



## SECTION - B

### UNIT - I

2. Highlight the various steps involved in the communication process. Explain with illustrations.
3. a) Outline the growing importance of social networking technologies in business communication.  
b) Describe the pivotal role of listening in communication.

### UNIT - II

4. Describe the three-step writing process, with illustrations.
5. What factors should be kept in mind while crafting messages for electronic media? Elaborate.

### UNIT - III

6. Highlight important considerations while designing and delivering oral presentations.
7. a) What are features of a good group discussion?  
b) What are essential features of group presentations?

### UNIT - IV

8. Outline the characteristics of a good resume. What factors should be kept in mind while planning, writing and completing a resume?
9. Explain the various strategies to be pursued while appearing in an interview. Give examples in support of your answer.

## SECTION - C

## 10. Read the Case and Answer Questions based on it :

GlobalTech Solutions, a multinational IT firm, organized a virtual strategy meeting involving teams from India, Germany and Japan. Priya, the project manager from India, led the session with a detailed PowerPoint presentation. She spoke quickly, using technical jargon and regional idioms that were familiar to her Indian colleagues but confusing for the others.

While the German team members preferred a structured and fact-based approach, they found the presentation too informal. Meanwhile, the Japanese team members remained silent, not wanting to interrupt or question openly—partly due to cultural norms around hierarchy and respect. Priya assumed their silence meant agreement and moved forward with implementation plans.

A week later, issues arose. The German team requested a revised plan with clearer timelines, while the Japanese team privately expressed concerns about feasibility. The communication gaps had led to misunderstandings, project delays and frustration. In a review meeting, the company's HR advisor highlighted the communication process and stressed the importance of active listening, cultural sensitivity and adjusting communication styles to suit global teams. Priya acknowledged the feedback and began using simpler language, inviting questions and checking for understanding more frequently.

**Questions :**

- a. What barriers to communication were present in this case?
- b. How did Priya's communication style impact the global team?
- c. Why is listening especially important in cross-cultural settings?
- d. What could Priya have done differently during the initial meeting?

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Roll No. 

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Total No. of Pages : 03

Total No. of Questions : 10

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

**BUSINESS ENVIRONMENT AND INDIAN ECONOMY**

Subject Code : MBA-105-18

M.Code : 75406

Date of Examination : 12-01-2026

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTIONS TO CANDIDATES :**

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

**SECTION-A**

**1. Answer the following:**

- a) What is micro environment of business?
- b) What do you mean by Monetary Policy?
- c) What are the objectives of consumer Protection Act, 1986?
- d) What are the causes of global warming?
- e) What are export processing zones?
- f) What are the causes of migration from rural areas in India?
- g) What are major items of foreign trade which India imports?
- h) Outline the meaning of the unorganised sector of the economy.



## SECTION- B

### UNIT-I

2. Highlight importance of monitoring business environment for a manager. Explain the various components of the macro-environment, with examples.
3. a) Highlight the various fundamental rights, with illustrations  
b) Outline India's Fiscal Policy, with examples.

### UNIT-II

4. a) Outline the salient features of Right to Information Act.  
b) Highlight the importance of adopting green business strategies for an organisation, with examples.
5. Explain salient features of India's Export-Import Policy. Suggest the ways to enhance exports from India.

### UNIT-III

6. Describe role and functions of WTO in a Developing country like India, with illustrations.
7. a) Highlight the reasons for migration from rural to urban areas and challenges faced due to rapid urbanization.  
b) Highlight the concept of Intellectual Property Rights.

### UNIT-IV

8. Identify the causes of unemployment. Recommend suitable strategies for reduce unemployment in India, with examples.
9. a) Highlight importance of social infrastructure.  
b) Recommend strategies to boost infrastructure development in India.

## SECTION-C

## 10. Read the Case and Answer Questions based on it :

In 2015, the Indian government announced its commitment to reducing carbon emissions by 33-35% by 2030, in line with its international obligations under the Paris Agreement. This move significantly impacted the energy, manufacturing and infrastructure sectors. Businesses were required to consider sustainability in their operations to meet new government regulations aimed at reducing the carbon footprint.

One such company, Larsen & Toubro (L&T), a leading construction and engineering firm, began investing in green technologies and shifted towards renewable energy solutions. L&T also adopted energy-efficient practices in its construction projects, reducing waste and optimizing resource use. Additionally, the firm supported the government's push to build smart cities with sustainable infrastructure.

On the flip side, smaller businesses in sectors like textiles and automobile manufacturing faced challenges in adopting these environmentally friendly practices due to high initial costs and lack of access to green technologies. However, government subsidies and initiatives like the National Clean Energy Fund helped offset these costs.

There is now a growing importance of ecological sustainability and government policies in shaping business strategies and the Indian economy move towards a greener future.

**Questions:**

- a) How important is sustainability for businesses operating in India today?
- b) What role did the Indian government play in encouraging ecological sustainability in business?
- c) How did businesses like L&T adapt to the government's ecological policies?
- d) What were the challenges faced by smaller businesses in implementing sustainable practices?



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## SECTION-B

### UNIT-I

2. a) Critically examine the need and importance of pursuing ethical practices for an enterprise.  
b) Identify important principles of Business Ethics by citing examples.
3. a) Why is it important to maintain relationship with various stakeholders of a business?  
b) What, according to you, are important challenges in the domain of business ethics. Elaborate.

### UNIT-II

4. a) What are characteristics of ethical decision making in organisations. Identify ethical dilemmas commonly encountered by enterprises.  
b) Suggest suitable ethical dilemma resolution process for a firm with examples.
5. Critically examine important ethical considerations in the domain of Accounting and Finance. Give examples in support of your answer

### UNIT-III

6. a) Outline the concept of Corporate Social Responsibility. Should organisations undertake CSR activities? Give arguments in support of your answer.  
b) Explain salient features of important Corporate Social Responsibility Models.
7. a) Outline the concept of Corporate Sustainability. Explain Tripple Bottom Line Model (TBL) model, with examples.  
b) Highlight the features of corporate sustainability reporting framework, with suitable illustrations.

### UNIT-IV

8. a) Identify important Corporate Social Responsibility provisions under the Companies Act, 2013.  
b) Highlight important activities undertaken under CSR in India.
9. a) Outline the concept of Corporate Governance. Elaborate on its need and importance in Indian context.  
b) What are cardinal Principles governing corporate governance? Explain.

## SECTION-C

## 10. Read the Case and Answer Questions based on it:

XYZ Enterprises, one of India's largest companies in the FMCG sector, has made significant strides in Corporate Social Responsibility (CSR) through its "Responsible Business" model. The company is committed to creating value for its stakeholders while ensuring that its operations benefit society. XYZ Enterprises follows an approach which integrates sustainability into its business strategy, focusing on three primary areas: environmental sustainability, social welfare and economic empowerment.

Many of the initiatives of XYZ Enterprises are targeted towards its suppliers, predominantly, farmers as it empowers them by providing direct access to information, better resources, and market prices, leading to improved agricultural productivity and incomes. It has also built storage facilities for them. XYZ Enterprises also focuses on environmental sustainability through its recycled plastic and paper packaging, where the company has pioneered the use of recycled materials to reduce its ecological and carbon footprint.

The company's commitment to business ethics and corporate governance is evident through its transparent business practices, adherence to regulatory standards and its focus on building long-term relationships with local communities and stakeholders. Company's efforts are also driven by the growing need for businesses to align their goals with sustainable development and responsible growth.

XYZ Enterprises is making all efforts to incorporate CSR into its core strategies, balancing profit with responsibility.

**Questions:**

- How does XYZ Enterprises "Responsible Business" model integrate CSR into its core business strategy?
- What are some of the key initiatives of XYZ Enterprises to empower local communities which the companies can replicate?
- Do you think such initiatives of XYZ Enterprises are likely to lower down profits of the enterprise?
- Critically examine role of top management of XYZ Enterprises in developing CSR approach.

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## SECTION - B

### UNIT - I

2. Discuss the role and significance of Managerial Economics in decision-making.
3. What is Elasticity of Demand? How Elasticity of Demand is measured?

### UNIT - II

4. Define cost. Explain short-run cost curves with the help of diagrams.
5. What is Law of Variable Proportion? Explain it with suitable table and diagram with assumptions.

### UNIT - III

6. Differentiate between Collusive and Non - Collusive Oligopoly. Explain how price and Output is determined under Collusive Oligopoly?
7. How Price of a Commodity is determined by an entrepreneur? Elaborate different types of Pricing Practices with suitable examples.

### UNIT - IV

8. What is National Income? Explain different methods of determination of National Income?
9. Explain different theories of Inflation. Elaborate different measures to control inflation.

## SECTION - C

## 10. Case study :

The aviation industry in India is characterized by high competition and fluctuating demand. One major airline, SkyFly Airways, operates frequently on the busy Delhi-Mumbai route. To maximize revenue, SkyFly adopted a differential pricing strategy. On weekdays, ticket prices are set at around Rs.4,000, while on weekends, when demand is higher, tickets are priced at Rs.6,500. Additionally, the airline offers discounts to students, early-bird bookings and corporate clients.

This practice of charging different prices to different customers for the same service is known as price discrimination, a common strategy under monopolistic competition or oligopoly market structures. The aim is to capture maximum consumer surplus and improve revenue without necessarily changing the service provided.

SkyFly's management has noticed that while this strategy boosts revenue, it sometimes causes dissatisfaction among passengers who feel the pricing system is unfair. Complaints on social media about sudden fare hikes have become common. On the other hand, dynamic pricing has allowed the airline to survive in a low-margin industry where fuel costs and airport charges are high.

The airline must now evaluate whether it should continue with aggressive price discrimination or move towards a more stable pricing model to maintain customer trust and loyalty.

**Questions :**

- a. Identify the market structure under which the airline operates and explain why?
- b. How does price discrimination help SkyFly maximize revenue?
- c. What potential ethical and customer satisfaction issues can arise from differential pricing?
- d. Should the airline adopt a more transparent pricing strategy, or continue with dynamic pricing? Explain.

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## SECTION - B

### UNIT - I

2. From the following information prepare a Trading and Profit and loss account and Balance Sheet as on 31.3.2024 :

Particulars	Amount (Rs.)	Particulars	Amount (Rs.)
Bills Receivable	9,500	Share capital and reserves	1,19,400
Land	10,550	Sales	3,56,430
Purchases	2,56,590	Rent Received	8,640
Stationery	2,000	Creditors	56,630
Telephone expenses	1,370	6% loan	20,000
Sales discount and interest	5,870	Sales returns	2,780
Other expenses	3,620	Opening stock	89,680
Wages	40,970	Plant and machinery	37,770
Cash	19,500	Salaries	11,000
Insurance	400	Traveling expenses	1,880
Rent	5,620	Debtors	62,000

**Additional Information:**

- a) Closing stock is valued at Rs. 1,20,000.
  - b) Depreciate plant and machinery by 10%.
  - c) Interest on loan is outstanding for the year.
  - d) Salaries of Rs. 2,500 is prepaid.
3. Define financial accounting. Discuss the various concepts and conventions used for book keeping and accounting.

### UNIT - II

4. Define cost accounting. Discuss the various types of costs considered in cost accounting.
5. **Assuming that the cost structure and selling price remain the same in Periods I and II, you are required to find out:**
- a) P/V Ratio
  - b) Fixed Cost
  - c) Break Even Point for sales
  - d) Profit when sales are Rs. 100,000
  - e) Margin of Safety at a profit of Rs. 15,000
  - f) Variable cost in period II.

Period	Sales	Profit
<b>I</b>	Rs. 1,20,000	Rs. 9,000
<b>II</b>	Rs. 1,40,000	Rs. 13,000

## UNIT - III

6. Following is the balance sheet of Bubbhneswar Ltd. as on March 31, 2024:

Liabilities	Amount (Rs.)	Assets	Amount (Rs.)
Equity Share Capital	3,00,000	Fixed Assets	6,00,000
9% Preference Share Capital	1,00,000	Investments	50,000
Reserves and Surplus	50,000	Debtors	1,20,000
10% Debentures	2,00,000	Cash	30,000
Long-term Loans	25,000	Inventory	1,00,000
<b>Total</b>	<b>9,00,000</b>	<b>Total</b>	<b>9,00,000</b>

Total sales of the company during the year is Rs. 15,30,000 Sales Returns Rs. 30,000 Cash Sales is 20%; Gross Profit is Rs. 1,50,000 and Net Profit is Rs. 90,000.

You are required to compute:

- Current Ratio
  - Quick Ratio
  - Gross Profit Ratio
  - Net Profit Ratio
  - Debtors Turnover Ratio
  - Inventory Turnover Ratio
  - Debt-Equity Ratio
  - Return on Capital Employed
7. What is financial statement analysis? Discuss the various tools used for financial statement analysis. Also, briefly explain the limitations of financial statement analysis.

## UNIT - IV

- Write a detailed note on the recent trends in financial reporting in India.
- What do you mean by accounting policies? Describe the process and need of harmonization of International accounting standards, US GAAPs and the Indian accounting standards.



## SECTION - C

### 10. Case Study

The summarized balance sheet of Moon Ltd. as on 31-12-2021 and 31-12-2022 are as follows:

Liabilities	31-12-2021	31-12-2022	Assets	31-12-21	31-12-2022
Share Capital	7,50,000	7,60,000	Fixed Assets	4,00,000	3,20,000
P&L Account	56,000	68,000	Investment	50,000	60,000
Creditors	1,68,000	1,34,000	Stock	2,40,000	2,10,000
Provision for Taxation	75,000	10,000	Debtors	2,10,000	4,55,000
Loan	----	2,70,000	Bank	1,49,000	1,97,000
<b>Total</b>	<b>10,49,000</b>	<b>1,242,000</b>	<b>Total</b>	<b>10,49,000</b>	<b>12,42,000</b>

#### Additional Information:

- Investment costing Rs. 8,000 were sold for Rs. 8,500.
- During the year part of fixed assets costing Rs 10,000 was sold for Rs 9000.
- Tax provision made during the year was Rs. 9,000.

You are required to prepare cash flow statement as on 31-12-2022.

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Total No. of Pages : 03

Total No. of Questions : 10

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

Subject Code : MBA-103-18

M.Code : 75404

Date of Examination: 08-01-2026

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTION TO CANDIDATES :**

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

**SECTION-A****1. Write short notes on the following :**

- a) Median
- b) Range
- c) Rank Correlation
- d) Conditional Probability
- e) Binomial Distribution
- f) Duality
- g) Saddle Point
- h) Critical Path



## SECTION-B

### UNIT - I

2. *'Statistics is science as well as an art'*. Explain with suitable examples. Also, discuss the importance and limitations of statistics.
3. **Following information is given regarding the overall miles per gallon (MpG) of 2024 small SUVs:**  
56, 57, 43, 55, 42, 35, 7, 25, 42, 17, 43, 6, 31, 28, 59, 20, 27, 36, 45, 80, 57 and 56
- You are required to compute:**
- Compute the mean, median, and mode.
  - Compute the variance, standard deviation and range.

### UNIT - II

4. **From the following information, you are required to compute the coefficient of correlation between calories and fat component in coffee drinks:**

<b>Coffee</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
<b>Calories</b>	238	259	346	347	419	505	527	550	559	561
<b>Fat</b>	8	4	22	20	16	22	19	20	11	18

5. What is the difference between mutually exclusive events and collectively exhaustive events? How does conditional probability relate to the concept of independence?

### UNIT - III

6. What is linear programming problem? Discuss the process for formulating a linear programming problem. Also, briefly discuss various methods of solving linear programming problem.
7. A set of final examination grades in an introductory statistics course is normally distributed, with a mean of 78 and a standard deviation of 9. You are required to compute the following:
- What is the probability that a student scored below 93 on this exam?
  - What is the probability that a student scored between 69 and 103?
  - The probability is five percent that a student taking the test scores higher than what grade?
  - If the professor grades on a curve (i.e., gives As to the top ten percent of the class, regardless of the score), are you better off with a grade of 87 on this exam or a grade of 72 on a different exam, where the mean is 64 and the standard deviation is 4?

## UNIT - IV

8. Is transportation problem is of maximization type or minimization type problem? If it is one of the two, how do you solve the other version of the transportation model?
9. Solve the traveling salesman problem given below for minimizing the total distance travelled. Distance in Km.

Cities	A	B	C	D	E
A	7	10	8	29	12
B	16	14	12	10	9
C	6	3	17	14	12
D	12	19	17	14	12
E	11	8	16	13	18

## SECTION-C

## 10. Case Study:

Assume that the activity time estimates (in days) for the swimming pool construction project are as follows:

Activity	Immediate Predecessor	Optimistic	Most Likely	Pessimistic
A	—	3	5	6
B	—	2	4	6
C	A, B	5	6	7
D	A, B	7	9	10
E	B	2	4	6
F	C	1	2	3
G	D	5	8	10
H	D, F	6	8	10
I	E, G and H	3	4	5

You are required to calculate:

- What are the critical activities?
- What is the expected time to complete the project?
- What is the probability that the project can be completed in 25 or fewer days?

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## SECTION-B

### UNIT-I

2. Explain the five basic functional units of a computer system (Input, Storage, Processing, Output, Control). Illustrate how data flows through these units in a sequence, starting from user input?
3. Classify the computer generations. Discuss their features.

### UNIT-II

4. Explain working of windows and multitasking environment. Write the list and features of different windows operating systems marketed by Microsoft Inc. Define process manager.
5. What is Windows? Discuss some basic commands of Windows related to file manipulation.

### UNIT-III

6. What are the main features of Ms-Word? Explain in detail.
7. How can you create your own design template in MS Power point? Discuss Auto content wizard.

### UNIT-IV

8. Assume you are preparing the financial report for a company using MS Excel. Describe the steps you would take to:
  - a) Apply an appropriate Cell Style to the total row.
  - b) Use a logical function (e.g., IF) to categorize the profit margin as "High" or "Low."
  - c) Use an absolute cell reference in a formula and explain why it is necessary in that context?
9.
  - a) Define a Report in the context of MS Access and list two of its primary uses.
  - b) What is the main purpose of 'conditional formatting' in MS Excel?
  - c) What are the different toolbars available in MS-Excel?

## SECTION-C

**10. Case Study: Database management and reporting using access.**

Imagine you are tasked with creating a database for a small library with two primary data sets: Books (Title, Author, ISBN) and Borrowers (Name, ED, Contact).

- a) Describe how you would set up the two tables and establish a relationship between them using primary and foreign keys?
- b) Explain the process of creating a Report in Access that is capable of grouping all books currently borrowed by each specific borrower. Why is using an Access Report (rather than simply printing the table) beneficial for this task?

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MBA (Sem-2)  
**MARKETING MANAGEMENT**

Subject Code : MBA203-21

M.Code : 92176

Date of Examination : 01-12-2025

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTIONS TO CANDIDATES :**

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

**SECTION-A**

**1. Answer Briefly :**

- a) Define sales promotion.
- b) What do you mean by labeling?
- c) Outline factors affecting the marketing mix.
- d) Differentiate between the production and marketing concept.
- e) Explain E-Commerce in the context of marketing.
- f) Define Market Targeting.
- g) What is the significance of packaging in marketing?
- h) What is niche marketing?



## SECTION - B

### UNIT - I

2. What is the marketing environment and why is it essential for companies to monitor both the micro and macro-environment factors? Provide examples of how each type of factor influences marketing decisions?
3. Define a Marketing Information System (MIS) and explain its main components. How does an MIS help companies make better marketing decisions?

### UNIT - II

4. Analyze the Product Life Cycle (PLC) stages and suggest appropriate marketing strategies for each stage.
5. How do these three elements (labeling, packaging & branding) work together to build a strong product identity and enhance market success? Provide suitable examples to illustrate your answer.

### UNIT - III

6. Suppose you are the marketing manager of a U.S.-based mobile company named HELLOPHONE, which is going to launch its product HELLO-PHONEZ 6G in India. Explain using suitable examples and how would you devise its promotional mix?
7. Define pricing decisions. Discuss the importance and strategies of pricing with the help of suitable examples.

### UNIT-IV

8. Discuss the role of 'Customer Relationship Management' (CRM) in enhancing long-term business growth in the context of modern marketing trends.
9. What is viral marketing? Explain how it works with the help of simple examples? What are the key advantages and challenges of using viral marketing in today's digital world?

## SECTION - C

### 10. Case Study: "Fresh Sip" - A Beverage for Every Season

FreshSip is a beverage company that launched a line of natural fruit juices targeting health-conscious consumers. In the early stages, the product was introduced with bright,

eco-friendly packaging that emphasized freshness, "No Added Sugar," and "100% Natural" labels. The company positioned itself as a healthy and convenient alternative to carbonated drinks, targeting school children, college students and working professionals. Initially, sales surged as customers appreciated the brand's message, product quality and attractive packaging. However, overtime, competitors entered the market with similar health claims and lower prices. FreshSip noticed a decline in sales, signaling that the product might be entering the maturity stage of the Product Life Cycle (PLC). To address this, the company introduced new Flavors, updated the packaging with QR codes for nutritional info, and repositioned itself as a lifestyle brand rather than just a juice company. They also partnered with fitness apps and healthy food chains.

**Questions :**

- a. Identify the current stage of the Product Life Cycle (PLC) for FreshSip and explain the marketing strategies suitable for this stage.
- b. How did FreshSip use packaging to reinforce its brand positioning? Why is packaging important in influencing consumer perception?
- c. Discuss the repositioning strategy adopted by FreshSip. How does it help the brand stay relevant in a competitive market?

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## SECTION - B

### UNIT - I

2. Explain the various methods that are used in collecting the primary data pointing out the merits and demerits in each of them.
3. Explain the purpose of classification and tabulation of statistical data. Describe the rules that serve as a guide in tabulating the statistical data.

### UNIT - II

4. What is statistical hypothesis? Discuss the procedure of testing a hypothesis.
5. In an examination at which 600 candidates appeared, boys out numbered girls by 12% of all candidates. Number of passed candidates exceeded the number of failed candidates by 310. Boys failing in the examination number 80. Calculate coefficient of association between male sex and the success in the examination.

### UNIT - III

6. Explain briefly the various steps in Forecasting. Discuss the role of forecasting in business.
7. Define Simple, partial and multiple correlations. Explain each by giving suitable examples.

### UNIT - IV

8. **Write notes on :**
  - a) Importance of Time series in managerial decision making.
  - b) Splicing and base shifting in Index numbers.
9. **For the data given below :**
  - a) Fit a trend line by the method of semi-average.
  - b) **Calculate trend values using 3-yearly moving average :**

<b>Year :</b>	2011	2012	2013	2014	2015	2016	2017	2018
<b>Production :</b>	412	438	444	454	470	482	490	500

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SECTION - C

10. A milk producer's Union wishes to test whether the preference pattern of consumers for its product is dependent on income levels. A random sample of 500 individuals gives the following data :

Income	Product Preferred		
	Product A	Product B	Product C
Low	170	30	80
Medium	50	25	60
High	20	10	55

On the basis of the data, can it be concluded that the preference patterns are independent of income levels? (For degree of freedom = 4, Table value = 9.49)

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## UNIT - II

4. Write a detailed note on difference between agreement to sell and sale.
5. What is Sale of Goods Act 1930? How it helps business in India? Discuss.

## UNIT - III

6. State the provisions of Indian partnership Act regarding the admission and retirement of a partner.
7. Discuss the various types of crossing of Cheque.

## UNIT - IV

8. Write a detailed on distinction between company and partnership firm.
9. Define Director. What are rights and duties of director in a Company?

## SECTION - C

10. Read the following case and answer the questions :

Mrs. Kapoor owns a retail business and decided to expand by purchasing inventory from a supplier on credit. Both parties signed a contract specifying the delivery date and payment terms. However, on the agreed delivery date, only half the goods were supplied. When Mrs. Kapoor presented a cheque for payment, it was returned unpaid due to a signature mismatch. The supplier now wants to dissolve the contract and claim compensation.

### Answer the following questions :

- a) What legal remedies are available to Mrs. Kapoor for incomplete performance by the supplier under contract law?
- b) Discuss the implications of the dishonored cheque as per the Negotiable Instruments Act.
- c) If Mrs. Kapoor wants to convert her firm into a partnership, what are the key legal points she needs to consider under the Partnership Act?

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Total No. of Pages : 03

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

**PRODUCTION AND OPERATIONS MANAGEMENT**

Subject Code : MBA-205-18

M.Code : 76157

Date of Examination : 24-11-2025

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTIONS TO CANDIDATES :**

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

**SECTION-A**

**1. Write briefly:**

- a) Discuss the need and importance of method study.
- b) Define value analysis and state its scope.
- c) What is the meant by transformation process model?
- d) What is meant by franchising? Discuss its relevance to operations management.
- e) Define value analysis and state its scope.
- f) Explain the concept of job and batch production.
- g) What do you understand by the term Economic Order Quantity?
- h) Explain the utility of six sigma.



## **SECTION-B**

### **UNIT-I**

2. Discuss the need and importance of new product design and development. Explain the steps involved in new product design & development, with examples.
3. Discuss the objectives of Plant Location. What are the various important factors to be kept in mind while deciding a new plant location? Give examples.

### **UNIT-II**

4. What are the various types of plant layouts? Also, discuss the problems faced while deciding on a facility layout.
5. List and discuss the various factors affecting capacity planning decisions.

### **UNIT-III**

6. What is meant by 'Quality Trilogy' specified by Juran? Discuss its role in quality enhancement.
7. List and discuss the various tools for quality improvement.

### **UNIT-IV**

8. What is the significance of Inventory management in Operations Management? Discuss the classification of various types of inventories.
9. Explain Value analysis in operations management. Discuss the virtual factory concept.

SECTION-C

10. CASE STUDY :

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

- a) As an operations manager, you are required to classify the following parts and components into A, B and C categories according to their usage values.
- b) Draw the ABC distribution curve.
- c) Item #8 has a high criticality class i.e. a shortage of this item may lead to a complete halt in the production process. What special treatment can be given to this item?

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



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## SECTION - B

### UNIT - I

2. Discuss the various functions of an entrepreneur.
3. What are the problems faced by Women Entrepreneurs? What are the major financial schemes available for promotion of women entrepreneurship in India?

### UNIT - II

4. Explain the concept and theories of entrepreneurial motivation.
5. Discuss in detail the concept and types of entrepreneurial innovation.

### UNIT - III

6. What is a business plan? How would you write a business plan?
7. Elaborate the provisions related to protection of copyrights and trademarks for an entrepreneur.

### UNIT - IV

8. What is Project Analysis? How do you determine financial feasibility of a project?
9. Write a detailed note on post audit and administrative aspects of project review.

## SECTION - C

10. **Read the following case study:**

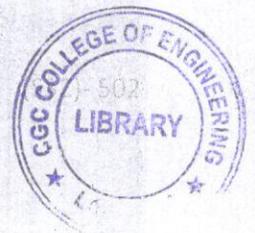
Riya Malhotra, a fashion design graduate from Amritsar, started her own boutique called "**Riya's Threads**" in 2021. With a small investment and support from her family, she focused on traditional Punjabi clothing with modern designs. Initially selling through Instagram, her brand quickly gained popularity.

Riya faced challenges like limited access to finance, difficulty in hiring skilled tailors, and managing business operations alone. She later availed benefits from the **MUDRA loan scheme** and hired local women, empowering them through employment.

**Answer the following questions:**

- a. What entrepreneurial qualities did Riya demonstrate in her journey?
- b. Mention two challenges faced by women entrepreneurs in small businesses.
- c. How did government support help Riya grow her venture?

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3. What do you mean by market share analysis? Discuss the process of conducting market share analysis.

### UNIT - II

4. Elaborate on the factors influencing pricing decisions. Briefly discuss the need and Importance of price-volume analysis.
5. What do you mean by sales territory? Why is sales territory important? Discuss the steps to create sales territory plan with illustrations.

### UNIT - III

6.
  - a) Discuss the various metrics to measure the performance of ads.
  - b) Explain the methods of determining advertising and sales promotion budgets.
7.
  - a) Differentiate between descriptive and diagnostic analysis.
  - b) What is social media analysis? How it is important for an organization's performance?

### UNIT - IV

8. What is E-marketing? Elaborate on the techniques of e-marketing with their advantages and limitations.
9. What are the various components of an e-marketing plan? Explain the steps of creating an e-marketing plan.

### SECTION - C

#### 10. CASE STUDY :

IDEO is the largest and one of the most influential design consultancy firms in the United States. The company has created many recognizable design icons of the technology age, including the first laptop computer, the first mouse for Apple, the Palm Y- PDA and the TiVo digital video recorder. Beyond its high-tech wizardry, the company has designed revolutionary household items such as the Swiffer Sweeper and Crest's stand-up toothpaste tube, both for Procter & Gamble. IDEO's diverse roster of clients includes AT&T, Bank of America, Ford Motor Company, PepsiCo, Nike, Marriott, Caterpillar, Eli Lilly, Lufthansa, Prada and the Mayo Clinic. IDEO's success is predicated on an approach called "design thinking"—an innovative method that incorporates behavior into design. It's an unconventional way of problem solving and starts by forming teams of

individuals with various backgrounds and experiences. Team members range from anthropologists and journalists to MBAs and engineers. IDEO's belief is that if you bring together a diverse group with these talents, they will build upon each other's ideas and come up a solution that one mind cannot reach alone.

IDEO uses different methods of behavioral research and observation to get into the mind of the consumer. This helps IDEO uncover deep insights and understand how consumers purchase, interact with use and even dispose of products. For example, one method shadows consumers, takes pictures or videos of them during product purchase or use occasions and conducts in-depth interviews with them to further evaluate their experiences. IDEO also invites consumers to use storytelling techniques and share personal narratives, videos, skits, or even animations about their experiences with a product or service. IDEO's human-centered approach runs counter to the prevailing wisdom of many high-tech firms that focus more on their own capabilities when designing products. David Blakely, head of IDEO's technology group, explained, that the company designs products that consumers want and value.

Marriott hired IDEO to help make its Courtyard by Marriott hotels more appealing to younger guests. IDEO conducted interviews and observed guests in the hotel's lounges, lobbies and restaurants. It's research revealed that younger guests were turned off by the lack of activity in the hotel's public places, the lack of technology offered and poor food options. As a result, Courtyard by Marriott updated its furniture and decor to be more comfortable and inviting. The hotel added advanced technology options throughout its lobbies and lounges, such as flat-screen TVs and free Wi-Fi. Courtyard even created new outdoor hangout spots with sound speakers and fire pits. After the renovations, the chain changed its tagline to "Courtyard. It's a New Stay." IDEO encourages its clients, even senior executives, to participate in the research so they get a sense of the actual consumer experience with their product or service. For example, when it created a prototype for Apple's first mouse, Steve Jobs didn't like the sound it made when it moved around on a desk and insisted that IDEO find a way to reduce the noise. IDEO's novel consumer-led approach to design has generated countless success stories and awards for the firm and its clients.

#### Questions :

- a. Why has IDEO been so successful?
- b. What is the most difficult challenge it faces in conducting its research and designing its products?
- c. In the end, IDEO creates great solutions for companies that then receive all the credit. Should IDEO try to create more brand awareness for itself? Why or why not?

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SF-18 ①

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Total No. of Pages : 02

Total No. of Questions : 10

**MBA (Sem.-3)**  
**DATA SCIENCES USING R**

Subject Code : MBA-962-18

M.Code : 77058

Date of Examination: 24-11-2025

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTIONS TO CANDIDATES :**

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

**SECTION-A**

1. Explain briefly:

- a) Write about all the basic components of R software.
- b) Explain the responsibilities of data scientist in business analytics.
- c) What do you mean by decision tree?
- d) Write about clustering.
- e) What is the use of holdout method?
- f) What do you mean by "training data"?
- g) What is the use of confusion matrix?
- h) What do you mean by "mining stream data"?

**SECTION - B**

**UNIT - I**

2. Write about fraud and risk detection.



3. How do you find the following values using R software :
  - a) Correlation
  - b) Covariance

#### UNIT - II

4. Explain Support Vector Machine in detail.
5. Where do we use logistic regression?

#### UNIT - III

6. Explain random forest algorithm in detail.
7. Write the application of hierarchical clustering.

#### UNIT - IV

8. Write a detailed note on performance of classifiers.
9. What is the use of scalable machine learning?

#### SECTION - C

10. **Read the following Case study of Uber on Transportation and route optimization and answer the questions.**

Uber revolutionized the transportation industry by using data science to optimize ride-sharing and delivery routes. Their algorithms consider real-time traffic conditions, driver availability and passenger demand to provide efficient, cost-effective transportation services.

How data science could have played an important role in transportation and route optimization:

- a) By optimizing drive routes and minimizing detours.
- b) Uber's data-driven approach.

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Total No. of Pages : 03

Total No. of Questions : 10

**MBA (Sem.-3)**  
**ORGANIZATIONAL BEHAVIOUR & DESIGN**

Subject Code : MBA 301-18

M.Code : 76889

Date of Examination: 10-12-2025

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTIONS TO CANDIDATES :**

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

**SECTION-A**

1. Write a short note on the following:
  - a. What do you mean by reinforcement?
  - b. What are the sources of emotions?
  - c. What is perceptual distortion?
  - d. Define motivation.
  - e. What do you mean by ego states?
  - f. What are the sources of stress in an organization?
  - g. Describe the meaning of organizational environment.
  - h. What are the sources of conflicts in organizations?



## SECTION - B

### UNIT - I

2. Describe salient features of various theories of learning, with examples.
3. a) What are determinants of individual behaviour?  
b) Describe ways for managing emotions at work place with examples.

### UNIT - II

4. Explain the various traits of personality. Describe Myers-Briggs type indicator (MBTI) model of personality.
5. How are attitude formed. Explain cognitive resonance theory with examples.

### UNIT - III

6. Explain the various theories of group formation with examples. How can cohesiveness be ensured in a group?
7. How does organizational culture gets developed in an organization? Recommend various approaches for stress management

### UNIT - IV

8. a) Describe the various sources and types of power in organizations.  
b) Identify factors influencing organizational design.
9. a) What do you mean by organizational life cycle? Explain.  
b) Outline the features of a learning organization.

## SECTION - C

## 10. Read the Case and Answer Questions based on it

Ravi, a mid-level manager at BrightCore Technologies, was recently assigned to lead a new project team. Known for his results-driven leadership style, Ravi believed in setting high expectations and rewarding only top performers. He perceived his team member, Meena, as underperforming because she rarely spoke up in meetings and often avoided taking credit for her contributions.

In reality, Meena was highly motivated and dedicated, often staying late to ensure deadlines were met. Her quiet nature and preference for working behind the scenes led Ravi to underestimate her efforts. This perception gap affected Meena's morale and she began to feel demotivated and overlooked.

During a routine performance review, Ravi was surprised to see consistent positive feedback from Meena's peers and high client satisfaction scores for her work. Realizing his mistake, he decided to adopt a more inclusive leadership approach, making an effort to understand individual working styles and provide recognition accordingly. He began checking in with team members one-on-one and celebrating both visible and behind-the-scenes achievements.

This case highlights how perception can influence leadership and motivation and how effective leadership requires adapting to individual team members' strengths and needs.

**Questions :**

- a. How did Ravi's perception affect his evaluation of Meena?
- b. What factors contributed to Meena's lack of motivation?
- c. What leadership changes did Ravi implement after the performance review?
- d. Why is it important for leaders to understand different motivation styles?



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Total No. of Pages : 03

Total No. of Questions : 10

**MBA(Sem.-3)**  
**EMPLOYEE RELATIONS**

Subject Code : MBA 932-18

M.Code : 76899

Date of Examination: 08-12-2025

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTIONS TO CANDIDATES :**

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

**SECTION-A****1. Answer briefly:**

- a. Describe the system approach to IR.
- b. Illustrate the provisions of hours of work as per the Factories Act 1948.
- c. Discuss the consequences of outside leadership in the Indian trade union movement.
- d. What is arbitration? Discuss its types.
- e. Define termination as per the Industrial Dispute Act.
- f. What do you mean by social security?
- g. Explain the terms 'partial disablement' and 'total disablement' as per the Workman's Compensation Act.
- h. What is ILO? Discuss various activities of the ILO.



## SECTION - B

### UNIT - I

2. Define Industrial Relations. Discuss different approaches to industrial relations in detail.
3. Define trade union. Why do employees join trade unions? Briefly explain the functions of trade unions in India.

### UNIT - II

4. What is Industrial Dispute? What are the causes of industrial disputes? Elaborate on the dispute settlement machinery outlined in the Industrial Dispute Act.
5. What are the objectives of Industrial Dispute Act 1947? Discuss the provisions of layoff and retrenchment as per the Industrial Dispute Act 1947.

### UNIT - III

6. Define wages. Describe the various kinds of deductions that are permissible under the Payment of Wages Act 1936.
7. What is Gratuity? What are the benefits under the Payment of Gratuity Act 1982? Also, discuss the offences and penalties under the Act.

### UNIT - IV

8. What are the objectives of the Maternity Benefit Act? Discuss in detail the benefits payable to female employees under this act.
9. Discuss in detail the scope of labour welfare. Also, explain various types of welfare measures undertaken by the employers for their employees.

## SECTION - C

### 10. Case study

Exactitude Manufacturing implemented a new compensation system a year ago and it hasn't been very well received by their employees. Pay grades were reduced from six to five, and pay was tied to skills rather than seniority. As a result, some senior and highly skilled workers are already at the top of their pay grades. They will only see slight pay increases for several years to come. They are understandably frustrated and have been complaining to supervisors, human resource managers and anyone else who will listen. The problem has been particularly difficult in the St. Louis Missouri facility. Several

employees have posted their complaints on Twitter and their personal Facebook pages. To make matters even worse, a satirical music video has surfaced on YouTube, featuring several Exactitude employees and depicting Exactitude managers as clueless, inept and money hungry. Older workers are pictured sitting in trash cans portraying them as pushed aside because of their age. The video is gaining in popularity and a local TV station has featured it in a news segment that casts Exactitude in a negative light.

HR Director Shannon Keller was called to the facility to meet with nervous managers and supervisors. Their questions came quickly. Anthony, the plant manager asked "What if we offer to go back to the old pay plan if they agree not to talk to union organizers? I think that would make them happy." Bert, a production supervisor, explained, "I'm pretty sure they made the video in the factory on their breaks, and sent it with their company e-mail accounts. Should we discipline them for that?" Carla, another production supervisor, said, "I think there's an information meeting planned with the union. I know where it is. I can go there and see who is interested. If it's the older guys in the video we could offer them early retirement and that would take care of the problem."

Tyler, a manager at the facility, added, "Everyone shouldn't be so concerned. Acme Manufacturing had a union when I worked there and it wasn't bad at all. The management worked closely with the union on all sorts of issues and everyone got along really well. I was there five years and we never went on strike." Quang, another manager, agreed. "I don't think it's going to be a big problem. There's a rumor that if a union is certified, Exactitude will shut this plant down and move production to one of the other three plants. That will probably scare enough people that the union will never get certified," he added. Shannon interrupted the discussion. "You've brought up some really important issues, and I need your cooperation in clearing up some misconceptions before we do anything at all."

#### Questions :

- a. Evaluate the opinions of different managers from legal and ethical perspectives. Which actions are problematic and why?
- b. Suggest ways that Exactitude could implement to resolve the issue of reduced pay grades and establish healthy industrial relations.

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## SECTION-B

### UNIT-I

2. What do you mean by organizational development? Discuss the various strategies for implementing organizational change.
3. Discuss the role of teams and teamwork in driving organizational change.

### UNIT-II

4. Explain the concept of parallel learning structures and their importance in OD.
5. Describe the characteristics of OD interventions and their impact on organizations.

### UNIT-III

6. Explain the concept of T-Groups and their role in developing interpersonal skills.
7. Evaluate the impact of organizational politics on the practice of OD.

### UNIT-IV

8. Explain the role of trust and expertise in building effective consultant-client relations.
9. Discuss the contemporary issues in OD and the future direction of the OD movement.

## SECTION-C

### 10. Case Study: Merging Cultures at Green Leaf and Eco Life

Green-Leaf, a successful organic food brand, merged with Eco-Life, a smaller company focused on sustainable packaging solutions. The goal was to create synergies between the two companies. However, the cultural differences between Green-Leaf formal, hierarchical environment and Eco-Life's informal, startup culture created friction.

Employees from both companies found it difficult to collaborate, leading to delays in new product launches.

### **Change Initiatives**

The leadership team hired an OD consultant to ease the transition. They conducted culture workshops to align values, created cross-company project teams and introduced regular social events to foster relationships. Leaders also ensured that employees had open communication channels to express their concerns.

### **Results**

Within a year, collaboration improved and the merged company successfully launched two new products. However, some employees from both companies still felt disconnected from the new culture, indicating that cultural integration was an ongoing process.

### **Answer the following questions after reading the case study:**

- a) What cultural differences caused challenges in the Green-Leaf and Eco-Life merger?
- b) Why is cultural integration critical in mergers, and how can it be effectively managed?
- c) What steps should leadership take to engage employees who still feel disconnected from the new organizational culture?

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## SECTION - B

### UNIT - I

2. Explain the nature and scope of financial services in the modern economy. Discuss the role of financial services in the economic development of a country.
3. What is Dematerialization? Elaborate the process of Dematerialization.

### UNIT - II

4. Explain the various stages of venture capital investment process — from project evaluation to exit.
5. Discuss the advantages and disadvantages of lease financing to the lessor and lessee. Explain the legal and accounting framework of leasing in India.

### UNIT - III

6. Discuss the process and stages involved in debt securitization. Explain the role of Special Purpose Vehicle (SPV) in the securitization process.
7. Explain the different types of factoring services available in India. Discuss the process and mechanism of factoring with a suitable example.

### UNIT - IV

8. Discuss the components and structure of Asset Liability Management. Explain the process of ALM and its role in maintaining financial stability in banks.
9. Discuss the different types of risks faced by banks — credit, market, liquidity and operational risk. Explain the techniques used for credit risk management in banks.

## SECTION - C

## 10. Case study : Answer the following cases with suitable explanation as per law:

India's start-up ecosystem has witnessed a boom in venture capital (VC) investments, especially in technology, e-commerce and fintech sectors. Start-ups like Zomato, Paytm and Byju's have raised billions through venture capital funding. VC investors provide not only financial support but also mentorship and networking opportunities. However, the risk remains high, as many start-ups fail to generate profits in the early years. Despite this, venture capital continues to play a crucial role in promoting entrepreneurship and innovation. The Indian government has also launched initiatives like "Startup India" to encourage VC participation.

**Questions :**

- a. What role does venture capital play in supporting entrepreneurship in India?
- b. What are the risks and rewards for venture capitalists in the Indian market?
- c. How do government policies influence the growth of venture capital in India?
- d. Suggest ways to make venture capital funding more accessible to early-stage start-ups.

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Total No. of Pages : 03

Total No. of Questions : 10

**MBA (Sem.-3)**  
**MARKETING RESEARCH**

Subject Code :MBA 302-18

M.Code :76890

Date of Examinaton:20-11-2025

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTIONS TO CANDIDATES :**

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

**SECTION-A**

1. Write briefly:

- a. What is exploratory research?
- b. What do you mean by secondary data?
- c. Identify the features of After-only research design.
- d. What is Randomized design?
- e. What do you mean by Nominal Scale?
- f. What is Nomological Validity?
- g. What are the purposes of regression analysis?
- h. What do you mean by descriptive statistics?



## SECTION - B

### UNIT - I

2. Highlight the various steps involved in the marketing research process.
3.
  - a. How can research helps in marketing decision making process. Explain with illustration.
  - b. Describe important non-commercial sources of secondary data for marketing research.

### UNIT - II

4. Critically examine relative advantages and disadvantages of using observational research. Suggest ways to enhance efficiency of observational research.
5. **Describe salient features of the following :**
  - a. After-only design
  - b. Before-after design
  - c. After-only with control group design

### UNIT - III

6. Explain the characteristics features of various scales of measurement, with suitable illustration.
7. What are the purposes of undertaking reliability testing? What are the various types of reliability tests undertaken in marketing research?

### UNIT - IV

8. Describe the purposes of undertaking factorial analysis in marketing research.
9.
  - a. What do you mean by descriptive statistics, explain?
  - b. Outline purposes of regression analysis in marketing research.

## SECTION - C

## 10. Read the Case and Answer Questions based on it :

**PuppyTreat - Introducing a New Line of Pet Food**

PuppyTreat, a company specializing in pet products, noticed a shift in consumer preferences toward organic and natural pet foods. Before launching their new line of organic pet food, PuppyTreat conducted a survey with pet owners to understand their attitudes toward pet nutrition and purchasing behaviors.

The survey results revealed that pet owners were highly concerned about the quality of ingredients in their pets' food, with organic ingredients being top priorities. Additionally, price sensitivity was a significant factor, as many pet owners wanted high-quality food but were unwilling to pay significantly more than for conventional brands.

Based on the findings, PuppyTreat developed a new line of organic pet food, ensuring that it met the quality expectations of their target customers while keeping the price competitive. The company also launched a digital marketing campaign that highlighted the health benefits of organic ingredients and the company's commitment to animal welfare.

The product line was well-received, especially by pet owners who had been seeking higher-quality, more transparent food options for their pets.

**Discussion Questions :**

- a. What research method did PuppyTreat use to gather insights from consumers?
- b. How did PuppyTreat address consumer concerns about ingredient quality and pricing?
- c. What role did price sensitivity play in the development of PuppyTreat's new product?
- d. How could PuppyTreat continue to build customer loyalty in the competitive pet food market?

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## SECTION - B

### UNIT - I

2. Differentiate between primary and secondary markets. Briefly describe the various SEBI guidelines, which ensures integrity, transparency and level playing field for all stakeholders in primary and secondary markets.
3. Define investment. Discuss in detail the various investment objectives. Also, briefly describe the principles of good investment planning.

### UNIT - II

4. *'The fundamental analysis aims to identify diamonds in the dust'*. Elucidate with suitable examples. Also, briefly discuss the process of conducting fundamental analysis.
5. *'Economic, industry and company life cycle; economic demographic profile; industry composition; intensity of competition; size of companies; scalability of business; competitive advantage of industry as well as company etc. are critical factors, while conducting fundamental analysis'*. Comment. Give suitable examples in support of your answer.

### UNIT - III

6. What do you mean by Dow Theory? Discuss the various assumptions of Dow Theory. Also, discuss the suitability as well as the limitations of Dow theory.
7. What do you mean by portfolio revision? Describe the various signals / events when the portfolio revision is essential. Give suitable examples in support of your answer.

### UNIT - IV

8. What do you mean by Capital Asset Pricing Model (CAPM)? Discuss the various assumptions of CAPM. Also, briefly discuss the various challenges in application of CAPM.
9. What do you mean by Option contracts? Discuss various types of option contracts. Also, briefly discuss how the payoffs, of call and put option contracts are computed?

## SECTION - C

## 10. Case Study :

Following detail of Security A and B are given :

Security	Expected Return	Variance
A	16.50%	10.35%
B	22.00%	18.40%

If the covariance between securities A and B is 8.58, you are required to :

- Examine whether or not any portfolio of securities A and B is possible, which will have a risk less than the risk of either of both the securities.
- If yes, for (a) above, then what is the expected return of such a portfolio? Else, explain which security will you choose to include in your portfolio and why?

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## SECTION-B

### UNIT-I

2. Explain Consumer Research process highlighting qualitative and quantitative research.
3. Discuss the role of IT and AI in consumer profiling and engagement.

### UNIT-II

4. Define Consumer learning. Explain behavioural and cognitive learning theories.
5. What is Consumer attitude and its components? Explain Tricomponent and multi attribute attitude formation theories.

### UNIT-III

6. Discuss different reference groups and their influence on consumer behaviour with suitable examples.
7. What is Culture and subculture. Explain its role in Consumer behaviour.

### UNIT-IV

8. Explain the Consumer Decision making process in detail. What are the factors influencing consumer decision making process in case of purchase of a luxury car?
9. Explain the stages in Adoption process and also, elaborate different adoption categories.

## SECTION-C

### 10. Case Study :

India is in the limelight with the success of several Indian beauties as winning the Miss Universe and Miss World contests, one after the other, in a short span of a few years: 1. Sushmita Sen (Miss Universe) 2. Aishwarya Rai (Miss World) 3. Yukta Mookhey (Miss

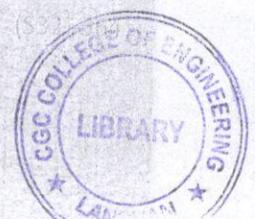
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World) 4. Lara Dutta (Miss Universe) 5. Diya Mirza (Miss Asia Pacific) 6. Priyanka Chopra (Miss World). This has put India in the centre stage and many producers of beauty products and marketers, are trying to find out the reason for success of beauty products and also how to promote their beauty products in the market. "These" products naturally are targeted, at the beauty conscious, aspiring, upwardly mobile, outgoing ladies and girls, who want to make a mark in life and believe that their face is their fortune. A leading newspaper has also through interviews come out with some information: India's beauty product market is growing at the rate of 30 per cent. The beauty products are being targeted in the developing countries, where women want to look their best and want to keep abreast of the international trends. The Indian climate is hot, and in manufacturing the product, care is to be taken for it not to melt. Cleansing, moisturising and applying sun screen to avoid blemishes and discolouration when outdoors, are required. There is a lot of response of beauty products from the cities of Delhi, Bangalore, Mumbai, Kolkata, Ahmedabad, Chandigarh, etc but primarily from higher income class. MNCs like Revlon, Lakme, L'Oreal are competing with each other to win customers. Continuous research is also going on and the Indian market in beauty products is growing at a much faster pace.

**Questions:**

- a) Indian market is offering a big opportunity for beauty product companies in long run. Critically discuss the statement based on above information.
- b) What kind of product personality is associated with beauty products?
- c) What strategy should be adopted to enlarge this market and make consumers of lower and middle class more conscious about beauty products?

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MBA (Sem.-4)

**INTERNATIONAL AND SOCIAL MEDIA MARKETING**

Subject Code : MBA-925-18

M.Code : 77810

Date of Examination : 28-11-2025

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTIONS TO CANDIDATES :**

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

**SECTION-A**

**1. Answer the following :**

- a) What is social media marketing mix?
- b) Define Product standardization.
- c) Need of Strategic communication.
- d) What is the role of Blogging?
- e) SEO versus SEM
- f) Define International non-tariff.
- g) Market targeting
- h) Online Promotion mix



## SECTION-B

### UNIT-I

2. What is international marketing environment and what are the factors affecting the international marketing strategies?
3. Elaborate the barriers for international marketing. Explain in details the STP for international market.

### UNIT-II

4. Describe the pricing and how the price is decided by the business organization in international market? Discuss the factors affecting the pricing strategies.
5. Explain the EXIM policy of India. Discuss the actions taken by government for the export and import.

### UNIT-III

6. What is consumer behaviour in online market and what are the factors affecting the consumer behaviour in social media market?
7. Elaborate the concept of social media marketing and discuss the strategies for SMM?

### UNIT-IV

8. Explain in details the emerging trends in social media marketing and what are their features?
9. What is social media campaign and what are its elements? Discuss the sources of revenue for social media marketing.

## SECTION – C

### 10. Case study :

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

Godrej Indispensables, an online web sitcom starring various products. Why Indispensables? Well, they are confident that the products abilities to handle all that are thrown at them in a day to day functioning of a household. They are the silent protectors of a family's home, the behind-the-scenes heroes of everyday chores. Every episode shows them faced with a daily plight which they resolve in a way unique to their persona. Using 3D animation, we brought to life these selfless helpers ad given them a wide variety of quirks and personalities.

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

#### Question :

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

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

Subject Code : MBA-923-18

M.Code : 77808

Date of Examination : 21-11-2025

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTIONS TO CANDIDATES :**

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

**SECTION-A**

**1. Write short notes on :**

- a. What is Media strategy?
- b. What is Advertising Design?
- c. Define the term publicity.
- d. Define Direct Marketing.
- e. What is Pretesting and Post testing?
- f. What is the purpose of setting a sales organization?
- g. What is a sales territory?
- h. Define psychology of customer.



## SECTION - B

### UNIT - I

2. Discuss IMC planning model and different components of IMC in detail
3. Explain the concept of Media planning and evaluation in detail.

### UNIT - II

4. What is corporate advertisement? Explain its types and limitations.
5. Discuss the meaning and significance of Internet advertising. Explain its components and types in detail.

### UNIT - III

6. What is Personal selling? Explain its objectives and theories in detail.
7. Explain the different sales related marketing and product policies.

### UNIT - IV

8. Highlight the significance of conducting sales meeting, sales contest and organizing displays, showrooms and exhibitions in sales operations.
9. Discuss the qualities and functions of a sales manager in a corporate organization in detail.

## SECTION - C

### 10. Case Study :

In the late 1990s, Apple was on the brink of bankruptcy, and its image was associated with niche markets, unlike competitor Microsoft. However, the iconic "Think Different" campaign, launched in 1997, marked a pivotal moment in Apple's history, setting the stage for its resurgence. Before "Think Different," Apple's marketing was product or service-centric. The campaign, developed by TBWA\Chiat\Day, shifted the focus to

celebrating the rebels, the misfits and the round pegs in the squareholes—those who dared to "Think Different."

The "Think Different" campaign not only rejuvenated Apple's brand but also set the stage for the company's evolution into a global tech giant. By shifting the narrative from features to values, Apple successfully established itself as a brand that transcended technology, influencing consumer perceptions and preferences.

**Brand Philosophy Over Products:** "Think Different" wasn't about Apple's products; it was about Apple's ethos. By aligning the brand with the spirit of innovation and challenging the status quo, Apple created a narrative that resonated with a broader audience. The campaign featured iconic personalities like Albert Einstein, Mahatma Gandhi and Martin Luther King Jr., emphasizing the power of individuality. This approach inspired consumers to see Apple as a tool for expressing their own uniqueness. The emotionally charged narration by Richard Dreyfuss in the TV commercials struck a chord, fostering an emotional connection with viewers. Apple wasn't just selling computers; it was selling a way of thinking and a lifestyle.

"Think Different" served as a rebranding mechanism. Apple transformed from a struggling tech company into a symbol of creativity and innovation.

**Answer the following questions :**

- a. Discuss the main elements of the "Think Different" campaign of Apple Company in detail.
- b. How the new "Think Different" campaign is different from the previous campaigns?
- c. Why according to you the new campaign was so successful in rebranding and transforming Apple Brand globally? Highlight its positive points.

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MBA (Sem.-4)

**STRATEGIC HUMAN RESOURCE MANAGEMENT**

Subject Code : MBA-934-18

M.Code : 77817

Date of Examination: 16-12-2025

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTIONS TO CANDIDATES :**

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

**SECTION-A**

1. Write short notes on :

- a) Explain 'HR as a Strategic Partner'.
- b) What do you mean by Best Fit Approach?
- c) Strategic Executive Appraisal vs. Traditional Executive Appraisal
- d) What is the role of training and development in the strategic HR?
- e) Why is talent management critical for HR strategy?
- f) What leadership style is most effective in driving strategic change?
- g) What is culture shock and why is it a challenge for expatriates?
- h) What is the geocentric staffing approach?



## SECTION - B

### UNIT-I

2. *"Strategic HRM involves integrating HR practices with the organization's long-term goals, whereas traditional HRM focuses primarily on day-to-day administrative activities."* Discuss the validity of this statement and provide the detailed comparison between strategic HRM and traditional approaches.
3. Analyze how national, sectoral and organizational contexts influence HR strategy and practices? Provide real-world examples for each context.

### UNIT-II

4. *"Retrenchment and downsizing strategies, while sometimes necessary, can have significant negative effects on employee morale and organizational culture."* Discuss this statement, examining the strategic implications of retrenchment and downsizing and how HR can manage these processes effectively?
5. Explore how a well-designed reward system that integrates both intrinsic and extrinsic incentives can contribute to business outcomes and align with organizational goals?

### UNIT-III

6. "Strategic change implementation requires addressing behavioural challenges. How can HR play a role in overcoming resistance to change and ensuring smooth implementation of strategic initiatives?"
7. *"The strategic evaluation and control of HR strategies ensure that HR policies remain aligned with organizational goals and respond to changing business environments."* Discuss this statement.

### UNIT-IV

8. *"Recruitment and selection for global assignments require special considerations due to cultural, legal and geographical differences."* In reference to this statement, discuss the unique challenges involved in recruiting and selecting candidates for global assignments and explain how organizations can address these challenges.
9. *"A performance-based compensation system can enhance employee motivation and organizational performance, but its design requires careful consideration of local cultural values and expectations."* Evaluate this statement.

## SECTION-C

## 10. Case Study - READ THE CASE AND ANSWER THE FOLLOWING QUESTIONS

Google is renowned for its HR analytics and talent management. It uses data to predict employee behaviour, improve hiring efficiency and enhance workplace satisfaction. The company introduced Project Oxygen, an initiative that analyzed thousands of employee reviews to identify the key traits of effective managers. This led to significant improvements in leadership development. Additionally, Google's People Analytics Team monitors employee well-being and productivity. Employees enjoy perks like free meals, nap pods and on-site healthcare to boost job satisfaction. However, Google faces challenges in work-life balance and employee burnout, as high expectations often lead to stress. Recently, there have been debates about fair pay, layoffs, and diversity hiring practices.

**Questions:**

- a) How does Google use data analytics to improve HR practices?
- b) What are the advantages and disadvantages of Google's employee benefits?
- c) How did Project Oxygen contribute to Google's HR strategy?
- d) Suggest ways Google can address employee burnout.



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**MBA (Sem.-4)**  
**INTERNATIONAL FINANCE & FINANCIAL DERIVATIVES**

Subject Code :MBA-915-18

M.Code :77814

Date of Examination: 09-12-2025

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTIONS TO CANDIDATES :**

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

**SECTION-A****1. Write a short note on the following:**

- a) What are the challenges in International Financial Management(IFM)?
- b) Explain the functions and structure of the Foreign Exchange Market.
- c) Define the Fisher Effect and its implications in international finance.
- d) What are the different short-term sources of international finance?
- e) What is arbitrage in the context of futures contracts?
- f) Explain the concept of swaption and its uses.
- g) What are credit derivatives? How are they used for risk management?
- h) What is country risk analysis and why is it important in foreign exchange risk management?



## SECTION-B

### UNIT-I

2. Why is it important to study International Financial Management? Explain recent changes and challenges in International Financial Management.
3. What is Balance of Payment? Elaborate different components of Balance of Payment.

### UNIT-II

4. Explain the concept of Purchasing Power Parity (PPP) and Interest Rate Parity (IRP). How do these parity conditions help in predicting exchange rate movements?
5. Discuss the various international sources of finance available to multinational corporations. Compare their risk-return profiles with suitable examples.

### UNIT-III

6. Explain the role of foreign exchange derivatives (forwards, futures, options) in managing currency risk. How do businesses use them to hedge against foreign exchange exposure?
7. Discuss the significance of Value-at-Risk (VaR) in risk management. How is VaR calculated and what are its limitations in financial decision-making?

### UNIT-IV

8. Explain different types of interest rate swaps and currency swaps. Elaborate pricing of Swaps.
9. What are Transaction Exposure and Economic Exposure? How these exposures can be managed?

## SECTION-C

### 10. Case Study :

XYZ Ltd., a leading Indian pharmaceutical company, has recently expanded its operations into the European and North American markets. The company has entered into long-term supply contracts with distributors in Germany, the United Kingdom and the United States, with payments to be received in Euros (EUR), British Pounds (GBP) and

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US Dollars (USD). While the expansion has significantly increased the company's revenue potential, it has also exposed XYZ Ltd. to substantial foreign exchange (forex) risks, which could impact its profitability.

In the past six months, XYZ Ltd. has noticed considerable fluctuations in exchange rates. The Indian Rupee (INR) has depreciated against the USD but appreciated against the EUR and GBP. This has created an uneven impact on its revenues—while dollar receivables have become more profitable, payments from European markets have resulted in losses when converted to INR.

To manage this risk, the company's finance team is exploring different forex hedging strategies, including:

1. **Forward Contracts** - Locking in exchange rates for future receivables to mitigate uncertainty.
2. **Options Contracts**- Using currency options to protect against unfavorable movements while allowing potential gains from favorable fluctuations.
3. **Currency Swaps** - Engaging in swap agreements to exchange currency obligation with counterparties.
4. **Natural Hedging** - Adjusting operational expenses to align with foreign currency inflows (e.g., sourcing raw materials from the same countries where the company exports).

The company's CFO is concerned about the cost implications of each hedging strategy and is seeking an optimal approach that balances risk mitigation and financial feasibility.

#### **Discussion Questions:**

- a) What are the major types of foreign exchange risks that XYZ Ltd. is exposed to in its international business operations? How can these risks impact its financial performance?
- b) Evaluate the different hedging strategies available to XYZ Ltd. Which method would be most effective in managing its foreign exchange risks, considering both cost and risk reduction?
- c) How can macroeconomic factors, such as interest rate changes by the US Federal Reserve or the European Central Bank, influence XYZ Ltd.'s forex risks? What should the company monitor to make informed hedging decisions?
- d) Besides financial hedging instruments, what operational strategies can XYZ Ltd. implement to reduce its forex risk exposure and maintain stable profit margins?

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MBA (Sem.-4)  
**CORPORATE STRATEGY**

Subject Code : MBA401-18

M.Code : 77807

Date of Examination : 19-11-2025

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTIONS TO CANDIDATES :**

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

**SECTION-A**

1. Write short notes on:

- a) SWOT Analysis
- b) Mission and goal
- c) Retrenchment strategies
- d) Restructuring
- e) BCG matrix
- f) Levels of strategy.
- g) Critical Success Factor
- h) 7-S Model



## SECTION-B

### UNIT-I

2. *"The success of a strategy would depend upon the right environmental analysis"*. Do you agree? Discuss with examples.
3. Discuss the process of strategic management in detail delineating the levels at which the strategy operates.

### UNIT-II

4. *"Internal appraisal is absolutely essential to determine the organizational strengths and weaknesses."* Discuss.
5. Discuss the balanced scorecard approach in measuring the financial and the non-financial health of the organization.

### UNIT-III

6. *"Strategic analysis and choice is very important before closing down any unit."* Do you agree? Explain with the help of BCG Matrix and GE nine cell matrixes.
7. Discuss the business level strategies of differentiation, low cost and focus. What according to you are the risks and benefits of cost leadership?

### UNIT-IV

8. What is the role of top leadership in building up organizational culture? Explain with examples of some great leaders and their organizations.
9. What is the significance of strategic control and operational control in determining the success of the strategy?

## SECTION-C

## 10. Case Study :

Nokia was the world's dominant and pace-setting mobile-phone maker. Today, it has just three per cent of the global smartphone market and its market cap is a fifth of what it was in 2007. What happened to Nokia is no secret: Apple and Android crushed it. But the reasons for that failure are a bit more mysterious. Nokia had been a surprisingly adaptive company, moving in and out of many different businesses—paper, electricity, rubber galoshes. In 1990s, it successfully reinvented itself again. For years, the company had been a conglomerate, with a number of disparate businesses operating under the Nokia umbrella; in the early nineteen- nineties, anticipating the rise of cell phones, executives got rid of everything but the telecom business. Even more strikingly, Nokia was hardly a technological laggard—on the contrary, it came up with its first smartphone back in 1996 and built a prototype of a touch-screen, Internet-enabled phone at the end of the nineties. Nokia was acclaimed for its marketing and was seen as the company that had best figured out how to turn mobile phones into fashion accessories. The car once touted as the world's cheapest, Tata Nano, seems to be running into a dead end as sales and production is down to a trickle. The poor demand has resulted in Tata Motors dealerships not placing new orders for the car in the last three to four months. Launched in 2009 to much fanfare, Tata Motors sold 30,350 units of Nano in FY 10, as per Society of Indian Automobile Manufacturers (SIAM) data. Interestingly, the sales more than doubled in FY 11 to 70,432 units, but quickly reached a plateau in the following year (FY 12) with only 74,521 units sold. Tata Nano, touted as the World's Cheapest Car and Ratan Tata's dream venture, has probably seen the end of its lifecycle. The company has plans to bring production to a complete halt following minuscule sales.

There was zero production reported during the month of January 2019. Similarly in terms of sales, there were no sales of the Nano in domestic markets in January 2019 while in January 2018, sales stood at 62 units. It was also in terms of exports that the company failed to ship a single unit of the Tata Nano in January 2019.

**Question :**

Do a strategic analysis of where Tata Motors went wrong with Nano?

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**MBA (Sem.-4)**  
**WORKSHOP ON INDIAN ETHOS**

Subject Code : MBA403-18

M.Code : 77821

Date of Examination : 23-12-2025

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTIONS TO CANDIDATES :**

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

**SECTION - A**

1. Write briefly:
  - a. What is the importance of ethics in Indian management thought?
  - b. Define the concept of Swadharma as per Indian ethos.
  - c. What is meant by Law of Responsibility?
  - d. Define the term Corporate Karma.
  - e. Mention key inputs for value based management.
  - f. What is the relevance of meditation in stress management?
  - g. Write features of leadership in a joint Hindu family system.
  - h. What is meant by the term Contemporary Approach to Leadership?



## SECTION - B

### UNIT - I

2. Explain the concept of Indian ethos and discuss its relevance in the global business environment.
3. Describe the principles of management from the Vedas and other holy texts. Give examples of how these can be practiced in today's corporate world?

### UNIT - II

4. Discuss the meaning and significance of work ethos in the Indian context.
5. **Write short notes on :**
  - a) Transcultural Human Values.
  - b) Role of Values in Work Culture.

### UNIT - III

6. Describe the different techniques for managing stress at the workplace based on Indian philosophy.
7. Discuss the impact of stress on organizational performance and how Indian ethos based interventions can improve productivity?

### UNIT - IV

7. Explain the Gurukul System of Learning and highlight its advantages and disadvantages.
8. Discuss the Law of Growth and Law of Connection as described in Indian philosophy and their relevance for today's managers.

## SECTION - C

### 10. Case study

A leading financial services company, **Harmony Capital**, has been struggling with internal conflicts among its management teams. Despite high profitability, the employees report lack of trust, ego clashes and absence of teamwork. The CEO decides to introduce leadership development sessions inspired by Indian philosophy—focusing on seva bhav (service attitude), Karma Yoga (selfless action) and Satya (truthfulness).

While younger employees are open to the change, senior executives view it as "too spiritual" and impractical. The CEO wants a plan that balances corporate goals with the values of Indian ethos.

#### Questions:

- a) What leadership and cultural challenges are visible in Harmony Capital?
- b) How can concepts like Karma Yoga and Seva Bhav bring harmony and cooperation among teams?
- c) Propose an implementation plan to integrate Indian ethos into corporate training programs.

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