	What do you mean by cost sheet and name its main components used in cost accounting.	CO-2	L1
c.	Differentiate between direct costs and indirect costs. Give suitable examples.	CO-2	L2
d.	Explain the significance of marginal costing in managerial decision-making.	CO-3	L2
e.	Define financial statement analysis. Mention any two tools used for analysing financial statements.	CO-4	L1
f.	What do you understand by contemporary developments in accounting? Give one example.	CO-5	L2
g.	Explain the concept of environmental accounting or social accounting.	CO-5	L2
h.	What is financial reporting? Explain the need for harmonization of financial reporting practices.	CO-6	L1
SECTION-B			
UNIT-I			
2.	Examine accounting as an information system and list out the accounting process along with the basic concepts, conventions, and principles of accounting.	CO-1	L4
3.	Elaborate the branches of accounting—financial, cost, and management accounting—and explain their inter-relationship. Also, discuss the role of an accountant in an organization.	CO-1	L6
UNIT-II			
4.	Compare the concept of marginal costing and absorption costing. Examine the application of Cost-Volume-Profit (CVP) analysis in managerial decision-making.	CO-2	L4

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5.	Analyse the process of variance analysis in detail, including material and labour variances. Also, discuss different types of budgets used in budgetary control.	CO-2	L4
UNIT-III			
6.	Explain financial statement analysis? Discuss its objectives and discuss various tools such as trend analysis, common-size statements, and ratio analysis.	CO-3	L5
7.	Identify the importance of ratio analysis in evaluating the financial position of a company. Explain different types of ratios with suitable examples.	CO-3	L3
UNIT-IV			
8.	Examine recent developments in accounting such as Human Resource Accounting, Activity-Based Costing, and Life Cycle Costing. How do they improve decision-making?	CO- 4	L4
9.	Discuss the concept of financial reporting. Explain the role of accounting standards (ICAI, IFRS, US GAAP) and the need for harmonization of financial reporting practices.	CO- 4	L6
SECTION-C			
10.	Sephora Ltd. manufactures two products—Alpha and Beta. Despite an increase in overall sales, the company's profits have remained stagnant. Product Alpha yields a higher contribution margin but has lower demand, while Product Beta has higher sales volume but a lower contribution margin due to rising variable costs. The management suspects that the existing cost allocation method is not accurate and is considering the use of better costing and analytical techniques to improve decision-making regarding pricing and product mix. a. Elaborate how does contribution margin affect product-related decisions in this case? b. Discuss role of cost analysis in improving profitability? Recommend one measure to control rising costs in the company.	CO 5	L6

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Total No. of Pages: 02

Total No. of Questions: 10

MBA, Semester-1st

Business Environment and Indian Economy

Subject Code: MBA 105-18/25C2BAP-105

M.Code: 75406/96538

Date of Examination: 13-05.2026

Time: 3 Hrs.

Max. Marks:60

INSTRUCTIONS TO CANDIDATES:

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

Q. No.	Question	CO	BL
SECTION-A			
1.	Answer briefly:		
a.	What is meant by business environment?	CO1	L1
b.	Summarize the micro-environmental factors that affect business decision-making.	CO1	L2
c.	State the function of the Legislature in the formulation of business-related laws.	CO2	L1
d.	Explain the concept of Green Management and its importance.	CO3	L2
e.	List two basic features of a Socialist Economy.	CO4	L1
f.	State the key goals of India's technology policy.	CO4	L2
g.	Outline any two causes responsible for urbanization in India.	CO5	L1
h.	Explain the concept of frictional unemployment	CO5	L2
SECTION-B			
UNIT-I			
2.	Apply the concept of environmental scanning to evaluate how organizations respond to changing market conditions.	CO1	L3
3.	Analyse the impact of three political institutions on business policies in India.	CO2	L4
UNIT-II			
4.	Make use of the provisions of the Right to Information Act, 2005 to identify how it promotes transparency and accountability in business practices.	CO2	L3
5.	Explain the effectiveness of the Environment Protection Act, 1986 in controlling industrial pollution and safeguarding ecological balance in India.	CO3	L5

UNIT-III			
6.	Identify the main issues related to rural urban migration.	CO3	L3
7.	Examine the various challenges and problems associated with technology transfer in businesses.	CO4	L4
UNIT-IV			
8.	Analyze the changing structure of India's foreign trade and examine its implications on economic development.	CO4	L4
9.	Evaluate major employment trends in India and assess how development strategies can address unemployment issues.	CO5	L5
SECTION-C			
10.	Case Study The court passed an order to ban polythene bags as: - The bags are creating many environmental problems which affect the lives of people in general. - Society in general is more concerned about quality of life. The Government decided to give subsidies to the jute industry to promote this business. Innovative techniques are being developed to manufacture jute bags at low rates. Incomes are rising and even people can afford to buy these jute bags. (a) Evaluate the effectiveness of banning polythene bags in improving environmental quality and public health (b) Explain some critical issues from the above case.	CO4	L5

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Total No. of Pages: 02
Total No. of Questions: 10

MBA, Semester-1st
FOUNDATIONS OF MANAGEMENT
Subject Code: 25C2BAP-101/MBA 101-18
M.Code: 96542/75402
Date of Examination: 05/05/2026

Time: 3 Hrs.

Max. Marks:60

INSTRUCTIONS TO CANDIDATES:

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

Q. No	Question	CO	BL
SECTION-A			
1.	Answer briefly:		
a.	What do you mean by an open system in management?	CO1	L1
b.	Describe "Unity of Command" as a principle of management.	CO1	L2
c.	What does the lowest level of Maslow's Hierarchical Theory illustrate?	CO2	L1
d.	Define MBO.	CO3	L1
e.	List the key differences between formal and informal organization?	CO4	L1
f.	Explain the advantages of decentralization.	CO4	L2
g.	State the main component of Japanese style of management.	CO5	L1
h.	Explain why control is a forward-looking function.	CO5	L2
SECTION-B			
UNIT-I			
2.	Analyse Henry Fayol's 14 principles of management in detail.	CO1	L4
3.	"Manager plays a vital role in elevating the management system." Identify the role of manager by examining this statement.	CO1	L3
UNIT-II			
4.	Evaluate Decision making in various situations used by managers	CO2	L5
5.	Differentiate between Policy and Procedure, by focusing on importance of both in planning.	CO3	L4
UNIT-III			
6.	Identify the relationship between Delegation and Decentralization for smooth conduct of business operations.	CO3	L3
7.	Distinguish between line and staff organization and explain the potential conflicts between them with examples.	CO4	L4
UNIT-IV			
8.	Evaluate the different types of control (e.g., feedforward, concurrent, feedback) used in organizations.	CO5	L5

9.	Analyze the pros and cons of E-Business and Outsourcing as modern management techniques.	CO5	L4
SECTION-C			
10.	Case: App Vantage, a growing tech startup, outsourced the development of its mobile app to a low-cost offshore firm to reduce expenses. The app was delivered on time and within budget, and the initial launch showed promising user engagement. However, soon after launch, a critical bug disrupted the app's core functionality. When App Vantage reached out for immediate support, the outsourcing team was unavailable due to a national holiday in their country, leading to a 48-hour delay in fixing the issue. During this period, users faced poor app performance and began posting negative reviews. As a result, the app's ratings dropped significantly, damaging the company's reputation and reducing user trust. The incident highlighted that while cost savings were achieved, AppVantage failed to consider key risks such as vendor availability, service continuity, and post-deployment support. Questions: a. Assess the risks that AppVantage failed to consider besides cost when choosing its outsourcing partner? b. Justify What single clause could they have added to their outsourcing contract to mitigate this specific risk?	CO5	L5

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Roll No.

Total No. of Questions: 10

Date : 04-05-2026
Total No. of Pages: 3

MBA, Semester-2nd
Subject Name: LEGAL ENVIRONMENT FOR BUSINESS
Subject Code: 25C2BAP-202 E2 / 25C1BAP-202 | MBA-202-18
M.Code : / 76154

Time: 03:00 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.

SECTION-B consists of FOUR subsections: Units-I, II, III & IV. Each subsection contains TWO questions, each question carrying EIGHT marks and student has to attempt any ONE question from each subsection.

SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

Q No.	Description	CO	BL	Marks
SECTION A				16
1.a.	List the different types of courts in Indian judicial system.	CO-1	L1	2
1.b.	Explain the importance of business law in regulating corporate activities effectively.	CO-1	L2	2
1.c.	Write about capacity of parties required for valid contracts.	CO-2	L1	2
1.d.	Explain difference between sale and agreement to sell .	CO-3	L2	2
1.e.	Write the use of Negotiable instrument in business environment.	CO-4	L1	2
1.f.	Describe the essential elements of a partnership.	CO-5	L2	2
1.g.	Write meaning of mutual agency in partnership.	CO-5	L1	2
1.h.	Explain the reasons for dishonour of a cheque along the legal consequences.	CO-4	L2	2
SECTION B(UNIT-I)				8
2.	Identify jurisdiction of courts in India in matters relating to commercial agreements between business firms.	CO-1	L3	8
3.	Break down the modes of discharge of contract and distinguish how contracts are terminated under different legal circumstances.	CO-2	L4	8
SECTION B(UNIT-II)				8
4.	Recommend suitable legal remedies available to unpaid seller and justify their importance in safeguarding business interests.	CO-3	L5	8
5.	Explain the concepts of conditions and warranties under the Sale of Goods Act, 1930 and their impact on the rights of buyers and sellers.	CO-3	L5	8
SECTION B(UNIT-III)				8
6.	Evaluate the importance of Partnership Act provisions in regulating rights and duties of partners in business organizations.	CO-5	L5	8
7.	Evaluate the legal validity of a bill of exchange and justify its role in facilitating commercial transactions.	CO-4	L5	8
SECTION B(UNIT-IV)				8

Q No.	Description	CO	BL	Marks
8.	Compare company and partnership firm to distinguish differences in legal status, liability, and continuity in business operations.	CO-6	L4	8
9.	Distinguish responsibilities of chairman of board from executive and independent directors in decision-making processes.	CO-6	L4	8
SECTION C				12
10.	Raghav Industries Ltd., a mid-sized manufacturing company, faced a major financial setback after its board approved a high-risk investment without proper due diligence. The directors relied solely on optimistic projections provided by a third-party consultant and failed to independently verify the data. Within a year, the investment collapsed, leading to heavy losses for shareholders. Further investigation revealed that some directors did not attend key board meetings regularly and neglected their duty of care and diligence. One director, in particular, had a conflict of interest, as he held a stake in the consulting firm that recommended the investment. This was not disclosed to the board, violating the duty of loyalty and transparency. As a result, shareholders filed a lawsuit against the board of directors, alleging negligence, breach of fiduciary duty, and mismanagement. Regulatory authorities also imposed penalties, holding the directors personally liable for the losses incurred due to their actions and omissions. This case highlights the importance of directors fulfilling their legal duties responsibly, including acting in good faith, exercising due diligence, avoiding conflicts of interest, and ensuring transparency in decision-making.	CO-6	L5	12
	Questions a) Determine whether the directors of Raghav Industries Ltd. fulfilled their fiduciary duties in the decision-making process. Justify your evaluation. b) Recommend measures that the board of directors could implement to prevent such liabilities and improve corporate governance practices in the future.			

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Total No. of Pages: 2

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MBA, Semester- 1st**Managerial Economics**

Subject Code: 25C2BAP-102/MBA102-18/25C1BAP-102

M.Code: 96541/75403/96695

Date of Examination: 8-05-2026

Time: 3 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

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

Q. No.	Question	CO	BL
SECTION-A			
1.	Answer briefly:		
a.	Define the meaning of incremental analysis.	CO1	L1
b.	State how scarcity forces firms to make choices.	CO1	L2
c.	Which factors affect demand forecasting accuracy?	CO2	L1
d.	Compare constant, increasing and decreasing returns to scale.	CO3	L2
e.	List the types of returns to scale.	CO4	L1
f.	Summarize the determinants of supply.	CO4	L2
g.	Why do firms form a cartel?	CO5	L1
h.	List any two major types of inflation.	CO5	L2
SECTION-B			
UNIT-I			
2.	Apply the incremental principle to evaluate whether a firm should introduce a new product.	CO1	L3
3.	Examine the scope of managerial economics and justify its relevance in managerial functions.	CO1	L4
UNIT-II			
4.	Make use of the oligopoly assumptions to analyze firm behavior.	CO3	L3
5.	Breakdown the relationship between elasticity and revenue to build a revenue strategy.	CO2	L4
UNIT-III			
6.	Evaluate modern pricing practices and defend the best strategy for competitive markets.	CO4	L5

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7.	Categorize increasing, constant, and decreasing returns to scale and analyze their long-run implications.	CO4	L4
UNIT-IV			
8.	Contrast the limitations of national income statistics and categorize the most critical ones affecting accuracy.	CO5	L4
9.	Evaluate the factors that determine money market equilibrium in developing economies.	CO5	L5
SECTION-C			
10.	Case Study A financial crisis triggers panic among investors, leading to high liquidity preference. People hold more cash rather than investing, causing money market shortages. Interest rates become volatile, and credit availability declines. The central bank intervenes by injecting liquidity, but market confidence remains weak. Economists analyze how money demand behavior contributes to disequilibrium and assess the extent to which central bank intervention can stabilize the financial system. Questions. (a) Interpret how liquidity preference contributes to money market instability. (b) Evaluate the central bank's role in restoring money market equilibrium	CO3	L5

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2|M-96541/75403/96695

Roll No.

Total No. of Questions: 10

Date : 21-05-2026
Total No. of Pages: 2MBA, Semester-2nd
Subject Name: BUSINESS ANALYTICS FOR DECISION MAKING
Subject Code: 25C2BAP-201 / 25C1BAP-201 / MBA-201-18
M-Code: 97998 / 97962 / 76153

Time: 03:00 Hrs.

Max. Marks: 60

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

Q No.	Description	CO	BL	Marks
SECTION A				16
1.a.	State any two objectives of statistics in managerial decision making.	CO-1	L1	2
1.b.	Compare probability and non-probability sampling methods.	CO-1	L2	2
1.c.	Name any two tests of significance used for large samples in hypothesis testing.	CO-2	L1	2
1.d.	Explain the role of independent variables in regression analysis models.	CO-3	L2	2
1.e.	List the important roles of forecasting in business decision making.	CO-4	L1	2
1.f.	Describe the difference between simple and weighted index numbers.	CO-5	L2	2
1.g.	Define splicing in index numbers.	CO-5	L1	2
1.h.	Compare linear and non-linear equations in trend analysis.	CO-6	L2	2
SECTION B(UNIT-I)				8
2.	Develop an appropriate data collection plan for a business research problem requiring subjective judgment.	CO-1	L3	8
3.	ABC Pvt. Ltd.'s monthly sales data shows a steady increase across most products, with product E consistently achieving the highest values. February and March reflect overall growth, especially for products B, C, and D, indicating improving performance trends. In January, product A recorded sales of 25, product B 30, product C 28, product D 35, and product E 40 (₹ thousands). In February, product A recorded 20, product B 32, product C 30, product D 38, and product E 42. In March, product A recorded 22, product B 35, product C 33, product D 40, and product E 45. Explain the above data in tabular form, providing detailed information.	CO-1	L5	8
SECTION B(UNIT-II)				8
4.	Examine the differences between large sample tests and small sample tests with reference to assumptions and applications.	CO-2	L4	8
5.	Classify the different types of tests of significance (Z, t, F, Chi-square) and state their basic analytical purpose.	CO-2	L4	8
SECTION B(UNIT-III)				8
6.	Explain the use of partial correlation in the given situation: A company wants to measure the relationship between sales and advertising while controlling the effect of price.	CO-4	L5	8
7.	Interpret the enhanced utility of quantitative forecasting techniques over qualitative techniques and vice versa, giving relevant business examples and practical situations.	CO-4	L5	8

1/M- 97998 / 97962 / 76153

Q No.	Description	CO	BL	Marks																		
SECTION B(UNIT-IV)				8																		
8.	Make use of suitable real-world business or economic examples to differentiate between linear and non-linear trends in time series data.	CO-6	L3	8																		
9.	Determine the index numbers for new base as 2017 for the given data with base year 2015 for the given index numbers from 2015 to 2020 as {100, 120, 140, 150, 160, and 180} respectively.	CO-5	L5	8																		
SECTION C				12																		
10.	Verify that the Laspeyre's and Fisher's price index are 110.5 and 110.3 respectively for the data given below: <table border="1"> <tr> <td rowspan="2">For 2007</td><td>Price</td><td>3</td><td>3</td><td>5</td></tr> <tr> <td>Quantity</td><td>20</td><td>30</td><td>20</td></tr> <tr> <td rowspan="2">For 2008</td><td>Price</td><td>4</td><td>3</td><td>7</td></tr> <tr> <td>Quantity</td><td>22</td><td>35</td><td>10</td></tr> </table>	For 2007	Price	3	3	5	Quantity	20	30	20	For 2008	Price	4	3	7	Quantity	22	35	10	CO-6	L5	12
For 2007	Price		3	3	5																	
	Quantity	20	30	20																		
For 2008	Price	4	3	7																		
	Quantity	22	35	10																		

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Roll No.

Total No. of Questions: 10

Date : 09-05-2026
Total No. of Pages: 2MBA, Semester-2nd
Subject Name: **MARKETING MANAGEMENT**
Subject Code: 25C2BAP-203 / 25C1BAP-203 / MBA203-21
M. Code: / 192176

Time: 03:00 Hrs.

Max. Marks: 60

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

Q No.	Description	CO	BL	Marks
SECTION A				16
1.a.	List down all the concepts or Era of Marketing. According to you which Concept or Era is working on Customer preferences or needs.	CO-1	L1	2
1.b.	Compare marketing vs selling along with examples.	CO-1	L2	2
1.c.	What is branding and how does it help in identifying a product in the market?	CO-2	L1	2
1.d.	Classify the elements of promotion mix and explain their role in marketing communication.	CO-3	L2	2
1.e.	List the different types of distribution channels.	CO-4	L1	2
1.f.	Explain the key channel management decisions taken by firms.	CO-4	L2	2
1.g.	Define green marketing and state its focus in modern business practices.	CO-5	L1	2
1.h.	Explain how viral marketing campaigns gain popularity and reach a large audience quickly.	CO-5	L2	2
SECTION B(UNIT-I)				8
2.	Examine the relationship between corporate strategic planning and the marketing planning process. Analyze how a misalignment between corporate goals and marketing strategy leads to resource inefficiency, using a hypothetical diversified conglomerate as your context.	CO-1	L4	8
3.	Distinguish between the micro and macro components of the marketing environment. Examine how each layer influences the competitive strategy of a mid-sized FMCG company, and categorize the forces that are within versus beyond the firm's control.	CO-1	L4	8
SECTION B(UNIT-II)				8
4.	Examine the relationship between the stages of new product development and the consumer adoption process. Analyze how understanding adopter categories - innovators through laggards should shape launch sequencing and communication strategy.	CO-2	L4	8
5.	Make use of the 7Ps framework to design a service marketing strategy for a newly launched co-working space in a Tier-2 Indian city. Explain how each P addresses the unique challenges of marketing a service.	CO-2	L3	8
SECTION B(UNIT-III)				8
6.	Interpret the impact of price changes on customer perception and demand.	CO-3	L5	8
7.	A company is targeting business clients for industrial products. Apply the steps of the personal selling process in this context.	CO-3	L3	8

Q No.	Description	CO	BL	Marks
SECTION B(UNIT-IV)				8
8.	Compare push-based and pull-based supply chain models. Under what market conditions is each approach more effective?	CO-4	L4	8
9.	Estimate a channel design strategy for launching a new consumer product in the FMCG industry across both urban and rural markets.	CO-4	L5	8
SECTION C				12
10.	A beverage brand launched a creative social media campaign that quickly became viral, generating millions of views and shares online. While the campaign increased brand visibility, some customers also posted negative comments about the product, which spread quickly across social media platforms. Questions: a) Develop a comprehensive viral marketing strategy that maximizes brand visibility and awareness, based on an evaluation of its impact. b) Propose measures to manage and mitigate the potential risks associated with buzz or viral marketing, with justification for their effectiveness.	CO-5	L6	12

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Roll No.

Total No. of Questions: 10

Date : 18-05-2026

Total No. of Pages: 3

MBA, Semester-2nd
 Subject Name: ENTREPRENEURSHIP AND PROJECT MANAGEMENT
 Subject Code: 25C2BAP-207/ MBA-207-18/25C1BAP-207
 M. Code : 97992/76159/97956

Time: 03:00 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.

SECTION-B consists of FOUR subsections: Units-I, II, III & IV. Each subsection contains TWO questions, each question carrying EIGHT marks and student has to attempt any ONE question from each subsection.

SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

Q No.	Description	CO	BL	Marks
SECTION A				16
1.a.	Mention any two myths of entrepreneurship.	CO-1	L1	2
1.b.	Explain how intrapreneurship can be applied within an organization.	CO-1	L2	2
1.c.	State the relationship between Creativity and Entrepreneurship.	CO-2	L1	2
1.d.	Interpret the meaning of a business plan in entrepreneurial ventures.	CO-3	L2	2
1.e.	Define the concept of succession planning.	CO-4	L1	2
1.f.	Describe the importance of harvesting strategies in business.	CO-4	L2	2
1.g.	State the concept of Social Cost Benefit Analysis.	CO-5	L1	2
1.h.	Explain the concept of project planning and control.	CO-5	L2	2
SECTION B(UNIT-I)				8
2.	Interpret the problems faced by women entrepreneurs in India and suggest remedies.	CO-1	L4	8
3.	Examine the role of corporate entrepreneurship in fostering innovation and competitiveness within large organizations.	CO-1	L4	8
SECTION B(UNIT-II)				8
4.	Examine risk reduction strategies for exploiting new entry opportunities.	CO-2	L4	8
5.	Explain the major theories of entrepreneurial motivation and examine how they influence an individual's decision to start a new venture.	CO-3	L5	8
SECTION B(UNIT-III)				8
6.	Explain a comprehensive exit strategy for a startup facing declining performance. Justify your choice of exit route by considering financial, legal and market factors.	CO-4	L5	8
7.	Judge the impact of poor strategic planning and external environmental changes on venture failure and recommend preventive measures to ensure long-term survival.	CO-4	L5	8
SECTION B(UNIT-IV)				8
8.	Analyze the application of PERT and CPM techniques in project planning and control and explain how they help in efficient project implementation.	CO-5	L4	8
9.	Explain the stages of project implementation, explaining each stage and its significance in ensuring successful execution.	CO-5	L5	8

Q No.	Description	CO	BL	Marks
SECTION C				12
10.	A renewable energy company launched a project to install solar power plants in rural areas of Rajasthan to promote clean energy and reduce electricity shortages. The project involved multiple stages including feasibility analysis, financial planning, equipment procurement, and installation. During implementation, the company faced several challenges such as delays in equipment delivery, cost overruns, and regulatory approvals. The project management team realized that they had not effectively used network techniques like PERT and CPM to plan and monitor project activities. As delays increased, investors became concerned about rising project costs and delayed returns. The management now plans to adopt better project planning, scheduling, and control mechanisms to complete the project successfully. This situation highlights the importance of structured project management tools for monitoring timelines, identifying critical activities, and controlling project risks. Questions: a. Discuss the project management challenges faced during implementation and identify their causes. b. Evaluate a project planning and control approach using appropriate network techniques to improve project efficiency.	CO-5	L6	12

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Roll No.

Total No. of Questions: 10

Time: 03:00 Hrs.

INSTRUCTIONS TO CANDIDATES:

SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.

SECTION-B consists of FOUR subsections: Units-I, II, III & IV. Each subsection contains TWO questions, each question carrying EIGHT marks and student has to attempt any ONE question from each subsection.

SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

Q No.	Description	CO	BL	Marks
SECTION A				16
1.a.	Name secondary storage devices based on magnetic and optical technologies.	CO-1	L1	2
1.b.	Interpret file management commands in real-world usage.	CO-1	L2	2
1.c.	List steps involved in document creation and saving.	CO-2	L1	2
1.d.	Explain workflow of mail merge in organizational communication.	CO-3	L2	2
1.e.	List any two advanced formatting tools in Excel.	CO-4	L1	2
1.f.	Describe role of formatting in data visualization.	CO-5	L2	2
1.g.	State predefined styles available.	CO-5	L1	2
1.h.	Illustrate importance of forms in data entry systems.	CO-6	L2	2
SECTION B(UNIT-I)				8
2.	Apply the concept of input/output devices in designing a computer system.	CO-1	L3	8
3.	Apply system and application software concepts in real-life scenarios.	CO-1	L3	8
SECTION B(UNIT-II)				8
4.	Analyze the complete booting process of the Windows operating system with each stage involved from power-on to desktop loading, including BIOS/UEFI, boot loader, kernel initialization, and user login process.	CO-2	L4	8
5.	A. Demonstrate and explain the various file operations in Windows such as copy, move, and delete. B. Discuss different methods (using mouse, keyboard shortcuts, and command prompt) and their practical applications in file management.	CO-2	L4	8
SECTION B(UNIT-III)				8
6.	Evaluate the advantages of MS Excel over manual methods of data handling in aspects such as speed, accuracy, data analysis, automation, and error reduction.	CO-3	L5	8

Date : 12-05-2026

Total No. of Pages: 2

MBA, Semester-2nd
Subject Name: COMPUTER APPLICATIONS FOR BUSINESS

Subject Code: 25C2BAP-208 / 25C1BAP-208 / MBA4E-201-18

M. Code :

1

76160

Max. Marks: 60

Description	CO	BL	Marks
A. Evaluate different types of charts available in MS Excel. B. Discuss when to use bar charts, line charts, pie charts, and others, and explain how they help in data visualization and interpretation.	CO-3	L5	8
SECTION B(UNIT-IV)			8
Create reports using queries in MS Access, including the selection of data, formatting of reports, and presentation of query results.	CO-6	L4	8
Evaluate the concept of normalization in databases with different normal forms to find out how normalization reduces redundancy and improves data integrity.	CO-5	L5	8
SECTION C			12
A logistics firm requires detailed reports for decision-making, but its current system lacks structured reporting tools. Data is stored in multiple tables without proper query mechanisms, making it difficult to generate insights. The company plans to use MS Access queries and reports to improve decision-making. Questions a) Evaluate the importance of reports in database systems. b) Analyze current system limitations. c) Design a reporting structure using queries. d) Create reports for analysis and decision-making. e) Develop a decision-support system using database tools.	CO-6	L6	12

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Roll No.

Total No. of Questions: 10

Date : 25-05-2026
Total No. of Pages: 3MBA, Semester-2nd
Subject Name: HUMAN RESOURCE MANAGEMENT
Subject Code: 25C2BAP-204/ 25C1BAP-204/ MBA-204-18

Time: 03:00 Hrs.

Max. Marks: 60

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

Q No.	Description	CO	BL	Marks
SECTION A				16
1.a.	Define Human Resource Planning in an organization.	CO-1	L1	2
1.b.	Explain the scope and functions of HRM.	CO-1	L2	2
1.c.	Job analysis is the most basic human resource management activity. Discuss	CO-2	L1	2
1.d.	Explain how fringe benefits differ from wages.	CO-3	L2	2
1.e.	List the types of employee welfare facilities.	CO-4	L1	2
1.f.	Describe government concerns in industrial relations.	CO-4	L2	2
1.g.	Identify different forms of dispute settlement methods.	CO-5	L1	2
1.h.	Discuss participative management.	CO-5	L2	2
SECTION B(UNIT-I)				8
2.	Apply the concept of Human Resource Planning by explaining how various internal and external factors affect Human Resource Planning in an organization.	CO-1	L3	8
3.	Differentiate between job description and job specification and examine their application in preparing a job description for a Marketing Manager in the service industry.	CO-2	L4	8
SECTION B(UNIT-II)				8
4.	Analyze the effectiveness of the recruitment and selection process in ensuring the right person-job fit.	CO-2	L4	8
5.	Examine how effective induction and placement influence employee retention and productivity.	CO-2	L4	8
SECTION B(UNIT-III)				8
6.	Appraise the problems associated with performance management and feedback by relating them to organizational situations, and defend their impact on organizational effectiveness.	CO-3	L5	8
7.	Implement the concept of quality circles to improve employee participation and problem-solving in an organization. Explain the process involved.	CO-3	L3	8
SECTION B(UNIT-IV)				8
8.	Evaluate the role of welfare facilities such as health, safety, and recreation in improving the quality of work life in an organization, and justify their effectiveness.	CO-4	L5	8

Q No.	Description	CO	BL	Marks
9.	Evaluate the effectiveness of the steps of collective bargaining in resolving industrial disputes within an organization, providing a detailed justification of each stage.	CO-5	L5	8
SECTION C				12
10.	Case study Allied Packaging Industries has faced repeated disputes over overtime payments, transfer decisions, and production targets. Every few months, conflicts arise between workers and supervisors, leading to protests, absenteeism, and delayed dispatches. Though the company has a dispute settlement committee, it meets irregularly and only after problems become severe. Union representatives argue that management ignores issues until workers threaten agitation. Managers believe employees misuse disputes to pressure the company. HR records show that unresolved complaints often reappear in different forms. The Managing Director wants to examine whether the existing dispute resolution machinery is ineffective. Questions: 1. Assess the effectiveness of the present dispute resolution machinery at Allied Packaging Industries. 2. Critique management's reactive approach toward recurring workplace conflicts.	CO-5	L5	12

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Roll No.

Total No. of Questions: 10

MBA, Semester-2nd
Subject Name: PRODUCTION AND OPERATIONS MANAGEMENT
Subject Code: 25C2BAP-205 E2 / 25C1BAP-205 / MBA 205-18
M. Code: / / 76157

Date : 07-05-2026
Total No. of Pages: 3

Time: 03:00 Hrs.
INSTRUCTIONS TO CANDIDATES:

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

Q No.	Description	CO	BL	Marks
SECTION A				16
1.a.	State the role of an operations manager in organizations.	CO-1	L1	2
1.b.	Differentiate between manufacturing and service operations.	CO-1	L2	2
1.c.	List the factors affecting capacity planning.	CO-2	L1	2
1.d.	Compare Total Quality Management (TQM) and Six Sigma.	CO-3	L2	2
1.e.	Which factors affect inventory control policy?	CO-4	L1	2
1.f.	Explain the concept of Just In Time (JIT) in production systems.	CO-4	L2	2
1.g.	State the meaning of value analysis.	CO-5	L1	2
1.h.	Outline the concept of stock control systems.	CO-5	L2	2
SECTION B(UNIT-I)				8
2.	Construct a framework to classify different types of operations in an organization with the help of flowchart.	CO-1	L3	8
3.	Analyze the impact of operations management on corporate profitability and competitiveness.	CO-1	L4	8
SECTION B(UNIT-II)				8
4.	Examine the effectiveness of PPC in production environments.	CO-2	L4	8
5.	A production unit produces 200 units per day. Each unit requires 0.5 hours of processing time. The plant operates 8 hours per day. Compute the number of machines required.	CO-2	L3	8
SECTION B(UNIT-III)				8
6.	Evaluate the effectiveness of Juran's Quality Trilogy in quality improvement.	CO-3	L5	8
7.	Use statistical process control techniques to monitor production.	CO-3	L4	8
SECTION B(UNIT-IV)				8
8.	Examine the use of control charts for variables (mean and range) and analyze their significance in quality control.	CO-3	L4	8

Q No.	Description	CO	BL	Marks
9.	Evaluate the effectiveness of purchasing management in cost control.	CO-5	L5	8
SECTION C				12
10.	A mid-sized automobile parts manufacturing company was experiencing a decline in profits despite having stable market demand. The company faced several operational issues such as frequent machine breakdowns, poor inventory management leading to excess stock of some materials and shortages of critical components, and an inefficient plant layout that caused unnecessary delays in production. Additionally, the firm suffered from high defect rates, which increased rework costs and reduced customer satisfaction. Initially, management attributed these problems to rising competition, but a detailed internal analysis revealed that weak operations management practices were the root cause. Poor planning, lack of maintenance, improper layout design, and ineffective quality control significantly affected productivity and increased operational costs. These inefficiencies ultimately reduced profitability and damaged the company's reputation. This case highlights that effective operations management is essential for optimizing resources, maintaining quality, and achieving competitive advantage. Improving operational strategies such as preventive maintenance, better inventory control, and layout redesign could help restore efficiency and profitability. Questions 1.Evaluate the impact of poor operations management on productivity, cost, and customer satisfaction in the given manufacturing company. 2.Analyze the operational issues in the company and suggest suitable measures to improve profitability.	CO-1	L5	12

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21/05 (C)

Roll No.

Total No. of Pages: 02

Total No. of Questions: 10

MBA, Semester - 3rd

MANAGEMENT OF FINANCIAL SERVICES

Subject Code: MBA912-18

M.Code: 76897

Date of Examination: 21-05-2026

Time: 3 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

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

Q. No.	Question	Course Outcome	Bloom's Level
SECTION-A			
1.	Answer briefly:		
a.	Define financial services.	CO-1	L1
b.	Explain the importance of different fund structures in financial services.	CO-1	L2
c.	What is the key theoretical difference between "proportional" and "non-proportional" reinsurance?	CO-2	L1
d.	Summarise the concept of operating lease.	CO-3	L2
e.	Define credit card.	CO-4	L1
f.	Briefly explain the concept of 'Securitization'.	CO-4	L2
g.	What is an 'Interest Rate Swap'?	CO-5	L1
h.	Compare Gap analysis and Duration analysis in ALM.	CO-5	L2
SECTION-B			
UNIT-I			
2.	Apply the concept of financial services to explain their role in economic development.	CO-1	L3
3.	Examine the step-by-step process of dematerialization of securities. What are the advantages of this system?	CO-2	L4
UNIT-II			
4.	Apply merchant banking functions to support corporate fundraising.	CO-3	L3
5.	Critically evaluate various types of leasing from leasee's perspective.	CO-3	L5

UNIT-III			
6.	Develop the process of debt securitization to explain risk transfer.	CO-4	L3
7.	Analyze the financial aspects of factoring agreements.	CO-4	L4
UNIT-IV			
8.	Break down the stages of the ALM process and discuss their interdependence.	CO-5	L4
9.	Evaluate the contribution of Basel norms in strengthening the risk management framework of global banking systems.	CO-5	L5
SECTION-C			
10.	Mutual funds have become an essential financial service for small and medium investors in India. Over the last decade, systematic investment plans (SIPs) and diversified schemes have attracted millions of investors from both urban and rural areas. Fund houses like HDFC, ICICI Prudential, and SBI Mutual Fund promote disciplined investing with transparency and professional management. SEBI plays a vital role in ensuring fair valuation, investor protection, and disclosure standards. However, investor confidence is still affected by market volatility, lack of financial literacy, and short-term investment mind-set. Despite these challenges, mutual funds continue to support financial inclusion by channelling small savings into productive investments. The growing adoption of digital platforms has also simplified KYC and investment tracking. Questions: - Critically Analyze how SIPs and investor education programs have increased participation in mutual funds across India. - Evaluate SEBI's regulatory role in promoting transparency and investor protection in mutual fund operations.	CO-1	L5

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Total No. of Pages: 02

MBA, Semester-3rd
SERVICES MARKETING
Subject Code MBA 922-18

Date of Examination: 19-05-2026

Max. Marks: 60**INSTRUCTIONS TO CANDIDATES:**

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

Q. No.	Question	Course Outcome	Bloom's Level
SECTION-A			
1.	Answer briefly:		
a.	List the key characteristics that differentiate services from goods.	CO-1	L1
b.	Outline a stepwise new service development process.	CO-2	L2
c.	Define customer loyalty in service settings.	CO-2	L1
d.	Illustrate how management actions can close Gap 3 (service performance gap).	CO-3	L2
e.	Select examples of tools used in integrated service communications.	CO-4	L1
f.	Interpret how customer perceived value influences price setting.	CO-5	L2
g.	List the main approaches to setting prices for services.	CO-5	L1
h.	Explain how service quality affects marketing in hospitality.	CO-6	L2
SECTION-B			
UNIT-I			
2.	Identify factors that contribute to the growth of the service sector in India .	CO-1	L3
3.	Distinguish between core and supplementary elements in a service with example. Also Inspect challenges faced during new service development.	CO-2	L4
UNIT-II			
4.	Build a strategy using the 7Ps of service marketing for an educational institution.	CO-2	L3

5.	Assess the role of service quality in building brand loyalty and apply customer loyalty programs to strengthen service relationships.	CO-3	L5
UNIT-III			
6.	Identify the ways through which employees can make use of self-service technologies to improve delivery.	CO-4	L3
7.	Categorize the different intermediaries used in electronic service channels and plan how intermediaries can be used effectively in service delivery.	CO-4	L4
UNIT-IV			
8.	Distinguish between cost-based, competition-based, and value-based pricing approaches.	CO-5	L4
9.	Judge the effectiveness of dynamic pricing models in the service industry.	CO-6	L5
SECTION-C			
10.	A private-sector bank identified major service issues—long waiting times, inconsistent staff behaviour, and unclear communication about product features. The GAP Model assessment revealed that the largest gaps existed in service design, performance, and communication. Although the bank introduced digital queue tokens and staff training programs, customers still felt confused about loan procedures and hidden charges. The management realized that customers needed more transparent and personalized service interactions. They now want to rebuild the complete service delivery system with better communication channels and redesigned customer touchpoints. The challenge is to create a service model that is efficient, transparent, and customer-centric. Questions: a) Propose a redesigned service delivery framework that minimizes the major gaps identified in the GAP Model. b) Construct a customer-centric interaction process that ensures clarity, transparency, and satisfaction across banking touchpoints.	CO3	L6

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Total No. of Pages: 02

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MBA, Semester-3rd

DATA SCIENCE USING R

Subject Code: MBA-962-18

M.Code:77058

Date of Examination: 16-05-2026

Time: 3 Hrs.**Max. Marks: 60**

INSTRUCTIONS TO CANDIDATES:

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

Q. No.	Question	Course Outcome	Bloom's Level
SECTION-A			
1.	Answer briefly:		
a.	Define the terminology data science.	CO-1	L1
b.	Illustrate the role of R charts in data representation.	CO-1	L2
c.	Name any two types of regression techniques used in data science.	CO-2	L1
d.	Interpret the effect of regularization on multiple regression performance.	CO-3	L2
e.	List the two input parameters required to run a DBSCAN algorithm.	CO-4	L1
f.	Compare agglomerative and hierarchical clustering based on their merging process.	CO-4	L2
g.	Define the term “overfitting” as used in model evaluation contexts.	CO-5	L1
h.	Illustrate the relationship between precision and recall in confusion matrices.	CO-5	L2
SECTION-B			
UNIT-I			
2.	Make use of R packages to organize and summarize data efficiently.	CO-1	L3
3.	Examine how decision tree depth impacts model overfitting and accuracy.	CO-2	L4
UNIT-II			
4.	Apply multiple regression to analyze relationships among economic indicators.	CO-2	L3

5.	Defend the reliability of probabilistic predictions derived from Bayes' theorem.	CO-3	L5
UNIT-III			
6.	Make use of random forest algorithm to predict customer churn effectively.	CO-3	L3
7.	Analyze the impact of distance metrics on clustering output quality.	CO-4	L4
UNIT-IV			
8.	Analyze how data partitioning affects cross-validation accuracy scores.	CO-4	L4
9.	Evaluate trade-offs between validation accuracy and computational efficiency.	CO-5	L5
SECTION-C			
10.	Case Study Case Title: Improving Disease Diagnosis using Decision Tree and SVM Models Scenario: A healthcare startup in Bengaluru developed a machine learning-based diagnostic system to identify diabetes from patient health parameters — such as glucose levels, blood pressure, insulin, and age. Two predictive models were trained: a Decision Tree Classifier and a Support Vector Machine (SVM). The decision tree model was easy to interpret and visualize, but it over fit the data, leading to high accuracy on the training set (96%) and low accuracy on the test set (78%). The SVM model, using a radial basis kernel, achieved a slightly lower training accuracy (93%) but much higher test accuracy (89%), demonstrating better generalization. The data science team compared both models using performance metrics such as precision, recall, F1 score. After evaluation, they recommended deploying the SVM model for clinical prediction due to its balanced performance and lower over fitting. Questions a) Evaluate both models (Decision Tree and SVM) using accuracy, precision, recall, and F1-score metrics, and determine which is more suitable for healthcare diagnosis. b) Justify why SVM might outperform Decision Tree in generalization despite being more complex, considering the nature of biomedical data.	CO-1	L5

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Roll No.

Total No. of Pages: 02

Total No. of Questions: 10

MBA, Semester-3rd
CONSUMER BEHAVIOUR
 Subject Code: MBA 921-18
 M.Code: 76894

Date of Examination: 09-05-2026

Time: 3 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

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

Q. No.	Question	Course Outcome	Bloom's Level
SECTION-A			
1.	Answer briefly:		
a.	Recall consumer research.	CO-1	L1
b.	Illustrate the impact of IT in consumer profiling.	CO-2	L2
c.	What do you mean by market segmentation?	CO-2	L1
d.	Explain tri-component attitude model.	CO-3	L2
e.	Define marketing communication and persuasion in the context of consumer behaviour.	CO-4	L1
f.	Summarise the meaning of opinion leadership.	CO-5	L2
g.	State the interrelationship of business functions in consumer behaviour in the context of consumer behaviour.	CO-5	L1
h.	Outline the relationship between opinion leadership and firm's promotional strategy.	CO-6	L2
SECTION-B			
UNIT-I			
2.	Apply the concept of consumer research to design a survey for online shopping behaviour.	CO-1	L3
3.	Analyze the role of AI in enhancing consumer engagement strategies.	CO-1	L4
UNIT-II			
4.	Identify perceived risk. Make use of the role of perceived risk in online shopping.	CO-2	L3
5.	Explain cognitive dissonance theory. Recommend a promotional campaign based on cognitive dissonance theory.	CO-3	L5

UNIT-III			
6.	Apply how marketers use consumer perception in advertising with examples.	CO-4	L3
7.	Classify the types of consumer attitudes. Analyse the role of consumer attitudes in message crafting.	CO-4	L4
UNIT-IV			
8.	Evaluate the Engel-Blackwell-Kollat model to explain the decision-making process for purchasing a high-involvement product.	CO-5	L4
9.	'Companies create opinion leaders to talk about their brands in public'. Justify the statement by giving few examples of this and infer its effectiveness.	CO-6	L5
SECTION-C			
10.	An ethnic fast food joint 'YUMPY' is witnessing a steady decline in sales over the past year. Despite offering authentic regional snacks and a convenient location, the outlet has been losing its regular customers, particularly among the younger age group. Management suspects changing food preferences, rising health consciousness, and competition from app-based delivery brands as possible reasons. The company now wants to monitor changes in consumer behavior over a period of time and wishes to hire you as a consultant to help revive its performance and reposition its brand. Questions: a) Assess suitable bases for segmenting the consumer for the fast food joint. b) Estimate relative advantages and disadvantages of opinion leadership and reference groups in marketing the fast food joint offerings. c) Propose the methods how can technology be used in consumer engagement by the fast food joint?	CO-6	L5

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Total No. of Pages: 02

Total No. of Questions: 10

MBA, Semester-3RD

ORGANIZATIONAL CHANGE AND DEVELOPMENT

Subject Code: MBA 931-18

M.Code: 76898

Date of Examination: 23-05-2025

Time: 3 Hrs.**Max. Marks: 60**

INSTRUCTIONS TO CANDIDATES:

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

Q. No.	Question	Course Outcome	Bloom's Level
SECTION-A			
1.	Answer briefly:		
a.	Define Organizational Change.	CO-1	L1
b.	Explain “values” in the context of OD.	CO-1	L2
c.	Define “Analysis of Discrepancies.”	CO-2	L1
d.	Recall the T-Group training experience.	CO-3	L2
e.	What are the sources of power in organizations?	CO-4	L1
f.	Compare and Contrast between power and authority.	CO-4	L2
g.	What do you mean by “terminating the relationship”?	CO-5	L1
h.	Explain “contracting” in OD consulting.	CO-5	L2
SECTION-B			
UNIT-I			
2.	Apply Lewin’s Three-Step Model to implement change in an organization.	CO-1	L3
3.	Analyze how interdisciplinary perspectives contribute to effective OD practices.	CO-2	L4
UNIT-II			
4.	Develop an Action Research approach to improve team communication.	CO-2	L3
5.	Assess the role of career anchors in employee motivation.	CO-3	L5
UNIT-III			
6.	Apply third-party peace-making techniques to manage workplace disputes.	CO-3	L3
7.	Analyze how different power bases affect team functioning.	CO-4	L4

UNIT-IV			
8.	Distinguish between internal and external consulting approaches.	CO-5	L4
9.	Evaluate the influence of the Quality Movement on modern OD.	CO-2	L5
SECTION-C			
10.	Restructuring at Nova Textiles Ltd. Nova Textiles Ltd., a 40-year-old family-owned enterprise, had built its reputation on traditional processes and loyal employees. However, with rapid globalization, demand for innovation and efficiency grew. The management decided to implement a restructuring plan—reducing hierarchical layers, introducing cross-functional teams, and empowering employees to make decisions. Senior managers, however, viewed the move as a threat to their authority, leading to resistance and communication breakdowns. Employee morale dipped, and productivity declined during the transition phase. The Managing Director believed change was necessary but struggled to balance respect for legacy with the need for modernization. Questions: a) Assess the main triggers for organizational change in Nova Textiles Ltd. b) Evaluate how management could apply planned change models to reduce resistance. c) Recommend strategies for ensuring smooth transition and long-term acceptance of the new structure.	CO-1	L5

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Total No. of Pages: 02

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MBA, Semester 3rd
MARKETING ANALYTICS

Subject Code: MBA-961-18

M.Code: 77057

Date of Examination: 26-05-2025

Time: 3 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

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

Q. No.	Question	Course Outcome	Bloom's Level
SECTION-A			
1.	Answer briefly:		
a.	List two main components involved in the market analysis process.	CO-1	L1
b.	Interpret how market share indicates company performance in competition.	CO-1	L2
c.	What are the two main steps in pricing analysis for new products?	CO-2	L1
d.	Show how people analytics improve sales team performance.	CO-3	L2
e.	What techniques are used to track advertising results over time?	CO-4	L1
f.	Classify different analytics types based on their application in marketing.	CO-4	L2
g.	Define the core two objectives behind measuring success in digital campaigns.	CO-5	L1
h.	Classify e-marketing tools based on their promotional and analytical functions.	CO-5	L2
SECTION-B			
UNIT-I			
2.	Identify how customer retention data enhances long-term profitability planning.	CO-1	L3
3.	Examine the selection of metrics used for product performance evaluation.	CO-2	L4
UNIT-II			
4.	Utilize sales managers skills to apply compensation planning insights.	CO-2	L3
5.	Justify pricing decisions using price-volume and value equations.	CO-3	L5

UNIT-III			
6.	Apply suitable methods to improve media planning for advertisements.	CO-3	L3
7.	Discover how media scheduling affects audience recall and ad reach.	CO-4	L4
UNIT-IV			
8.	Analyze the impact of e-marketing tools on customer buying behavior.	CO-4	L4
9.	Assess whether social media marketing is the right choice for branding.	CO-5	L5
SECTION-C			
10.	Evaluating the E-Marketing Plan and ROI of a Global Airline Campaign Scenario: An international airline, "SkyJet Airways," launched an integrated E-Marketing Plan to increase ticket sales post-pandemic. The plan included: Search Engine Marketing (SEM) and Pay-Per-Click (PPC) ads for key travel routes. Social Media Marketing on YouTube and Instagram featuring destination videos. Email campaigns for loyalty members offering limited-time discounts. A redesigned mobile-friendly website for easy booking and flight tracking. SkyJet's E-Marketing plan followed a structured process: 1. Situational Analysis – assessed reduced travel demand and rising competition. 2. Objective Setting – increase online ticket sales by 25% in 6 months. 3. Marketing Mix Decisions – focused on pricing offers, digital promotions, and service convenience. 4. Budget Allocation – distributed ₹12 crore across PPC (40%), social media (30%), SEO (20%), and email (10%). 5. Measurement – monitored conversion rates, click-through rate (CTR), cost per acquisition (CPA), and ROI. After six months, digital campaigns generated a 27% increase in online sales, with SEM yielding the highest ROI. However, social media had strong engagement but moderate conversion efficiency. Questions: a) Evaluate the overall effectiveness of SkyJet's E-Marketing Plan by comparing the ROI of different channels (SEM, social media, SEO, and email). b) Justify whether reallocating budget toward SEM and reducing social media spend would be a sustainable long-term strategy based on campaign performance data.	CO-5	L5

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MBA, SEMESTER-3RD

EMPLOYEE RELATIONS

SUBJECT CODE: MBA 932-18

M.CODE: 76899

DATE OF EXAMINATION: 14-05-2026

Time: 3 Hrs.**Max. Marks: 60**

INSTRUCTIONS TO CANDIDATES:

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

Q. No.	Question	Course Outcome	Bloom's Level
SECTION-A			
1.	Answer briefly:		
a.	Define the concept of termination.	CO-1	L1
b.	Explain ideology in the context of Industrial Relations.	CO-1	L2
c.	Recall the main provisions of the Trade Unions Act, 1926 related to workers welfare.	CO-2	L1
d.	Infer the types of compensations provided as per Employee's Compensation Act, 1923.	CO-3	L2
e.	Label the major features of ILO Conventions.	CO-4	L1
f.	Summarize the concept of social assistance and social security.	CO-4	L2
g.	What is the role of welfare agencies as per labour laws?	CO-5	L1
h.	Relate the concept of labour welfare in maintaining peace and harmony in a business setup.	CO-5	L2
SECTION-B			
UNIT-I			
2.	Identify the structure of dispute settlement machinery in India and evaluate its effectiveness in resolving conflicts.	CO-1	L3
3.	Classify the legal and procedural steps involved in forming a trade union.	CO-1	L4
UNIT-II			
4.	Utilize the concept of arbitration in dispute resolution.	CO-3	L3
5.	Examine how dispute settlement machinery strengthens IR.	CO-3	L4

UNIT-III			
6.	Apply the Payment of Wages Act to a case of delayed salary.	CO-4	L3
7.	Categorize the main points of the Payment of Bonus Act to promote employee motivation.	CO-4	L4
UNIT-IV			
8.	Classify the PF Act to calculate employer and employee contributions.	CO-5	L4
9.	Recommend a case to apply labour welfare classification in factories.	CO-5	L5
SECTION-C			
10.	Case Study VED Pharma Pvt. Ltd., a medium-sized pharmaceutical firm in Baddi, delayed maternity benefits to several employees citing “budget limitations.” A female employee who recently gave birth filed a complaint under the **Maternity Benefit Act, 1961**, alleging discrimination and denial of statutory rights. Management defended its stance by claiming operational losses. The case attracted media attention and inspection from labour authorities. The HR department faced both legal scrutiny and public criticism for compromising women’s welfare. Although the company claimed compliance with labour laws, it failed to ensure timely disbursement and adequate maternity leave records. The incident exposed the lack of awareness among supervisors regarding employee welfare provisions. The HR Manager must now assess the organization’s adherence to welfare legislation and rebuild the company’s ethical image. This situation demands not just policy correction but also a shift in corporate values toward inclusivity and compliance. MBA students analyzing this case are encouraged to examine how negligence in welfare administration can damage reputation, morale, and organizational trust. Questions: a. Justify the extent to which VED Pharma’s decision breached the Maternity Benefit Act, 1961, and contradicted ethical HR principles. b. Determine the need for ethical HR policies to enhance gender-based welfare compliance.	CO-5	L5

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5.	Explain the importance of respect as the basis of human relationships. मानवीय संबंधों के आधार के रूप में सम्मान के महत्व को समझाइए। ਮਨੁੱਖੀ ਰਿਸ਼ਤਿਆਂ ਦੇ ਅਧਾਰ ਵਜੋਂ ਸਨਮਾਨ ਦੇ ਮਹੱਤਵ ਨੂੰ ਸਮਝਾਓ।	CO4	L5
6.	Examine the process of developing a personal value system. What factors influence the formation of individual values? एक व्यक्तिगत मूल्य प्रणाली विकसित करने की प्रक्रिया की जांच कीजिए। ਕੌਨ ਸੇ ਕਾਰਕ ਕ੍ਰਿਅਤਿਗਤ ਮੂਲ੍ਯੋਂ ਕੇ ਨਿਰਮਾਣਿ ਕੋ ਪ੍ਰਭਾਵਿਤ ਕਰਦੇ ਹੈਂ? ਇੱਕ ਨਿੱਜੀ ਮੁੱਲ ਪ੍ਰਣਾਲੀ ਵਿਕਸਿਤ ਕਰਨ ਦੀ ਪ੍ਰਕਿਰਿਆ ਦੀ ਜਾਂਚ ਕਰੋ। ਕਿਹੜੇ ਕਾਰਕ ਵਿਅਕਤੀਗਤ ਮੁੱਲਾਂ ਦੇ ਗਠਨ ਨੂੰ ਪ੍ਰਭਾਵਿਤ ਕਰਦੇ ਹਨ?	CO5	L4
SECTION-C			
7.	Classify the guidelines to achieve universal human order through profession. पेशे के माध्यम से सार्वभौमिक मानवीय व्यवस्था प्राप्त करने के दिशा-निर्देशों को वर्गीकृत कीजिए। ਪੇਸ਼ੇ ਦੇ ਮਾਧਿਅਮ ਰਾਹੀਂ ਸਾਰਵਭੌਮਿਕ ਮਨੁੱਖੀ ਵਿਵਸਥਾ ਪ੍ਰਾਪਤ ਕਰਨ ਲਈ ਦਿਸ਼ਾ-ਨਿਰਦੇਸ਼ਾਂ ਨੂੰ ਵਰਗੀਕ੍ਰਿਤ ਕਰੋ। Or Analyze natural acceptance and experiential validation as methods of value realization in self-exploration process. स्व-अन्वेषण प्रक्रिया में मूल्य साकार करने के तरीकों के रूप में स्वाभाविक स्वीकृति और अनुभवजन्य सत्यापन का विश्लेषण कीजिए। ਸਵੈ-ਪੇਸ਼ ਪ੍ਰਕਿਰਿਆ ਵਿੱਚ ਮੁੱਲ ਸਾਕਾਰ ਕਰਨ ਦੇ ਤਰੀਕਿਆਂ ਵਜੋਂ ਕੁਦਰਤੀ ਸਵੀਕ੍ਰਿਤੀ ਅਤੇ ਅਨੁਭਵਾਤਮਕ ਪ੍ਰਮਾਣੀਕਰਣ ਦਾ ਵਿਸ਼ਲੇਸ਼ਣ ਕਰੋ।	CO1	L4
8.	Explain the relationship between innateness, self-organization, and self-expression. सहजता, स्व-संगठन और आत्म-अभिव्यक्ति के बीच संबंध स्पष्ट कीजिए। ਸਹਜਤਾ, ਸਵੈ-ਸੰਗਠਨ ਅਤੇ ਸਵੈ-ਅਭਿਵਿਅਕਤੀ ਦੇ ਬੀਚ ਸੰਬੰਧ ਸਪਸ਼ਟ ਕਰੋ। Or Explain the significance of 'Sanyam' in ensuring body health. शरीर के स्वास्थ्य को सुनिश्चित करने में 'संयम' के महत्व को समझाइए। ਸਰੀਰ ਦੇ ਸਿਹਤ ਨੂੰ ਸੁਨਿਸ਼ਚਿਤ ਕਰਨ ਵਿੱਚ 'ਸੰਯਮ' ਦੇ ਮਹੱਤਵ ਨੂੰ ਸਮਝਾਓ।	CO2	L5
9.	Estimate the natural and acquired needs of human beings and explain how their misunderstanding leads to conflict. मनुष्य की प्राकृतिक और अर्जित आवश्यकताओं का आकलन कीजिए और समझाइए कि उनकी गलतफहमी कैसे संघर्ष की ओर ले जाती है। ਮਨੁੱਖ ਦੀਆਂ ਕੁਦਰਤੀ ਅਤੇ ਹਾਸਲ ਕੀਤੀਆਂ ਲੋੜਾਂ ਦਾ ਅੰਦਾਜ਼ਾ ਲਗਾਓ ਅਤੇ ਸਮਝਾਓ ਕਿ ਉਨ੍ਹਾਂ ਦੀ ਗਲਤਫਹਿਮੀ ਕਿਵੇਂ ਟਕਰਾਅ ਵੱਲ ਲੈ ਜਾਂਦੀ ਹੈ।	CO3	L6

	Or Predict the roles of the 'I' as doer, seer, and enjoyer with the functions of the Body as its instrument. कर्ता, द्रष्टा और भोक्ता के रूप में 'स्व' की भूमिकाओं की भविष्यवाणी कीजिए, जबकि शरीर इसके साधन के रूप में कार्य करता है। ਕਰਤਾ, ਦਰਸ਼ਕ ਅਤੇ ਆਨੰਦ ਲੈਣ ਵਾਲੇ ਵਜੋਂ 'ਮੈਂ' ਦੀਆਂ ਭੂਮਿਕਾਵਾਂ ਦੀ ਭਵਿੱਖਬਾਣੀ ਕਰੋ, ਜਦੋਂ ਕਿ ਸਰੀਰ ਇਸਦੇ ਇੰਸਟ੍ਰੂਮੈਂਟ ਵਜੋਂ ਕੰਮ ਕਰਦਾ ਹੈ।		
10.	Analyze the interrelation between recyclability and self-regulation in nature. प्रकृति में पुनर्चक्रणीयता और आत्म-नियमन के बीच अंतर्संबंध का विश्लेषण कीजिए। ਕੁਦਰਤ ਵਿੱਚ ਰੀਸਾਈਕਲ ਹੋਣ ਦੀ ਸਮਰੱਥਾ ਅਤੇ ਸਵੈ-ਨਿਯਮਨ ਦੇ ਬੀਚ ਅੰਤਰਸੰਬੰਧ ਦਾ ਵਿਸ਼ਲੇਸ਼ਣ ਕਰੋ। Or Discuss the concept of universal human values. Identify five core universal values and explain their relevance in contemporary society. सार्वभौमिक मानवीय मूल्यों की अवधारणा पर चर्चा कीजिए। पांच मुख्य सार्वभौमिक मूल्यों की पहचान कीजिए और समकालीन समाज में उनकी प्रासंगिकता समझाइए। ਸਾਰਵਭੌਮਿਕ ਮਨੁੱਖੀ ਮੁੱਲਾਂ ਦੀ ਧਾਰਨਾ 'ਤੇ ਚਰਚਾ ਕਰੋ। ਪੰਜ ਮੁੱਖ ਸਾਰਵਭੌਮਿਕ ਮੁੱਲਾਂ ਦੀ ਪਛਾਣ ਕਰੋ ਅਤੇ ਸਮਕਾਲੀ ਸਮਾਜ ਵਿੱਚ ਉਨ੍ਹਾਂ ਦੀ ਪ੍ਰਸੰਗਿਕਤਾ ਸਮਝਾਓ।	CO4	L4
11.	List the implication of Natural Acceptance of Human Values. मानवीय मूल्यों की प्राकृतिक स्वीकृति के निहितार्थों की सूची बनाइए। ਮਨੁੱਖੀ ਮੁੱਲਾਂ ਦੀ ਕੁਦਰਤੀ ਸਵੀਕ੍ਰਿਤੀ ਦੇ ਨਿਹਿਤਾਰਥਾਂ ਦੀ ਸੂਚੀ ਬਣਾਓ। Or Classify the components of Ethical Human Conduct. नैतिक मानवीय आचरण के घटकों को वर्गीकृत कीजिए। ਨੈਤਿਕ ਮਨੁੱਖੀ ਵਿਵਹਾਰ ਦੇ ਘਟਕਾਂ ਨੂੰ ਵਰਗੀਕ੍ਰਿਤ ਕਰੋ।	CO5	L4

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Total No. of Pages: 02

Total No. of Questions: 11

MBA, Semester-3rd

HUMAN VALUES, DE-ADDICTION & TRAFFIC RULES

Subject Code: HVPE 101-18

M. Code: 76891

Date of Examination: 06-05-2026

Time: 3 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

1. **SECTION-A is COMPULSORY consisting of TEN questions carrying ONE marks each.**
2. **SECTION-B contains FIVE questions, each question carry FOUR marks and student has to attempt all questions.**
3. **SECTION-C contains FIVE questions with internal choice, each question carry SIX marks and student has to attempt all questions.**

Q. No.	Question	Course Outcome	Bloom's Level
SECTION-A			
1.	Answer briefly:		
a.	Compare temporary pleasure and continuous happiness. ਅਸਥਾਈ ਸੁਖ ਔਰ ਨਿਰੰਤਰ ਖੁਸ਼ੀ ਦੀ ਤੁਲਨਾ ਕੀਜ਼ਿਏ। ਅਸਥਾਈ ਖੁਸ਼ੀ ਅਤੇ ਨਿਰੰਤਰ ਖੁਸ਼ੀ ਦੀ ਤੁਲਨਾ ਕਰੋ।	CO1	L2
b.	Define the term 'Right Understanding' in the context of sustainable happiness. ਸਤਤ ਖੁਸ਼ੀ ਕੇ ਸੰਦਰਭ ਮੇਂ 'ਸਹੀ ਸਮਝ' ਸ਼ਬਦ ਕੋ ਪਰਿਭਾਸ਼ਿਤ ਕੀਜ਼ਿਏ। ਟਿਕਾਉ ਖੁਸ਼ੀ ਦੇ ਸੰਦਰਭ ਵਿੱਚ 'ਸਹੀ ਸਮਝ' ਸ਼ਬਦ ਨੂੰ ਪਰਿਭਾਸ਼ਿਤ ਕਰੋ।	CO1	L1
c.	What are the basic needs of the Self and the Body. ਸਵ ਔਰ ਸਰੀਰ ਦੀ ਮੂਲ ਆਵਸ਼ਯਕਤਾਏਂ ਕਥਾ ਹੈਂ। ਸਵੈ ਅਤੇ ਸਰੀਰ ਦੀਆਂ ਬੁਨਿਆਦੀ ਲੋੜਾਂ ਕੀ ਹਨ।	CO2	L1
d.	Explain the importance of correct appraisal of physical needs. ਭੌਤਿਕ ਆਵਸ਼ਯਕਤਾਔਂ ਕੇ ਸਹੀ ਮੁਲਾਂਕਨ ਕੇ ਮਹਤਵ ਕੋ ਸਮਝਾਓ। ਭੌਤਿਕ ਲੋੜਾਂ ਦੇ ਸਹੀ ਮੁਲਾਂਕਣ ਦੇ ਮਹੱਤਵ ਨੂੰ ਸਮਝਾਓ।	CO2	L2
e.	Relate the basic human goals within the family. ਪਰਿਵਾਰ ਕੇ ਭੀਤਰ ਮੂਲ ਮਾਨਵੀਯ ਲਕਸ਼ਔਂ ਦੇ ਸੰਬੰਧ ਸਥਾਪਿਤ ਕੀਜ਼ਿਏ। ਪਰਿਵਾਰ ਦੇ ਅੰਦਰ ਬੁਨਿਆਦੀ ਮਨੱਖੀ ਟੀਜ਼ਿਆਂ ਨਾਲ ਸੰਬੰਧ ਬਣਾਓ।	CO3	L1

f.	Interpret the meaning of Samadhan in social relationships. ਸਾਮਾਜਿਕ ਸੰਬੰਧਾਂ ਮੇਂ ਸਮਾਧਾਨ ਕੇ ਅਰਥ ਕੀ ਵਯਾਖਯਾ ਕੀਜੀਏ। ਸਮਾਜਿਕ ਰਿਸ਼ਤਿਆਂ ਵਿੱਚ ਸਮਾਧਾਨ ਦੇ ਅਰਥ ਦੀ ਵਿਆਖਿਆ ਕਰੋ।	CO3	L2
g.	Recall examples of interdependence in natural systems. ਪ੍ਰਾਕ੍ਰਿਤਿਕ ਪ੍ਰਣਾਲੀਆਂ ਮੇਂ ਪਰਸਪਰ ਨਿਰਭਰਤਾ ਕੇ ਉਦਾਹਰਣ ਯਾਦ ਕੀਜੀਏ। ਕੁਦਰਤੀ ਪ੍ਰਣਾਲੀਆਂ ਵਿੱਚ ਪਾਰਸਪਰਿਕ ਨਿਰਭਰਤਾ ਦੀਆਂ ਉਦਾਹਰਣਾਂ ਯਾਦ ਕਰੋ।	CO4	L1
h.	Explain the role of social responsibility in professional ethics. ਪ੍ਰਾਕ੍ਰਿਤਿਕ ਪ੍ਰਣਾਲੀਆਂ ਮੇਂ ਪਰਸਪਰ ਨਿਰਭਰਤਾ ਕੇ ਉਦਾਹਰਣ ਯਾਦ ਕੀਜੀਏ। ਕੁਦਰਤੀ ਪ੍ਰਣਾਲੀਆਂ ਵਿੱਚ ਪਾਰਸਪਰਿਕ ਨਿਰਭਰਤਾ ਦੀਆਂ ਉਦਾਹਰਣਾਂ ਯਾਦ ਕਰੋ।	CO4	L2
i.	What are the contradictions caused by materialistic order in human values? ਮਾਨਵੀਯ ਮੁੱਲਾਂ ਮੇਂ ਭੌਤਿਕਵਾਦੀ ਵਯਵਸਥਾ ਕੇ ਕਾਰਣ ਕਯਾ ਵਿਰੋਧਾਭਾਸ ਉਤਪੰਨ ਹੋਤੇ ਹੈਂ? ਮਨੁੱਖੀ ਮੁੱਲਾਂ ਵਿੱਚ ਭੌਤਿਕਵਾਦੀ ਵਿਵਸਥਾ ਦੇ ਕਾਰਨ ਕਿਹੜੇ ਵਿਰੋਧਾਭਾਸ ਪੈਦਾ ਹੁੰਦੇ ਹਨ?	CO5	L1
j.	Explain the need for people-friendly and eco-friendly production systems. ਲੋਗਾਂ ਕੇ ਅਨੁਕੂਲ ਔਰ ਪਰਯਾਵਰਣ ਕੇ ਅਨੁਕੂਲ ਉਤਪਾਦਨ ਪ੍ਰਣਾਲੀਆਂ ਕੀ ਆਵਸ਼ਯਕਤਾ ਸਮਝਾਓ। ਲੋਕ-ਮਿੱਤਰਪੂਰਨ ਅਤੇ ਪਰਿਵਾਰ-ਮਿੱਤਰਪੂਰਨ ਉਤਪਾਦਨ ਪ੍ਰਣਾਲੀਆਂ ਦੀ ਲੋੜ ਸਮਝਾਓ।	CO5	L2
SECTION-B			
2.	Illustrate the importance of self-exploration with relevant examples. ਸਵ-ਅਵੇਸ਼ਣ ਕੇ ਮਹੱਤਵ ਕੀ ਪ੍ਰਾਸੰਗਿਕ ਉਦਾਹਰਣਾਂ ਕੇ ਸਾਥ ਸਪਸ਼ਟ ਕੀਜੀਏ। ਸਵ-ਖੋਜ ਦੇ ਮਹੱਤਵ ਨੂੰ ਪ੍ਰਸੰਗਿਕ ਉਦਾਹਰਣਾਂ ਨਾਲ ਸਪਸ਼ਟ ਕਰੋ।	CO1	L3
3.	Identify the importance of correct appraisal of physical needs. ਭੌਤਿਕ ਆਵਸ਼ਯਕਤਾਵਾਂ ਕੇ ਸਹੀ ਮੁਲਾਂਕਣ ਕੇ ਮਹੱਤਵ ਕੀ ਪਛਾਣੀਏ। ਭੌਤਿਕ ਲੋੜਾਂ ਦੇ ਸਹੀ ਮੁਲਾਂਕਣ ਦੇ ਮਹੱਤਵ ਨੂੰ ਪਛਾਣੋ।	CO2	L3
4.	Evaluate how promotion of Vishwas and Samman is established in the community using a relevant example. ਵਿਸ਼ਵਾਸ ਅਤੇ ਸਨਮਾਨ ਦੇ ਪ੍ਰਚਾਰ ਨੂੰ ਇੱਕ ਪ੍ਰਸੰਗਿਕ ਉਦਾਹਰਣ ਦੀ ਵਰਤੋਂ ਕਰਕੇ ਕਮਿਊਨਿਟੀ ਵਿੱਚ ਕਿਵੇਂ ਸਥਾਪਿਤ ਕੀਤਾ ਜਾਂਦਾ ਹੈ ਇਸਦਾ ਮੁਲਾਂਕਣ ਕਰੋ।	CO3	L5

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Roll No.

Total No. of Pages: 02

Total No. of Questions: 10

MBA, Semester-3rd
INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT
Subject Code: MBA 911-18
M.Code: 76896

Date of Examination: 12-05-2026

Time: 3 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

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

Q. No.	Question	CO	BL
SECTION-A			
1.	Answer briefly:		
a.	Define the role of capital market.	CO-1	L1
b.	Compare IPO and FPO issued in primary market.	CO-1	L2
c.	What does a high debt-to-equity ratio suggest?	CO-2	L1
d.	Explain the “Support line” used in Technical Analysis.	CO-3	L2
e.	What are the core assumptions behind Arbitrage Pricing Theory?	CO-4	L1
f.	Outline the concept of Relative Strength Index (RSI).	CO-4	L2
g.	Define the term hedging used in derivatives.	CO-5	L1
h.	Infer the meaning of obligations in option derivative.	CO-5	L2
SECTION-B			
UNIT-I			
2.	Identify the types of risks while making the portfolio of securities and make comparison between Systematic and Unsystematic Risk.	CO-1	L3
3.	Critically evaluate the different types of investment opportunities available to an investor.	CO-1	L5
UNIT-II			
4.	Identify the key participants in the secondary market and briefly	CO-2	L3

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	state their roles.		
5.	Examine the concept of industry analysis and explain the factors which are considered for industry analysis.	CO-2	L4
UNIT-III			
6.	Categorize the different types of charts available in the Technical Analysis.	CO-3	L4
7.	Compare traditional Portfolio Theory and Modern Portfolio Theory.	CO-4	L5
UNIT-IV			
8.	Analyze the CAPM Model with its assumptions.	CO-4	L4
9.	Compare the key differences between forward contract derivatives and option contract derivatives.	CO-5	L5
SECTION-C			
10.	India's electric vehicle (EV) industry has seen rapid growth over the past five years, driven by rising fuel costs, environmental concerns, and government incentives. Major players like Tata Motors, Mahindra Electric, and Ola Electric have launched affordable EV models, while startups such as Ather Energy and Revolt Motors are gaining traction in urban markets. The government's Faster Adoption and Manufacturing of Hybrid and Electric Vehicles (FAME) scheme has provided subsidies and infrastructure support, including charging stations and battery-swapping networks. Despite this, challenges remain: high battery costs, limited rural infrastructure, and consumer hesitation due to range anxiety. In 2025, Tata Motors announced a ₹15,000 crore investment to expand its EV production capacity and develop solid-state battery technology. Meanwhile, foreign companies like Tesla and BYD are exploring entry into the Indian market, intensifying competition. Industry analysts predict that by 2030, EVs could make up 30% of all vehicle sales in India, but this depends on policy consistency, technological innovation, and consumer trust. Questions: - Assess the role of government policy in shaping the growth of India's EV industry. - Determine how changes in subsidies or infrastructure support affect future development of the EV industry?	CO-3	L5

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Total No. of Questions: 10

Total No. of Pages: 02

MBA, Semester-3rd
MARKETING RESEARCH

Subject Code: MBA 302-18

M Code: 76890

Date of Examination: 04-05-2024

Time: 3 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES.

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

Q. No.	Question	Course Outcome	Bloom's Level
SECTION-A			
1.	Answer briefly:		
a.	Define Research Design.	CO-1	L1
b.	Summarize the importance of exploratory research.	CO-2	L2
c.	Interpret the role of observation variables in research accuracy.	CO-2	L1
d.	Compare the characteristics of nominal and ordinal scales.	CO-3	L2
e.	Name the main sections in a research proposal.	CO-4	L1
f.	Identify the meaning of descriptive statistics.	CO-5	L2
g.	Recall the differences between test-retest reliability and split-half reliability.	CO-5	L1
h.	Explain SPSS and its primary uses in data analysis.	CO-6	L2
SECTION-B			
UNIT-I			
2.	Identify the role of Marketing Research in advertising and promotion.	CO-1	L3
3.	Determine the relationship between Marketing Research and marketing decision-making.	CO-1	L4
UNIT-II			
4.	Develop the importance of defining the research problem in Marketing Research.	CO-2	L3
5.	Explain causal research with suitable examples.	CO-3	L5
UNIT-III			
6.	Identify the role of research design in ensuring the validity and reliability of Marketing Research results.	CO-4	L3

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7.	Analyze how measurement errors, affect reliability and validity in marketing research.	CO-4	L4
UNIT-IV			
8.	Distinguish between content validity and criterion validity.	CO-5	L4
9.	Judge the accuracy of regression results for predicting market demand.	CO-6	L5
SECTION-C			
10.	A marketing research firm conducted a survey to understand how consumers perceive different smartphone brands in the Indian market. The objective was to identify the underlying factors that influence customers' purchasing decisions. A questionnaire was administered to 200 respondents who rated 10 variables on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). Objective is to reduce the number of variables and identify a smaller set of underlying dimensions (factors) that summarize consumer perception of smartphones. and methodology is researcher applied Exploratory Factor Analysis (EFA) using Principal Component Analysis with Varimax rotation. Questions: a). Elaborate the main purpose of using factor analysis in this study. b). Discuss the results of this factor analysis help smartphone companies in decision-making?	CO-6	L6

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Roll No.

Total No. of Questions: 10

Date : 26-05-2026
Total No. of Pages: 2MBA, Semester-4th
Subject Name: CORPORATE STRATEGY
Subject Code: MBA 401-18 E2
M. Code: 77807

Time: 03:00 Hrs.

Max. Marks: 60

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

Q No.	Description	CO	BL	Marks
SECTION A				16
1.a.	Name the three levels of strategy commonly found in large organizations.	CO-1	L1	2
1.b.	Outline the steps of strategic decisions making in context of strategic management.	CO-1	L2	2
1.c.	Define the term external environmental analysis in the context of business strategy.	CO-2	L1	2
1.d.	Compare Differentiation strategy with Focus strategy in terms of target market scope.	CO-3	L2	2
1.e.	What is meant by horizontal integration with reference to corporate level Strategies?	CO-4	L1	2
1.f.	Describe the BCG Matrix and its purpose in strategic analysis and choice.	CO-5	L2	2
1.g.	What is the purpose of an R&D (Research & Development) plan in strategy implementation?	CO-5	L1	2
1.h.	Describe the importance of aligning organizational structure with strategy during implementation.	CO-6	L2	2
SECTION B(UNIT-I)				8
2.	Apply the stages of strategic management process to a service organization.	CO-1	L3	8
3.	Analyze the relationship between vision, mission, and objectives in strategy formulation.	CO-1	L4	8
SECTION B(UNIT-II)				8
4.	Write the value chain analysis with its importance in identifying strengths and weaknesses.	CO-2	L3	8
5.	Explain the process of strategy implementation in context of strategic management.	CO-3	L5	8
SECTION B(UNIT-III)				8
6.	Explain Synergy and its impact on organisation in context of mergers and acquisition.	CO-5	L5	8
7.	Compare the retrenchment and combination strategy in context of corporate restructuring.	CO-5	L4	8
SECTION B(UNIT-IV)				8
8.	Identify the various steps of strategic evaluation framework.	CO-5	L3	8
9.	Explain the various types of strategic control in strategic evaluation.	CO-4	L5	8
SECTION C				12

Q No.	Description	CO	BL	Marks
10.	A large organization decided to undertake corporate restructuring due to declining profits. The company needed to reallocate resources and redesign operational plans to improve performance. Questions a) Determine the role of resource allocation and project planning in successful corporate restructuring. b) Discuss an integrated operational and functional plan to support the restructuring process.	CO-5	L5	12

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Roll No.

Total No. of Questions: 10

Date : 01-06-2026
Total No. of Pages: 2MBA, Semester-4th
Subject Name: MERGERS, ACQUISITION AND CORPORATE RESTRUCTURING

Subject Code: MBA-914-18

Code: 77813

Time: 03:00 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.

SECTION-B consists of FOUR subsections: Units-I, II, III & IV. Each subsection contains TWO questions, each question carrying EIGHT marks and student has to attempt any ONE question from each subsection.

SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

Q No.	Description	CO	BL	Marks
SECTION A				16
1.a.	Write any two common forms of corporate restructuring adopted by companies to improve performance.	CO-1	L1	2
1.b.	Differentiate between horizontal and vertical mergers with suitable business illustrations.	CO-1	L2	2
1.c.	Name the different methods of buyback of shares.	CO-2	L1	2
1.d.	Explain how the financing structure of an LBO influences the risk and return of the transaction.	CO-3	L2	2
1.e.	What are the main accounting methods used in M&A.	CO-4	L1	2
1.f.	Summarize the concept of shareholder wealth maximization.	CO-4	L2	2
1.g.	Write the role of SEBI in mergers and acquisitions.	CO-5	L1	2
1.h.	Outline the challenges faced during post-merger integration.	CO-5	L2	2
SECTION B(UNIT-I)				8
2.	Use your understanding in the concept "Mergers create value through operational efficiency, financial strength, and improved management".	CO-1	L3	8
3.	Discover the major reasons behind the failure of acquisition strategies despite strong strategic intent, focusing on integration issues, valuation errors, and cultural mismatch.	CO-2	L4	8
SECTION B(UNIT-II)				8
4.	List the different methods of share buyback and discuss their limitations and drawbacks in the context of a company.	CO-2	L4	8
5.	Justify the effectiveness of restructuring strategies in reviving sick companies.	CO-3	L5	8
SECTION B(UNIT-III)				8
6.	Compare pooling of interest and purchase method of Accounting for the amalgamation of the companies.	CO-4	L5	8
7.	Examine the Process of Integration in Mergers and Acquisitions.	CO-4	L4	8
SECTION B(UNIT-IV)				8
8.	Evaluate the impact of tax considerations on the structuring of mergers and acquisitions. To what extent should tax benefits influence strategic decisions? Justify your answer.	CO-5	L5	8
9.	Assess the role of due diligence in reducing acquisition risks. Defend your position with respect to due diligence can completely eliminate uncertainties in M&A deals?	CO-5	L5	8
SECTION C				12

Q No.	Description	CO	BL	Marks
10.	Disney's acquisition of 21st Century Fox in 2019 was a major international merger driven by the motivation to strengthen its global content portfolio and compete with streaming giants. The deal involved extensive due diligence, including evaluation of intellectual property, global assets, and potential liabilities. Regulatory approvals played a critical role, as the merger required clearance from multiple countries to address antitrust concerns, leading Disney to divest certain assets. The tax implications were also significant, as the cross-border nature of the transaction required careful structuring to optimize tax efficiency. Post-acquisition, Disney faced challenges in the integration process, particularly in aligning corporate cultures, consolidating operations, and realizing synergies. Despite these complexities, the deal aimed at long-term strategic growth and market dominance in the entertainment industry. Questions: a). Appraise the role of due diligence and regulatory approvals in determining the success of Disney's acquisition of 21st Century Fox. b). Evaluate the effectiveness of Disney's integration strategy in achieving the intended synergies from the merger.	CO-5	L5	12

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Roll No.

Total No. of Questions: 10

Date : 19-05-2026

Total No. of Pages: 2

MBA, Semester-4th
Subject Name: INTEGRATED MARKETING COMMUNICATION AND SALES MANAGEMENT

Subject Code: MBA-923-18 E II

M. Code : 77808

Time: 03:00 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

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

Q No.	Description	CO	BL	Marks
SECTION A				16
1.a.	State the meaning of advertising appeal.	CO-1	L1	2
1.b.	Describe IMC planning model in the advertising context.	CO-1	L2	2
1.c.	Identify pre-testing methods used in integrated marketing communication.	CO-2	L1	2
1.d.	Summarize internet advertising benefits.	CO-3	L2	2
1.e.	List any four qualities of a successful salesman.	CO-4	L1	2
1.f.	Differentiate between intensive and selective distribution.	CO-5	L2	2
1.g.	List factors influencing product decisions.	CO-5	L1	2
1.h.	Explain the importance of sales territories in performance management.	CO-6	L2	2
SECTION B(UNIT-I)				8
2.	Execute different advertising appeals in building brand communication and justify their effectiveness in influencing consumer perception.	CO-1	L3	8
3.	Implement various IMC tools in the digital marketing environment and justify their contribution toward integrated communication effectiveness.	CO-1	L3	8
SECTION B(UNIT-II)				8
4.	Investigate marketing research techniques for IMC development and justify their role in designing effective communication strategies.	CO-2	L4	8
5.	Differentiate the research process in IMC programme development and justify its importance in designing effective communication campaigns.	CO-2	L4	8
SECTION B(UNIT-III)				8
6.	Evaluate the major challenges involved in setting up a sales organization and justify suitable measures for overcoming such challenges.	CO-4	L5	8
7.	Evaluate marketing policies in achieving competitive advantage and justify their role in sustaining organizational growth.	CO-5	L5	8
SECTION B(UNIT-IV)				8
8.	Differentiate sales territory design for market coverage and justify the importance of proper territory allocation in sales performance.	CO-6	L4	8
9.	Investigate the effectiveness of sales meetings and justify their role in improving coordination, motivation, and communication among sales personnel.	CO-6	L4	8

Q No.	Description	CO	BL	Marks
SECTION C				12
10.	Chai Sutta Bar expanded rapidly through a franchise-led business model that targeted young consumers with affordable pricing and a unique café experience. The brand focuses on providing tea in kulhads along with a comfortable and youth-friendly social environment. Its growth strategy depends on proper location selection, standardized menus, and consistent brand elements across all franchise outlets. Local-level marketing activities, social media promotions, and community engagement programmes help increase customer footfall and brand visibility. The company also emphasizes maintaining consistent product quality and customer service standards across different locations. However, managing operational consistency and ensuring sales performance across franchises remain major managerial challenges. Effective sales organization and franchise management strategies are therefore essential for supporting sustainable business expansion. Q1. Design a sales organization structure suitable for Chai Sutta Bar's expansion. Q2. Develop a sales management strategy to ensure consistency across franchises.	CO-6	L5	12

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Roll No.

Total No. of Questions: 10

Date : 28-05-2026

Total No. of Pages: 2

MBA, Semester-4th
Subject Name: INTERNATIONAL AND SOCIAL MEDIA MARKETING
Subject Code: MBA-925-18 E2
M-Code : 77810

Time: 03:00 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

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

Q No.	Description	CO	BL	Marks
SECTION A				16
1.a.	Name any two international market entry strategies.	CO-1	L1	2
1.b.	Interpret how consumer preferences vary across international markets.	CO-1	L2	2
1.c.	Define international marketing environment.	CO-2	L1	2
1.d.	Extend the role of the internet in transforming marketing communication and business operations.	CO-3	L2	2
1.e.	State the role of internet in the growth of social media marketing.	CO-4	L1	2
1.f.	Explain the importance of social media marketing framework in brand communication.	CO-4	L2	2
1.g.	Define influencer marketing in the context of online consumer behavior.	CO-5	L1	2
1.h.	Describe the role of Big Data in enhancing and personalizing social media marketing strategies.	CO-5	L2	2
SECTION B(UNIT-I)				8
2.	Apply the concept of international market segmentation to select a suitable foreign market for an Indian company.	CO-1	L3	8
3.	Distinguish the roles of different global trade organizations in facilitating international trade.	CO-2	L4	8
SECTION B(UNIT-II)				8
4.	Develop an international pricing strategy considering market competition and cost factors.	CO-2	L3	8
5.	Analyze the influence of socio-cultural environment on global business operations.	CO-2	L4	8
SECTION B(UNIT-III)				8
6.	Determine the influence of Return on Investment (ROI) on campaign budgeting decisions by analyzing its role in resource allocation and marketing effectiveness.	CO-5	L5	8
7.	Develop a social media marketing strategy to promote a new product in the digital markets.	CO-3	L3	8
SECTION B(UNIT-IV)				8
8.	Identify various content creation strategies (blogging, streaming, podcasts) used in social media campaigns.	CO-5	L3	8
9.	Recommend a comprehensive social media marketing plan for a startup company.	CO-5	L5	8

Q No.	Description	CO	BL	Marks
SECTION C				12
10.	Knorr has been making cooking easy since 1838. Its ready-made sauces and stock pots are available in nearly 90 countries worldwide and with annual sales over \$3 billion, it is parent company Unilever's biggest-selling brand. In Poland, Knorr's best-known product is Bulionetka; a stock used in soups and braised dishes. Even well-known brands can't stand in the hypercompetitive FMCG category, especially when busy lifestyles mean that fewer and fewer Polish people take time to cook at home. Knorr's new TV campaign was designed to raise awareness among women aged 25-49, but Knorr also wanted to reach a younger audience to drive sampling and sales. a) Explain the effectiveness of Knorr's existing marketing approach in reaching different target segments and identify gaps in engaging younger audiences. b) Recommnd a suitable multi-channel digital marketing plan, including a social media advertisement, to attract younger consumers. Justify the choice of platform.	CO-4	L5	12

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Roll No.

Total No. of Questions: 10

Date : 28-05-2026

Total No. of Pages: 2

MBA, Semester-4th
Subject Name: INTERNATIONAL AND SOCIAL MEDIA MARKETING
Subject Code: MBA-925-18 E2
M-Code : 77810

Time: 03:00 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

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

Q No.	Description	CO	BL	Marks
SECTION A				16
1.a.	Name any two international market entry strategies.	CO-1	L1	2
1.b.	Interpret how consumer preferences vary across international markets.	CO-1	L2	2
1.c.	Define international marketing environment.	CO-2	L1	2
1.d.	Extend the role of the internet in transforming marketing communication and business operations.	CO-3	L2	2
1.e.	State the role of internet in the growth of social media marketing.	CO-4	L1	2
1.f.	Explain the importance of social media marketing framework in brand communication.	CO-4	L2	2
1.g.	Define influencer marketing in the context of online consumer behavior.	CO-5	L1	2
1.h.	Describe the role of Big Data in enhancing and personalizing social media marketing strategies.	CO-5	L2	2
SECTION B(UNIT-I)				8
2.	Apply the concept of international market segmentation to select a suitable foreign market for an Indian company.	CO-1	L3	8
3.	Distinguish the roles of different global trade organizations in facilitating international trade.	CO-2	L4	8
SECTION B(UNIT-II)				8
4.	Develop an international pricing strategy considering market competition and cost factors.	CO-2	L3	8
5.	Analyze the influence of socio-cultural environment on global business operations.	CO-2	L4	8
SECTION B(UNIT-III)				8
6.	Determine the influence of Return on Investment (ROI) on campaign budgeting decisions by analyzing its role in resource allocation and marketing effectiveness.	CO-5	L5	8
7.	Develop a social media marketing strategy to promote a new product in the digital markets.	CO-3	L3	8
SECTION B(UNIT-IV)				8
8.	Identify various content creation strategies (blogging, streaming, podcasts) used in social media campaigns.	CO-5	L3	8
9.	Recommend a comprehensive social media marketing plan for a startup company.	CO-5	L5	8

Q No.	Description	CO	BL	Marks
SECTION C				12
10.	Knorr has been making cooking easy since 1838. Its ready-made sauces and stock pots are available in nearly 90 countries worldwide and with annual sales over \$3 billion, it is parent company Unilever's biggest-selling brand. In Poland, Knorr's best-known product is Bulionetka; a stock used in soups and braised dishes. Even well-known brands can't stand in the hypercompetitive FMCG category, especially when busy lifestyles mean that fewer and fewer Polish people take time to cook at home. Knorr's new TV campaign was designed to raise awareness among women aged 25-49, but Knorr also wanted to reach a younger audience to drive sampling and sales. a) Explain the effectiveness of Knorr's existing marketing approach in reaching different target segments and identify gaps in engaging younger audiences. b) Recommend a suitable multi-channel digital marketing plan, including a social media advertisement, to attract younger consumers. Justify the choice of platform.	CO-4	L5	12

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Roll No.

Total No. of Questions: 10

Date : 16-05-2026
Total No. of Pages: 2MBA, Semester-4th
Subject Name: INTERNATIONAL HUMAN RESOURCE MANAGEMENT
Subject Code: MBA-933-18 E2
M. Code: 77816

Time: 03:00 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

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

Q No.	Description	CO	BL	Marks
SECTION A				16
1.a.	What is meant by cross-cultural management?	CO-1	L1	2
1.b.	Explain how legal factors influence IHRM.	CO-1	L2	2
1.c.	Who are Third Country Nationals (TCNs)?	CO-2	L1	2
1.d.	Explain the effective ways of managing the repatriation process.	CO-3	L2	2
1.e.	State any two objectives of international compensation management.	CO-4	L1	2
1.f.	Describe the factors influencing performance of international employees.	CO-4	L2	2
1.g.	What is the role of trade unions in MNCs?	CO-5	L1	2
1.h.	Explain regional integration in international context.	CO-5	L2	2
SECTION B(UNIT-I)				8
2.	Apply cultural considerations to integrate strategic decision making in an organisational context.	CO-1	L3	8
3.	Identify the different approaches of international staffing that are followed while recruiting for overseas.	CO-2	L3	8
SECTION B(UNIT-II)				8
4.	In view of significant level of expatriate failure, identify the precautions would you take as an international HR manager in selecting expatriate staff.	CO-3	L3	8
5.	Justify the statement "Extensive Training is must for international employees before sending on a international assignment".	CO-3	L5	8
SECTION B(UNIT-III)				8
6.	Explain the importance and the concept of performance management in multinational companies .	CO-4	L5	8
7.	Explore the relationship between performance management and compensation in MNCs.	CO-4	L4	8
SECTION B(UNIT-IV)				8
8.	Examine the role of regional integration (European Union) in shaping HRM practices.	CO-5	L4	8
9.	Compare tacit knowledge and explicit knowledge with examples.	CO-5	L5	8
SECTION C				12

Q No.	Description	CO	BL	Marks
10.	A multinational automobile company opened a plant in India. The company followed US-style HR policies, but local workers demanded trade union representation and collective bargaining. The management refused, saying the company follows global policy. This led to strikes and production loss. Questions: (a) Determine the role of national context in international industrial relations. (b) Recommend measures to manage industrial relations in multinational companies.	CO-5	L5	12

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Roll No.

Date : 22-05-2026

Total No. of Questions: 10

Total No. of Pages: 3

MBA, Semester-4th
DATA VISUALIZATION FOR MANAGERS
Subject Code: MBA-963-18
M.Code:78031

Time: 03:00 Hrs.

Max. Marks: 60

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

Q.No.	Description	CO	BL	Marks
SECTION A				16
1.a.	What are data shapes in visualization, and how do they help in representing datasets?	CO-1	L1	2
1.b.	Explain how the use of color improves readability and understanding of data.	CO-1	L2	2
1.c.	Define dashboard in Tableau and explain its purpose.	CO-2	L1	2
1.d.	Outline the importance of KPIs in measuring organizational performance.	CO-3	L2	2
1.e.	List the visual tools used in storytelling and their uses.	CO-4	L1	2
1.f.	Explain infographic design principles with suitable example.	CO-4	L2	2
1.g.	Define user-centric design and its importance.	CO-5	L1	2
1.h.	Interpret narrative structure in effective data presentation.	CO-5	L2	2
SECTION B(UNIT-I)				8
2.	Explain the complete process of transforming raw data into meaningful visual representations by applying suitable visualization techniques and explaining each step involved.	CO-1	L3	8
3.	Examine the effectiveness of different chart types in presenting business data, and explain how each type supports specific analytical objectives.	CO-1	L3	8
SECTION B(UNIT-II)				8
4.	Execute how to connect, import, and manage multiple data sources within Tableau, and explain their importance in analysis.	CO-2	L3	8

Q No.	Description	CO	BL	Marks
5.	Analyse the role of business intelligence systems in improving organizational performance and efficiency.	CO-2	L4	8
SECTION B(UNIT-III)				8
6.	Evaluate design principles such as alignment, contrast, and hierarchy to develop effective visualizations, and explain their impact.	CO-3	L5	8
7.	Justify the effectiveness dashboards as communication tools in conveying meaningful and structured insights for decision-making.	CO-5	L5	8
SECTION B(UNIT-IV)				8
8.	Determine the effectiveness of combining trends, patterns, and anomalies in datasets to derive meaningful insights that support strategic and operational decisions.	CO-4	L5	8
9.	Evaluate the effectiveness of visualizations in communicating insights to different audiences, considering context, purpose, and user needs.	CO-5	L5	8
SECTION C				12
10.	Case Study:Delivery Performance Optimization Dashboard A logistics company, SwiftMove Logistics, manages deliveries across multiple regions and tracks key metrics such as on-time delivery rates, delays, and regional efficiency. Currently, performance data is stored in spreadsheets and static reports, making it difficult for managers to quickly identify issues or trends. This lack of visualization leads to delayed decision-making and inefficiencies in operations. The management wants to implement a dashboard that presents performance metrics in a clear and structured format. The dashboard should include visual elements such as bar charts for regional comparisons, line charts for delivery trends, and KPI indicators for overall performance. It should also follow design principles like alignment to organize information, contrast to highlight critical metrics, and hierarchy to guide user attention. The goal is to create a system that not only displays data but also supports quick analysis and decision-making, such as identifying underperforming regions or recurring delays. Questions: a. Evaluate the effectiveness of a dashboard design for delivery performance tracking. b. Critique the application of design principles in the proposed solution. c. Examine the extent to which the dashboard supports operational decision-making.	CO-1	L5	12

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Roll No.

Total No. of Questions: 10

MBA, Semester-4th
Subject Name: BUSINESS FORECASTING
Subject Code: MBA-964-18 E2
M. Code: 78032

Date : 08-05-2026
Total No. of Pages: 2

Time: 03:00 Hrs.
INSTRUCTIONS TO CANDIDATES:

Max. Marks: 60

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

Q No.	Description	CO	BL	Marks
SECTION A				16
1.a.	Define forecasting and its importance in demand analysis.	CO-1	L1	2
1.b.	Summarize the main steps involved in the demand forecasting process.	CO-1	L2	2
1.c.	State the concept of market experiments in test stores.	CO-2	L1	2
1.d.	Outline forecasting with serially correlated errors in regression models.	CO-3	L2	2
1.e.	Write the types of linear time series models used in practice.	CO-4	L1	2
1.f.	Summarize the Box Jenkins methodology used in time series analysis.	CO-4	L2	2
1.g.	State the importance of qualitative forecasting techniques in decision making.	CO-5	L1	2
1.h.	Explain the differences between short run and long term forecasting.	CO-5	L2	2
SECTION B(UNIT-I)				8
2.	Identify the key determinants of demand in a real business scenario and organize them systematically.	CO-1	L3	8
3.	Classify different types of users of forecasting information and analyze their requirements.	CO-2	L4	8
SECTION B(UNIT-II)				8
4.	Classify different statistical estimation techniques used in marketing research analysis.	CO-2	L4	8
5.	Compare consumer surveys and focus groups in terms of data reliability and application.	CO-2	L4	8
SECTION B(UNIT-III)				8
6.	Recommend whether SARIMA models should be preferred over ARIMA models and justify your reasoning.	CO-4	L5	8
7.	Compare smoothing techniques and simple extrapolation models in time series analysis.	CO-3	L4	8
SECTION B(UNIT-IV)				8
8.	Compare survey techniques and opinion polling methods in terms of forecasting accuracy.	CO-4	L5	8
9.	Build a forecasting system that balances short run and long term forecasting needs.	CO-5	L6	8

Q No.	Description	CO	BL	Marks
SECTION C				12
10.	E-commerce Platform and User-Based Forecasting Needs An e-commerce platform serves multiple types of users, including customers, suppliers, and investors. Each group requires demand forecasts for different purposes such as inventory planning, supply chain management, and financial projections. The company must ensure that its forecasting system meets the needs of all stakeholders. Conflicts arise when different users demand different levels of forecast accuracy and time horizons. The management must prioritize forecasting objectives while maintaining overall efficiency. Questions: a) Evaluate the importance of identifying different types of users in demand forecasting. b) Prioritize the forecasting needs of various stakeholders and justify your decision.	CO-1	L5	12

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Roll No.

Total No. of Questions: 10

MBA, Semester-4th
Subject Name: INTERNATIONAL FINANCE AND FINANCIAL DERIVATIVES
Subject Code: MBA-915-18
M-Code: 77814

Time: 03:00 Hrs.

INSTRUCTIONS TO CANDIDATES:

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

Q No.	Description	CO	BL	Marks
SECTION A				16
1.a.	How do political factors influence international trade flows?	CO-1	L1	2
1.b.	Describe European Monetary Union (EMU).	CO-1	L2	2
1.c.	Define the Foreign Exchange Market.	CO-2	L1	2
1.d.	Describe any three factors which effect demand of foreign exchange.	CO-3	L2	2
1.e.	How the Strips option strategy is different from Strap option strategy?	CO-4	L1	2
1.f.	Compare hedging and speculation in the context of financial derivatives.	CO-4	L2	2
1.g.	State the meaning of Credit Default Swaps with an example.	CO-5	L1	2
1.h.	Explain the importance of swaps in risk management.	CO-5	L2	2
SECTION B(UNIT-I)				8
2.	Identify the agencies that facilitate International flow in the country.	CO-1	L3	8
3.	Analyze the evolution of the international monetary system and identify the key turning points that shaped global finance.	CO-1	L4	8
SECTION B(UNIT-II)				8
4.	Categorize various international long-term sources and short-term sources of finance.	CO-2	L4	8
5.	Compare Purchasing Power Parity (PPP) and International Fisher Effect in forecasting exchange rates.	CO-3	L5	8
SECTION B(UNIT-III)				8
6.	Explain in detail the Black-Scholes model and also explain its asumptions & limitations for pricing the option.	CO-4	L5	8
7.	Distinguish between exchange-traded derivatives and over-the-counter (OTC) derivatives.	CO-4	L4	8
SECTION B(UNIT-IV)				8
8.	Classify swaps and swaptions as hedging or speculative instruments, and explain how their risk and return are different.	CO-5	L4	8
9.	Compare currency futures and currency options in the derivative market.	CO-5	L5	8
SECTION C				12

Q No.	Description	CO	BL	Marks
10.	A Chinese energy company is considering investing in a large oil exploration project in a Middle Eastern country. The region offers significant resource potential and attractive returns, but risks include political instability, shifting government policies, and exposure to currency volatility. These factors could undermine profitability and threaten the safety of capital. A detailed country risk analysis is therefore essential to guide the company's investment decision, helping it weigh opportunities against potential threats before committing resources. Questions : a. Evaluate the significance of political and economic conditions in shaping the overall risk profile of the investment. b. Justify the statement, "Country risk analysis is indispensable for multinational firms entering politically sensitive market." Give valid reasons.	CO-5	L5	12

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Roll No.

Total No. of Questions: 10

Date : 05-05-2026
Total No. of Pages: 2

MBA, Semester-4th
Subject Name: STRATEGIC HRM
Subject Code: MBA-934-18 E2
M Code: 77817

Time: 03:00 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.

SECTION-B consists of FOUR subsections: Units-I, II, III & IV. Each subsection contains TWO questions, each question carrying EIGHT marks and student has to attempt any ONE question from each subsection.

SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

Q No.	Description	CO	BL	Marks
SECTION A				16
1.a.	Define best fit approach in HR strategy.	CO-1	L1	2
1.b.	Give the brief overview of Best Practice approach of Strategic HRM.	CO-1	L2	2
1.c.	What is the meaning of workforce diversity?	CO-2	L1	2
1.d.	Explain the concept of executive appraisal.	CO-2	L2	2
1.e.	What is the role of feedback in HR strategy evaluation?	CO-3	L1	2
1.f.	Classify different types of employee engagement.	CO-3	L2	2
1.g.	List the challenges faced by short term international assignment employees.	CO-5	L1	2
1.h.	Summarize the contribution of Global HRM to organizational competitiveness.	CO-4	L2	2
SECTION B(UNIT-I)				8
2.	Analyze the Challenges faced by organizations in implementing Strategic HRM.	CO-1	L4	8
3.	Inspect the impact of internal and external analysis for strategic mangement.	CO-1	L4	8
SECTION B(UNIT-II)				8
4.	Examine the importance of training and development strategies in achieving strategic objectives.	CO-2	L4	8

Q No.	Description	CO	BL	Marks
5.	List down the HR Strategies and practices adopted by the Indian Industries and service sector.	CO-2	L4	8
SECTION B(UNIT-III)				8
6.	Explain different Talent Management and Retention Startegies adopted by organizations to retain good talent in the organization.	CO-3	L5	8
7.	Determine the behavioral challenges faced during strategy implementation in an organization to achive organizational effectiveness.	CO-3	L5	8
SECTION B(UNIT-IV)				8
8.	Identify the advantages and disadvantages of ethnocentric, polycentric, geocentric, and regiocentric staffing approaches with examples.	CO-4	L3	8
9.	Construct a strategy to address common expatriate challenges, including cultural adjustment and family-related issues.	CO-5	L6	8
SECTION C				12
10.	A global manufacturing company implemented a uniform performance appraisal system across all its subsidiaries. Employees in Asian countries perceived the system as overly individualistic, while employees in Europe criticized it for lacking transparency. This resulted in dissatisfaction, reduced engagement, and performance inconsistencies. a) Evaluate the limitations of a standardized performance management system in a global context. b) Recommend a culturally sensitive performance management framework suitable for multinational operations.	CO-4	L5	12

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