

JUN 2026

JUN 2026

Roll No.

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Total No. of Questions : 10

Total No. of Pages : 04

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

Subject Code : MBA-103-18

M.Code : 75404

Date of Examination : 19-06-2026

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 a short note on:

- a) Statistics Singular vs Plural Sense.
- b) Measures of Variation.
- c) Linear Correlation.
- d) Conditional Probability.
- e) Degeneracy in Linear Programming.
- f) Transportation Problem.
- g) PERT.
- h) Zero Sum Games.



SECTION-B

UNIT-I

2. Define Statistics in both singular and plural sense. Explain in detail the features, scope, importance, and limitations of Statistics with suitable examples.
3. Find out the Mean Cost of Production from the following data:

Cost of Production	Number of Units
More than or equal to Rs. 2	188
More than or equal to Rs. 6	187
More than or equal to Rs. 10	178
More than or equal to Rs. 14	157
More than or equal to Rs. 18	110
More than or equal to Rs. 22	58
More than or equal to Rs. 26	22
More than or equal to Rs. 30	3

UNIT-II

4. Explain the concept of Regression Analysis. Discuss the principle of least squares and explain the properties of regression coefficients.
5. In a survey study of randomly selected sample of 1000 individuals were asked whether they were planning to buy a new car in the next 12 months. A year later the same persons were interviewed again to find out whether they actually bought a new car. The response of both the interviews is presented in the following table:

Second Interview	First Interview: Planners	First Interview: Non-Planners	Total
Buyers	50	150	200
Non-Buyers	200	600	800
Total	250	750	1000

If a person selected at random was found to be a buyer what is the probability that:

- (a) He was a planner
- (b) He was a non-planner



SECTION-C

10. Case study:

Most Japanese businesses have very complex vertically structured organizations. Indeed, each of the key departments of an organization has its own vertical structure and operates rather like individual businesses. There is very little interrelationship between departments, each of which has very clearly defined roles. When the business interacts with customers it is the sales and marketing departments that handle negotiations. Even when the customer needs technical information and support, sales and marketing are often involved as an intermediary between the company's engineers and the customer. It is common for sales specialists to take on the role of negotiators on behalf of the manufacturing department or research and development. Interdepartmental communications are infrequent.

One of the problems with this situation is that sales people rarely have technical expertise. The majority of salespeople would not have studied science and technology and are more likely to be qualified in the arts; they are chosen for the sales role due to their social skills. The common perception is that engineers and technical specialists are not as sociable and are therefore not good sellers. Japanese companies have relied on other ways to make up for this. In their offices, larger Japanese companies tend to have open-plan spaces. This allows the departmental head to hear what other people do and to ensure that they share information. In smaller Japanese businesses, it is common for the business owner to also be situated in an open-plan environment.



The key to success is “reading the air,” or reading the kuuki. Being alert to what is being said and what is being done means that Japanese managers have instant access to up-to-date information—they know what individual employees know. Individuals in a department are comfortable with this situation; informal information sharing is seen as an effective and vital process.

Questions:

- (a) Complex vertical organizational structures are very hierarchical in nature. They are very rigid, with each department having clearly defined roles. Discuss the advantages and disadvantages of such organizations.
- (b) What are the problems with such strictly defined roles?
- (c) If you would get the chance to lead such organization, what kind of organizational structure would you establish and why?

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Total No. of Pages : 04

Total No. of Questions : 10

MBA / MBA (IB) (Sem.-1)
FOUNDATIONS OF MANAGEMENT

Subject Code : MBA-101-18

M.Code : 75402

Date of examination : 16-06-2026

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 and consist of ONE Case Study carrying TWELVE marks.

SECTION-A

1. Write short notes on the following:

- (a) Is management arts or science. Comment.
- (b) Explain the systems approach to management.
- (c) Define decision making.
- (d) What is MBO?
- (e) What is Departmentalization?
- (f) State the importance of delegation of authority.
- (g) What do you mean by business process re-engineering.
- (h) Discuss the importance of controlling.



SECTION-B

PART-I

2. Define management. State its importance. Discuss in detail the functions of management with suitable illustrations.
3. What is Henry Fayol's administrative management theory? Discuss in details the principles of administrative management.

PART-II

4. Define planning. Discuss in detail the process of planning with the help of examples.
5. What is strategy? Describe the objectives of strategy formulation. Also explain various types of strategies.

PART-III

6. Define organizational structure. Explain various types of organizational structure.
7. What do you mean by staffing? Illustrate the importance and process of staffing.

PART-IV

8. What is controlling? Discuss in detail the techniques of controlling with their advantages and disadvantages.
9. (a) Discuss the features of Japanese Management.
(b) Elaborate on the elements of e-business management.



UNIT-II

4. From the following data, you are required to prepare a flexible budget for production of 40,000 units and 75,000 units distinctly showing variable cost, fixed cost and total cost. Also indicate element-wise cost per unit. Budgeted output is 1,00,000 units and budgeted cost per unit is as follows:

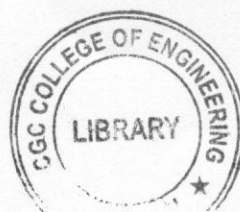
- Direct Material: ₹95
- Direct Labour: ₹50
- Production Overheads (Variable): ₹40
- Production Overheads (Fixed): ₹5
- Administrative Overheads (Fixed): ₹5
- Selling Overheads (10% Fixed): ₹10
- Distribution Overheads (20% Fixed): ₹15

5. Differentiate between standard costing and budgetary control. Discuss in detail the various advantages and limitations of standard costing.

UNIT-III

6. From the following information and ratios of M/s Sunrise Enterprises, prepare the Trading & Profit and Loss Account for the year ending 31st March 2025 and the Balance Sheet as on that date.

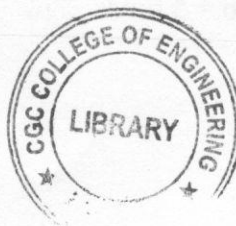
- (a) Gross Profit Ratio = 20%
- (b) Net Profit Ratio = 8%
- (c) Operating Ratio = 92%
- (d) Stock Turnover Ratio = 5 times



- (e) Average Collection Period = 45 days (Assume 360 days in a year)
 - (f) Current Ratio = 3 : 1
 - (g) Debt-Equity Ratio = 0.5 : 1
 - (h) Fixed Assets to Proprietary Fund = 0.6
 - (i) Reserves & Surplus = ₹1,20,000
 - (j) Closing Stock = ₹80,000
 - (k) Credit Sales = 75% of Total Sales
 - (l) Net Sales = ₹10,00,000
 - (m) Working Capital = ₹2,50,000
7. Define trend analysis. Write a detailed note on various situations when trend analysis is a better financial analytical tool than comparative and common-size statements?

UNIT-IV

8. Write a detailed note on various contemporary developments in the discipline of financial accounting, which can help to overcome the limitations of existing system of financial accounting.
9. Write a detailed note on why harmonization in accounting practices is essential. Briefly describe the process of harmonization.



SECTION-C

10. Case Study:

The Thanjavur Classical Dance Society is a not-for-profit organization that brings guest artists to the community's greater metropolitan area. The Dance Society just bought a small concert hall in the center of town to house its performances.

The organization pays its guest performers Rs 50,000 per concert and anticipates total income from ticket sales to be Rs 100,000 per concert. The Dance Society also incurs costs of approximately Rs 20,000 per concert for marketing and advertising. The organization pays its artistic director Rs 500,000 per year and expects to receive Rs 80,000 per year in donations in addition to its ticket sales. The mortgage payments on the concert hall are expected to be Rs 30,000 per month.

Required:

- (a) How many concerts should The Thanjavur Classical Dance Society hold per year to break even?
- (b) Assuming The Thanjavur Classical Dance Society expects to hold 60 concerts a year, what is its margin of safety (in terms of concerts)?
- (c) In addition to the organization's artistic director, the Dance Society would like to hire a marketing director for Rs 420,000 per year. It is expected that the addition of a marketing director would allow the organization to increase the number of concerts. What are the minimum number of concerts that The Thanjavur Classical Dance Society should hold for it to generate the same operating income that it would have generated earlier (i.e. at 60 concerts without the marketing director)?

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Total No. of Pages : 05

Total No. of Questions : 10

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

ACCOUNTING FOR MANAGEMENT AND REPORTING

Subject Code : MBA-104-18

M.Code : 75405

Date of Examination : 13-06-2026

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTION TO CANDIDATES :

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

SECTION-A

1. Write short notes on the following :

- (a) Cost Accounting
- (b) Role of Accountant in an Organization
- (c) Marginal Cost
- (d) Budgetary Control
- (e) Funds Flow Statement
- (f) Return on Investment
- (g) Activity Based Costing
- (h) Accounting Standards



SECTION-B

UNIT-I

2. What do you mean by financial accounting? Discuss various accounting concepts and conventions in detail.
3. The following Trial Balance was extracted from the books of M/s Asha Traders as on March 31, 2025:

Particulars	Debit Balance (₹)	Particulars	Credit Balance (₹)
Drawings	20,000	Creditors	1,20,000
Purchases	1,50,000	Capital	2,00,000
Opening Stock	40,000	Sales	2,50,000
Wages	30,000		
Carriage Inwards	10,000		
Rent & Taxes	12,000		
Salaries	25,000		
Debtors	80,000		
Cash in Hand	18,000		
Cash at Bank	35,000		
Furniture	50,000		
Plant & Machinery	1,00,000		
Total	5,70,000	Total	5,70,000

4. Adjustments:
- Closing stock was valued at ₹60,000.
 - Wages outstanding amounted to ₹5,000.
 - Rent & Taxes prepaid amounted to ₹2,000.
 - Depreciate Furniture by 10%.
 - Depreciate Plant & Machinery by 10%.

Using the above information, you are required to prepare the Trading and Profit and Loss Account and Balance Sheet on March 31, 2025.



SECTION-C

10. CASE STUDY

Founded in 1995 as a battery manufacturer, Chinese company BYD (Build Your Dreams) evolved into a global leader in electric vehicles (EVs), buses, and green energy solutions. BYD is rapidly reshaping the global auto market. As sales growth slows in China, BYD is focusing on expanding overseas to maintain its momentum. Since 2021, BYD has entered 113 countries and region BYD has overtaken Tesla in 22 countries as it expands globally, selling affordable, high-tech electric vehicles. Last year, BYD also became the world's top EV seller, pushing Tesla to second place. One reason behind BYD's rapid rise is its competitive pricing. The company keeps costs low by manufacturing its own batteries and major components. This vertical integration allows it to sell competitively priced vehicles globally.

BYD invested heavily in R&D, particularly in battery technology (Blade Battery), allowing it to control the value chain from battery manufacturing to vehicle assembly. The company leveraged strong Chinese government incentives for green transportation, including subsidies and favourable NEV policies. As it expanded into European and Indian markets, it adapted to local regulatory frameworks, such as emission reductions and safety standards. Rising global awareness of environmental pollution, climate change, and high fuel costs increased consumer preference for electric vehicles. BYD's focus on cost-conscious operations enabled it to offer high-quality vehicles at lower prices than competitors, capitalizing on mass-market demand.

BYD has slowly expanded into smaller markets like Uruguay as well. In India, BYD has grown its network to approximately 55 showrooms to support its growing customer base. BYD currently holds roughly a 3% share of India's electric passenger vehicle market. BYD has sold over 10,000 electric vehicles in India since it began passenger vehicle operations in 2021. In 2025, BYD sold 5,402 units in India, recording a year-on-year growth of approximately 88%. Its sales are driven by a premium portfolio of four models. Its models Seal and Sealion 7 are imported as Fully Built Units (CBU), whereas the Atto 3 and eMax 7 are locally assembled (CKD) at BYD's plant near Chennai. BYD's success in India is primarily driven by its technological leadership, particularly in battery safety, and a strategic niche positioning in the premium electric vehicle (EV) segment.

Questions:

- Identify and explain the dimensions of the business environment (Economic, Political, Social and Technological) that favoured BYD's growth.
- How did BYD utilize the "first-mover advantage in China" in the context of the changing business environment?
- Explain the major reasons behind BYD's emerging success in Indian markets.

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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: 09-06-2026

Time: 3 Hrs.

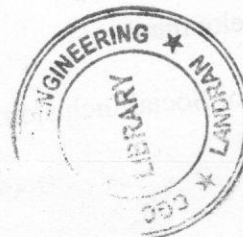
Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

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

SECTION-A**1. Answer the following:**

- a) "Geo-political tensions impact a country's Business Environment". Do you agree?
- b) Capitalism Vs. Socialism.
- c) Any two objectives of EXIM Policy.
- d) Consumerism.
- e) Dumping and Anti Dumping Measures.
- f) What are the major problems related to urbanization?
- g) Pradhan Mantri Viksit Bharat Rozgar Yojana.
- h) What are the problems faced by infrastructure sector in India?



SECTION-B

UNIT-I

2. What do you mean by business environment? Describe various components of business environment in detail.
3. What is the significance of Economic Planning for a developing country like India? Critically review the role of NITI Aayog (the premier policy "think tank" for the Government of India) in economic planning and economic development.

UNIT-II

4. What are the duties, powers and functions of the Competition Commission of India?
5. Discuss in detail the concept of disinvestment in public sector enterprises in India. Critically examine the impact of disinvestment on the efficiency of public sector enterprises.

UNIT-III

6. Distinguish between economic growth and economic development. Do you believe that a country with high GDP growth is necessarily a developed country? Explain.
7. Discuss various problems related to technology transfer. What according to you should be done to remove these problems?

UNIT-IV

8. Discuss in brief the role of Foreign Trade in economic growth. Also examine the changing structure of India's Foreign Trade.
9. Write Detailed Note on:
 - (a) Issues in Infrastructure Development.
 - (b) Impediments in the process of Social Inclusion.



UNIT-III

6. What is Linear Programming? Explain the formulation of a Linear Programming Problem (LPP) and discuss its importance in business decision-making.
7. A systematic sample of 100 pages was taken from the Concise Oxford Dictionary and the observed frequency distribution of foreign words per page was found to be as follows:

Number of Foreign Words Per Page (X)	0	1	2	3	4	5	6
Frequency	48	27	12	7	4	1	1

Calculate the expected frequencies using Poisson distribution. Also compute the variance of fitted distribution.

UNIT-IV

8. Explain Project Scheduling using PERT/CPM. Discuss project networks, critical path, and scheduling of activities with known activity times.
9. Three factories A, B, and C supply a product to three warehouses X, Y, and Z. The supply, demand, and transportation costs are given below:

Factories	X	Y	Z	Supply
A	6	8	10	20
B	7	11	11	30
C	4	5	12	25
Demand	30	25	20	

- (a) Obtain an initial feasible solution using the North-West Corner Rule.
- (b) Calculate the total transportation cost.



SECTION-C

10. Case study

A national retail company operating across multiple metropolitan and semi-urban locations is planning to expand its operations. The management collects monthly sales data, customer footfall records, and profit margins of different outlets over the last three years. While some stores show stable performance, others exhibit wide fluctuations due to seasonal demand, competition, and location-specific factors. Management wants a comprehensive statistical analysis to compare performance, assess risk, and identify outlets suitable for future investment. They also wish to understand whether extreme values are affecting average sales figures and how reliable the conclusions drawn from data analysis are for strategic decisions.

Questions:

- (a) Explain which measures of central tendency would be most appropriate for comparing outlet performance and justify your choice.
- (b) How can measures of dispersion such as range, standard deviation, and coefficient of variation help in assessing risk and consistency?
- (c) Discuss the role of skewness and kurtosis in understanding the nature of sales distribution across outlets.
- (d) Critically examine the scope and limitations of statistics in making long-term expansion decisions.

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Total No. of Pages: 03

Total No. of Questions: 10

MBA/MBA(IB) (Sem.-1)
MANAGERIAL ECONOMICS
Subject Code: MBAP-102-18
M.Code: 75403
Date of Examination: 22-06-2020

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 consist of ONE Case Study carrying TWELVE marks.

SECTION A

1. Answer the following questions:

- (a) Define demand
- (b) What is scarcity
- (c) Cost-push inflation
- (d) Define isoquant
- (e) What is variable cost
- (f) Define monopolistic competition
- (g) What is rent
- (h) What is business cycle



SECTION-B

UNIT-I

2. Discuss the role of managerial economics in decision-making with suitable examples.
Explain the relevance of opportunity cost and incremental concepts.
3. Analyze the types of demand elasticity (price, income, and cross elasticity) and their significance in business decisions.

UNIT-II

4. Explain various cost concepts (fixed, variable, marginal, average) and their relevance in managerial decisions. Discuss the relationship between cost and production functions with examples.
5. Analyze the relationship between price elasticity of demand and total revenue. Also examine the relationship between marginal revenue and elasticity of demand, and discuss its significance for pricing and profit maximization decisions of a firm.

UNIT-III

6. Discuss oligopoly market structure. Explain price determination under collusive and non-collusive oligopoly.
7. Differentiate between real and nominal interest rates and explain their importance.
Explain the basic capital theory and concept of return on capital.

UNIT-IV

8. Explain the consumption function and discuss Keynes' psychological law of consumption.
9. Define national income and explain the methods of measuring national income.
Discuss the limitations of national income as a measure of welfare.



SECTION C

10. Case Study:

A manufacturing firm, Alpha Plastics Ltd., produces plastic containers and operates in a highly competitive market resembling monopolistic competition. The company has recently experienced rising raw material and labor costs, increasing its overall cost of production. The management observed that increasing prices may reduce demand, as customers can easily switch to competitors' products. At the same time, maintaining low prices is reducing profit margins.

The firm's economist suggests analyzing:

- Cost curves (short-run and long-run)
- Revenue concepts (TR, AR, MR)
- The firm's elasticity of demand

Additionally, the firm is considering investing in new technology, which will increase fixed costs but reduce variable costs in the long run.

Questions:

- Explain the market structure in which Alpha Plastics operates and its key features.
- Analyze how cost concepts (fixed, variable, marginal) affect pricing decisions.
- Explain the relationship between revenue and elasticity of demand in this case.
- Evaluate whether the firm should invest in new technology based on short-run and long-run cost analysis.

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11

Roll No.

Total No. of Pages: 03

Total No. of Questions: 10

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

BUSINESS COMMUNICATION FOR MANAGERIAL EFFECTIVENESS

Subject Code: MBA-107-18

M.Code: 75408

Date of Examination: 24-06-2026

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 consists of ONE Case Study carrying TWELVE marks.

SECTION A

1. Explain the following briefly:
 - (a) Define business communication.
 - (b) Enumerate 7 Cs of effective communication.
 - (c) What is information organisation in writing process.
 - (d) What is meant by positive routine messages.
 - (e) Define glossophobia.
 - (f) Explain just a minute presentation.
 - (g) Characteristics of good resume.
 - (h) Define role play and simulation games.



SECTION-B

UNIT-I

2. Discuss the process of communication in detail. Also explain any two barriers of communication.
3. (a) Write a note on meaning and significance of listening in communication.
(b) Explain different types of nonverbal communication with examples.

UNIT-II

4. (a) Explain the three-step writing process for negative messages.
(b) Outline an effective strategy for writing routine replies and positive messages.
5. Explain the complete process of writing effective reports and proposals.

UNIT-III

6. Describe the steps involved in developing an effective presentation.
7. What is the difference between individual and group presentation. Explain various visual aids for making presentations impressive.

UNIT-IV

8. Enlist the tasks involved in writing and completing a resume in an effective manner.
9. Explain the process of understanding, preparing and follow-up for a successful interview.

SECTION-C

10. Case study:

A manufacturing company, ABC Pvt. Ltd., has multiple departments such as production, sales, and marketing. Recently, the company started facing several operational issues. The production department was manufacturing products based on old specifications, while the sales team had already promised upgraded versions to customers. As a result, customers received incorrect or outdated products, sales targets were not achieved, customer complaints increased, and internal conflicts arose between departments. After an internal review, management found several communication issues such as messages were not clearly conveyed between departments, technical language used by engineers was not understood by sales staff, there was no proper coordination or regular meetings. Further, information was delayed due to hierarchical levels and employees hesitated to clarify doubts with seniors.

Questions:

- (a) Identify the barriers of communication in the case.
- (b) Explain how these barriers affected the company.
- (c) Suggest solutions to overcome these communication barriers.

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Roll No.

Total No. of Questions : 08

ADVANCE ALGORITHMS

M.Code : 76055

Date of Examination : 11-05-2026

Max. Marks : 60

1. Attempt any FIVE questions out of EIGHT questions.

2. Each question carries TWELVE marks.

1. Differentiate between Breadth-First Search (BFS) and Depth-First Search (DFS) algorithms, and analyze their time and space complexities.
2. Illustrate the greedy paradigm and demonstrate how it is utilized to construct a Minimum Spanning Tree (MST).
3. Explore the relationship between matroid theory and greedy algorithms, and showcase suitable examples that validate the connection.
4. Establish the Max-Flow Min-Cut Theorem, and outline the logical reasoning or proof that supports it.
5. Interpret the dynamic programming paradigm using the Floyd-Warshall algorithm as a representative example.
6. Summarize the Schönhage-Strassen integer multiplication algorithm and highlight its computational advantages and applications.
7. Examine the concepts of NP-hardness and NP-completeness, supporting your discussion with suitable example problems.



8. (a) Write short notes on the following:

- i. Interior Point Method
- ii. Advanced Number-Theoretic Algorithm
- iii. Randomized Algorithm

(b) Analyze recent advancements in sorting algorithms and explain how they improve upon classical approaches in terms of efficiency and stability.

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Total No. of Pages : 03

Total No. of Questions : 10

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

COMPUTER APPLICATIONS FOR BUSINESS

Subject Code : MBAGE-201-18

M.Code : 76160

Date of Examination : 29-05-2026

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. Write briefly:

- a) Define System Software and provide two distinct examples, explaining their primary purpose.
- b) Write note on ROM, PROM and EPROM.
- c) Explain the working of laser printer.
- d) What is the use of Macro in MS-Excel?
- e) What are the different steps followed to delete a file in Windows?
- f) What do you mean by queries in MS-Access?
- g) What are the steps to add page numbers in a word file?
- h) What is content wizard in MS-PowerPoint?



SECTION – B

UNIT-I

2. Discuss in detail different components of computer.
3. Discuss the need and relevance of computer in real business scenario. Explain by citing suitable examples.

UNIT-II

4. Explain in detail how an operating system works as a resource manager.
5. (a) Why is the Operating System (System software) considered essential for the execution of any Application Software like Microsoft Word?
(b) Discuss various components of MS-OFFICE.

UNIT-III

6. Explain need of mail merge. Discuss process to apply mail merge in MS Word documents. What are the various options to add headers and footers in MS Word?
7. (a) List down the steps to insert pictures and graphics in MS-PowerPoint.
(b) Discuss the important features of MS-PowerPoint from business presentation point of view.

UNIT-IV

8. (a) Write note on important Financial and Statistical functions in MS-Excel.
(b) What are applications of MS-Access?
9. You are tasked with creating a customer database using MS Access. Explain the procedure for:
(a) Creating a new table and setting a Primary Key.
(b) Designing a Query to filter customer records based on a specific city.



- (c) Creating a Label report to print mailing labels for the filtered customer list.
- (d) Explaining the Data Editing process for records in the table.

SECTION – C

10. Comprehensive Excel Application:

A sales manager has a large Excel sheet containing monthly sales data, customer regions, and product categories.

- (a) Explain the step-by-step process of applying Conditional Formatting to highlight all sales figures that are 20 above the monthly average.
- (b) Detail how you would use Formatting and Editing features (e.g., Number Formatting, Cell Alignment, Freeze Panes) to enhance the worksheet for clarity, data entry, and navigation.

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Roll No.

Total No. of Pages : 03

MBA / MBA (IB) (Sem.-2)
LEGAL ENVIRONMENT FOR BUSINESS

Subject Code : MBA-202-18

M.Code : 76154

Date of Examination : 14-05-2026

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

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

SECTION - A

1. Answer briefly :
- a) Free consent
 - b) Unpaid seller
 - c) Consideration
 - d) Memorandum of Association
 - e) Negotiable instrument
 - f) Indemnity vs. Bailment
 - g) Holder in due course
 - h) Differentiate between independent director and executive director



SECTION – B

UNIT – I

2. Discuss the Indian legal system in general.
3. Write a detailed note on remedies for breach of contract.

UNIT – II

4. What is a contract of sale? Explain the rules regarding ascertainment of price in a contract of sale.
5. Write a detailed note on the rights of an unpaid seller.

UNIT – III

6. Write a detailed note on the dissolution of a partnership firm.
7. Discuss in detail the classification of negotiable instruments.

UNIT – IV

8. Write a detailed note on the process of formation and incorporation of a company.
9. Write a detailed note on various clauses in the Memorandum of Association.

SECTION – C

10. Case Study:

A company, "Innovate Pvt. Ltd.", recently entered into a contract with another firm, "Supply Solutions", for the purchase and sale of specialized machinery. The offer and acceptance were made via email and the contract papers mentioned essential terms like payment, delivery, and quality standards. However, after delivery, "Innovate Pvt. Ltd." found that some parts did not meet agreed specifications. "Supply Solutions" insisted that the machinery was as per industry norms and refused to replace the parts. Simultaneously, "Innovate Pvt. Ltd." Discovered that its finance manager had issued a check to 'supply



solution 'which was subsequently dishonored due to insufficient funds. To resolve matters, the director of "Innovate Pvt. Ltd." offered to convert the dealings into a partnership, proposing mutual investment and shared ownership in a new business entity. Some parties were hesitant due to concerns about liability and legal status.

Questions:

- a) Analyze the legal validity of the contract between "Innovate Pvt. Ltd." and "Supply Solutions" with reference to offer, acceptance, consideration, and performance of contract.
- b) Discuss the remedies available to "Innovate Pvt. Ltd." under the law of contract. Explain the legal implications of dishonoring a cheque as per the Negotiable Instruments Act in this scenario, and discuss the responsibilities and liabilities of the company and its directors.
- c) Evaluate the advantages and disadvantages of converting this business relationship into a partnership versus forming a company, citing distinctions in legal status, liability, and management as discussed in company law and partnership law.

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Roll No.

Total No. of Questions : 10

HUMAN RESOURCE MANAGEMENT

M.Code : 76156

Time : 3 Hrs.

Max. Marks : 60

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

1. Write briefly:

- Define human resource management.
- What is job analysis?
- What is recruitment?
- Define performance appraisal.
- Define Quality Circles.
- What is compensation management?
- Explain the steps of collective bargaining.
- Define industrial relation.

UNIT-I



2. Explain the difference between Strategic HRM and traditional HRM.
3. Discuss how aligning HR strategy with business strategy benefits an organization.

UNIT-II

4. Discuss the steps involved in the recruitment and selection process.
5. What are the major issues organizations face in selecting suitable candidates?

UNIT-III

6. Evaluate the effectiveness of performance appraisal methods in improving employee performance.
7. How can organizations use performance appraisal outcomes for compensation management?

UNIT-IV

8. What are the main causes of industrial disputes in India? Suggest mechanisms for effective dispute resolution.
9. Write a detailed note on Ethical issues in HRM.

SECTION-C

10. **Case Study** ABC Ltd. has been experiencing high employee turnover for the past two years. Exit interviews reveal that employees are dissatisfied with the current performance appraisal system and compensation structure. The HR manager is tasked with redesigning these systems to improve employee retention and motivation.

Answer the following question

- a) As the HR manager, outline the steps you would take to improve the performance appraisal and compensation systems.
- b) What challenges might you encounter, and how would you address them?

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JUN 2026

Roll No.

Total No. of Pages : 03

Total No. of Questions : 10

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

PRODUCTION AND OPERATIONS MANAGEMENT

Subject Code : MBA/205/18

M. Code : 76157

Date of Examination : 21-05-2026

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 questions:

- a) Define Product Design & Development.
- b) Explain the benefits of Six Sigma.
- c) What is Juran's Quality Trilogy?
- d) Explain the concept of job and batch production.
- e) Discuss the concept of facility location.
- f) What do you understand by method study and work measurement?

g) What is meant by transformation process model?

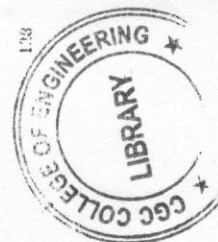
- h) Define value analysis and state its scope.

SECTION-B

UNIT-1

2. What is meant by product design? Discuss its characteristics.

1 | M-76157



2 | M-76157

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3. Explain the transformation process model of operations management. Discuss the various types of production systems. Give examples.

UNIT-2

4. What is meant by facility layout? Discuss its various types.
5. Discuss the concept and importance of Method Study and Work Measurement. What are the functions of Production Planning and Control?

UNIT-3

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

UNIT-4

8. Derive an expression for Economic Order Quantity (EOQ), stating suitable assumptions. Also find the expression for total optimised costs.
9. Explain the role and scope of Purchasing management in Production Management. Also discuss its various functions.

SECTION-C

10. CASE STUDY

Study the following case and answer the questions that follow: In a manufacturing lot taken from the production batch of M/s Flex Production Ltd., the number of defectives found in the inspection of 10 lots of 300 items each, are given below:

LOT NO.	No. of defectives
1	3
2	4
3	1
4	12
5	5
6	0
7	3
8	1
9	16
10	9

Questions:

- Determine the control limits for np chart.
- State whether the process is in control?
- Also, comment on the results so obtained.

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JUN 2026

Roll No.

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Total No. of Pages : 02

Total No. of Questions :10

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

ENTREPRENEURSHIP AND PROJECT MANAGEMENT

Subject Code :MBA-207-18

M.Code :76159

Date of Examination: 25-05-2026

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 consists of ONE Case Study carrying TWELVE marks.

SECTION-A

1. Write briefly :

- a) Key attributes of an entrepreneur
- b) Rural Entrepreneurship
- c) Innovation and Invention
- d) Technique of ending venture
- e) PERT and CPM Model
- f) Project Review
- g) Types of an entrepreneur
- h) Private Equity

SECTION – B

UNIT – I

2. Discuss the various characteristics of an entrepreneur.



3. What are the problems faced by rural entrepreneurs? Discuss the role of government in promoting rural entrepreneurship.

UNIT – II

4. Explain the risk reduction strategies for new entry exploitation.
5. How is creativity related with business idea generation? Explain with an example.

UNIT – III

6. What is an IPR? Explain the legal provisions related to IPR.
7. Elaborate the reasons for failure of entrepreneurial ventures.

UNIT – IV

8. What is Project Analysis? How do you determine the financial feasibility of a project?
9. Explain the different sources of finance available for starting up a new business.

SECTION – C

10. Case Study:

Rajinder Singh, a farmer from a small village in Hoshiarpur, Punjab, noticed the increasing demand for organic vegetables in nearby cities. With basic training from a local NGO, he converted his farm to organic practices and started a small venture named 'GreenRoots Organics.' He used WhatsApp and local markets to connect directly with customers, avoiding middlemen. Despite challenges like lack of cold storage and limited market access, Rajinder expanded gradually. He also trained other farmers, turning his venture into a rural cooperative. His efforts were supported by the Startup India scheme and subsidies from the National Bank for Agriculture and Rural Development (NABARD).

Questions:

1. What are the key characteristics of rural entrepreneurship shown in Rajinder's story?
2. List two challenges faced by rural entrepreneurs.
3. How did institutional support help in the success of Rajinder's venture?

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Roll No.

Total No. of Pages : 03

MARKETING MANAGEMENT

Subject Code : MBA203-21

M.Code : 92176

Date of Examination : 01-06-2026

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 consists of ONE Case Study carrying TWELVE marks.

SECTION-A

1. Answer Briefly :
- Distinguish between Market and Marketing.
 - What do we mean by micro-marketing environment?
 - What is the importance of labelling?
 - List down the 7Ps of marketing.
 - What are the objectives of pricing?
 - Define advertising.
 - What is the importance of green marketing?
 - What do we mean by bottom of pyramid marketing?



SECTION-B

Unit-I

2. Distinguish between marketing and selling. Explain the concept of marketing mix using examples.
3. Explain the concepts and components of marketing information systems.

Unit-II

4. Explain STP Marketing in detail. How is positioning used for competitive advantage?
5. Describe the various stages and process of new product development.

Unit-III

6. How do we manage sales force? Is there a difference between sales promotion and advertising? Elaborate.
7. What are the factors affecting pricing decisions? Describe any two pricing methods.

Unit-IV

8. Write short notes on green marketing, event marketing, network marketing and social marketing giving examples for each.
9. Describe the nature and types of channel design.



SECTION-C

10. CASE STUDY

During major national occasions like elections, cricket tournaments, and festivals, Zomato frequently launches creative real-time campaigns on social media platforms. In one campaign, Zomato placed digital hoardings and app notifications in metro cities with humorous lines connecting food cravings with current events. At the same time, the company partnered with local city events and college festivals where temporary food stalls were installed offering quick delivery pickup counters. These activities encouraged people to take photos, share them online, and tag friends. Many users reposted the content voluntarily, which increased brand visibility without heavy advertising expenditure. Zomato also included short messages promoting responsible food ordering and avoiding wastage during festivals. As a result, the campaign generated high engagement on social media, increased app downloads, and strengthened its connection with young urban customers.

Questions:

- (a) Identify the marketing approach used by Zomato that encouraged people to share campaign messages voluntarily. Explain briefly.
- (b) Which method helped Zomato promote its brand through participation in college festivals and city activities?
- (c) How did the company use social responsibility messaging along with promotion in this campaign?
- (d) Suggest one advantage of such campaigns for improving customer engagement.

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JUN 2026

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Total No. of Pages : 03

Total No. of Questions: 10

MBA (Sem-2)

CORPORATE FINANCE AND POLICY

Subject Code: MBA206-21

M.Code: 92177

Date of Examination: 03-06-2026

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. Write short note on the following :

- (a) Corporate Finance
- (b) Right Shares
- (c) Net Operating Profit
- (d) Component Cost of Capital
- (e) Discounted Payback Period
- (f) Financial Risk
- (g) Dividend
- (h) Current Assets



SECTION-B

UNIT I

2. "Profit is a vague concept, whereas wealth is a precise measure". Explain this statement in the context of corporate finance objectives. Why wealth maximization is considered superior?

3. An investor has following two investment options:

Option A (Annuity): ₹40,000 at the end of each year for 5 years

Option B (Uneven Cash Flows): Year 1: ₹20,000; Year 2: ₹30,000; Year 3: ₹50,000; Year 4: ₹60,000 and Year 5: ₹70,000

If the discount rate is 10%, you are required to calculate the present value of both options and advise which investment is better.

UNIT II

4. "The value of a firm is independent of its capital structure". Critically examine this statement in the light of the Modigliani-Miller (MM) approach. Under what assumptions does this hold true? Is it realistic in practice?
5. What is marginal cost of capital? "Using a single cost of capital for all projects can lead to incorrect decisions". Discuss this statement with examples. Why should firms use project-specific cost of capital?

UNIT III

6. Differentiate between operating and financial leverage. Discuss various factors determining operating and financial leverage.



7. Differentiate between NPV and IRR. "Two mutually exclusive projects give different rankings under NPV and IRR methods". How should the firm resolve this conflict?
Which method should be preferred and why?

UNIT IV

8. What do you mean by dividend policy? Briefly discuss the Gordon and Walter's Models of dividend policy.
9. Define working capital. Discuss various factors determining working capital.

SECTION-C

10. CASE STUDY

R. K. Ltd. plans to sell 1,00,000 units next year. The expected cost of goods sold is as follows:

	Unit Price	Monthly Cost
Raw Material	50	₹4,00,000
Manufacturing Expenses	20	₹1,60,000
Selling, Administration and Financial Expenses	15	₹1,20,000

The selling price per unit is expected to be ₹100.

The monthly sales are expected to be 8,000 units.

The deviations at various stages of the operating cycle are expected as follows:

- Raw Material Stage: 3 Months
- Work-in-Progress Stage: 1 Month
- Finished Goods Stage: 1 Month
- Debtors Stage: 2 Months

You are required to Estimate Working Capital Requirement using Gross Operating Cycle.

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Roll No.

Total No. of Questions : 10

BUSINESS ANALYTICS FOR DECISION MAKING

M.Code : 76153

Time : 3 Hrs.

Max. Marks : 60

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

1. Answer the following :

- (a) Descriptive statistics
- (b) Primary data
- (c) Discrete frequency distribution
- (d) Census and sample
- (e) Type-I and Type-II error
- (f) Yule's coefficient of association
- (g) Heteroscedasticity
- (h) Least square method



SECTION – B

UNIT – I

2. What is meant by Statistics? Explain briefly the applications of inferential statistics in managerial decision making?
3. Discuss two probability sampling methods and two non-probability sampling methods, with their merits and demerits. Illustrate giving examples.

UNIT – II

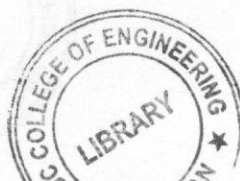
4. What is Hypothesis? Write a detailed note on the process of formulation and testing of hypothesis.
5. An I.Q. test was administered to 5 officers before and after they were trained. Results are given as:

Officers	I	II	III	IV	V
I.Q. before training	110	120	123	132	125
I.Q. after training	120	118	125	136	121

Test whether there is any change in I.Q. after the training programme. (For degree of freedom = 4, Table value = 4.6).

UNIT – III

6. What do you mean by Business Forecasting? Discuss the methods of business forecasting.
7. From a trivariate distribution, the following correlation coefficients are obtained: $r_{12} = 0.60, r_{13} = 0.70, r_{23} = 0.65$. Show that $1 - R_{1.23}^2 = (1 - r_{12}^2)(1 - r_{13.2}^2)$ where $R_{1.23}, r_{12}$ and $r_{13.2}$ are multiple, simple and partial correlation coefficients respectively.



UNIT - IV

8. The price and expenditure data for two years for five commodities

Commodity	2010		2020	
	Price	Expenditure	Price	Expenditure
A	10	50	15	75
B	5	50	5	60
C	8	32	10	50
D	12	60	15	75
E	6	90	12	120

Why is Fisher's index number called an ideal index number? Calculate Fisher's ideal index number and ascertain whether it satisfies the time and factor reversal tests.

9. Write notes on:

- (a) Components of Time series
- (b) Importance of Index numbers

SECTION - C

10. **Case Study:** The demand for electric power at N. Y. Edison over the past seven year is shown in the following table. The firm wants to forecast next year's demand by fitting straight line trend to these data

Year	1	2	3	4	5	6	7
Power demand	74	79	80	90	105	142	122

Question: Estimate power demand in 10th and 15th year

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Total No. of Pages : 06

Total No. of Questions : 11

MBA (Sem.-3)

HUMAN VALUES, DE-ADDICTION AND TRAFFIC RULES

Subject Code : HVPE-101-18

M.Code : 76891

Date of Examination : 08-06-2026

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 carrying **FIVE** marks each and students have to attempt any **FOUR** questions.
3. SECTION-C contains **FIVE** questions carrying **SIX** marks each with internal choice.

SECTION-A

- 1. Write briefly :**

(a) What is Utility-Value?

उपयोगिता-मूल्य क्या है?

ਉਪਯੋਗਿਤਾ - ਮੁੱਲ ਕੀ ਹੈ ?

(b) Explain Natural Acceptance.

सहज स्वीकृति समझाओ।

ਕੁਦਰਤੀ ਮੰਜੂਰੀ ਸਮਝਾਓ ।

(c) How the value "care" is related with body.

मूल्य "ध्यान" शरीर के साथ कैसे संबंधित है?

ਮੁੱਲ ਧਿਆਨ ਸਰੀਰ ਦੇ ਨਾਲ ਕਿਵੇਂ ਸਬੰਧਤ ਹੈ ?

(d) What are the different patterns of differentiation?

भेदभाव के विभिन्न पैटर्न क्या हैं?



ਫਰਕ ਦੇ ਵੱਖ ਵੱਖ ਪੈਟਰਨ ਕੀ ਹਨ?

(e) What is Gratitude?

ਕ੍ਰਤਜ਼ਨਾ ਕਿਆ ਹੈ?

ਕ੍ਰਿਤਗਿਅਤਾ ਕੀ ਹੈ ?

(f) What is innateness?

ਸਵਾਭਾਵਿਕਤਾ ਕਿਆ ਹੈ?

ਸਵਾਭਾਵਿਕਤਾ ਕੀ ਹੈ ?

(g) What do you mean by values or human values?

ਮੂਲ्यों या मानवीय मूल्यों से आप क्या समझते हैं?

ਕਦਰਾਂ-ਕੀਮਤਾਂ ਜਾਂ ਮਨੁੱਖੀ ਕਦਰਾਂ-ਕੀਮਤਾਂ ਤੋਂ ਤੁਹਾਡਾ ਕੀ ਭਾਵ ਹੈ?

(h) What is the difference between prosperity and wealth?

समृद्धि और धन के बीच क्या अंतर है?

ਖੁਸ਼ਹਾਲੀ ਅਤੇ ਅਮੀਰੀ ਦੇ ਵਿੱਚ ਕੀ ਅੰਤਰ ਹੈ?

(i) What is cyclic production?

चक्रीय उत्पादन क्या है?

ਚਕਰੀ ਉਤਪਾਦਨ ਕੀ ਹੈ ?

(j) What is Existence?

अस्तित्व क्या है?

ਅਸਤੀਤਵ ਕੀ ਹੈ ?



SECTION-B

2. What do you mean by values? How do they differ from skills? How values and skills are complementary?

ਮੂਲ्यों से आप क्या समझते हैं? वे कौशल से किस प्रकार भिन्न हैं? मूल्य और कौशल एक-दूसरे के पूरक कैसे हैं?

ਮੁੱਲਾਂ ਤੋਂ ਤੁਹਾਡਾ ਕੀ ਮਤਲਬ ਹੈ? ਉਹ ਹੁਨਰਾਂ ਤੋਂ ਕਿਵੇਂ ਵੱਖਰੇ ਹਨ? ਮੁੱਲ ਅਤੇ ਹੁਨਰ ਕਿਵੇਂ ਪੂਰਕ ਹਨ।

3. Explain harmony in family.

परिवार में तालमेल के बारे में बताएं.

ਪਰਿਵਾਰ ਵਿੱਚ ਤਾਲਮੇਲ ਦੇ ਬਾਰੇ ਵਿੱਚ ਦੱਸੋ

4. Differentiate between intention and competence. How do we come to confuse between these?

इरादा और क्षमता के बीच क्या अंतर है? कैसे हम गलती करते हैं?

ਇਰਾਦਾ ਅਤੇ ਸਮਰੱਥਾ ਦੇ ਵਿੱਚ ਕੀ ਅੰਤਰ ਹੈ? ਕਿਵੇਂ ਅਸੀਂ ਗਲਤੀ ਕਰਦੇ ਹਾਂ?

5. Explain Competence in Professional-Ethics.

पेशेवर नैतिकता में क्षमता समझाओ.

ਪੇਸ਼ੇਵਰ ਨੈਤਿਕਤਾ ਵਿੱਚ ਸਮਰੱਥਾ ਸਮਝਾਓ

6. What are pre conditionings? What is their source?

पूर्व मान्यताएं क्या हैं? उनका स्रोत क्या है?

ਪੂਰਬ ਮਾਨਤਾਵਾਂ ਕੀ ਹਨ? ਉਨ੍ਹਾਂ ਦਾ ਸਰੋਤ ਕੀ ਹੈ?



SECTION-C

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

मौजूदा समय में पेशे के मुख्य अनैतिक तरीके क्या हैं? मूल कारण और संभव समाधान का विश्लेषण करें।

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

OR

What is the meaning and purpose of Self-Exploration?

स्वयं-अन्वेषण के अर्थ और उद्देश्य क्या है?

ਆਤਮ ਅਧਿਐਨ ਦੇ ਮਤੱਬ ਅਤੇ ਉਦੇਸ਼ ਕੀ ਹਨ ?

8. Describe basic human aspirations. What are the requirements to fulfill basic human aspirations?

बुनियादी मानवीय आकांक्षाओं क्या हैं? बुनियादी मानवीय आकांक्षाओं को पूरा करने के लिए आवश्यकताओं वर्णन करें ? बुनियादी मानवीय इच्छाओं की हन ?

ਬੁਨਿਆਦੀ ਮਾਨਵੀ ਇੱਛਾਵਾਂ ਨੂੰ ਪੂਰਾ ਕਰਨ ਲਈ ਜ਼ਰੂਰਤਾਂ ਦਾ ਵਰਣਨ ਕਰੋ ?

OR

How is a human-being co-existence of Self and Body? Explain Pre-Conditioning, Sensation and Natural-Acceptance.

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



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

9. Explain the process of self-exploration with the help of a suitable diagram.

एक उपयुक्त आरेख की मदद से आत्म-अन्वेषण की प्रक्रिया को समझाईये।

ਇੱਕ ਢੁਕਵੇਂ ਚਿੱਤਰ ਦੀ ਮਦਦ ਨਾਲ਼ ਆਤਮ - ਅਧਿਐਨ ਦੀ ਪਰਿਕ੍ਰਿਆ ਨੂੰ ਸਮਝਾਓ ।

OR

Explain the activities in the four orders of nature. How are the activities in the human order qualitatively different from those of the other three orders?

प्रकृति के चार क्रमों में होने वाली गतिविधियों की व्याख्या करें। मानव क्रम में गतिविधियाँ अन्य तीन क्रमों से गुणात्मक रूप से किस प्रकार भिन्न हैं?

ਬੁਦਰਤ ਦੇ ਚਾਰ ਕ੍ਰਮਾਂ ਵਿੱਚ ਕਿਰਿਆਵਾਂ ਦੀ ਵਿਆਖਿਆ ਕਰੋ। ਮਨੁੱਖੀ ਕ੍ਰਮ ਦੀਆਂ ਗਤੀਵਿਧੀਆਂ ਹੋਰ ਤਿੰਨ ਆਦੇਸ਼ਾਂ ਨਾਲੋਂ ਗੁਣਾਤਮਕ ਤੌਰ 'ਤੇ ਕਿਵੇਂ ਵੱਖਰੀਆਂ ਹਨ?

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

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

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

OR

What are the five dimensions of Human Endeavour in society?.

समाज में मानव प्रयास के पांच आयाम क्या हैं ?

ਸਮਾਜ ਵਿੱਚ ਮਨੁੱਖ ਕੋਸ਼ਿਸ਼ ਦੇ ਪੰਜ ਪਹਿਲੂ ਕੀ ਹਨ ?

11. How do we go into conflicts when our activities are not guided by our natural acceptance?



ਜਦੋਂ ਹਮਾਰੀ ਗਤਿਵਿਧੀਆਂ ਹਮਾਰੀ ਸਵਾਭਾਵਿਕ ਸਵੀਕ੍ਰਿਤੀ ਦੇ ਨਿਰਦੇਸ਼ਿਤ ਨਹੀਂ ਹੁੰਦੀਆਂ ਤਾਂ ਹਮ ਟਕਰਾਵ ਦੇ ਕੈਸੇ
ਪੜ੍ਹ ਜਾਂਦੇ ਹਾਂ?

ਜਦੋਂ ਸਾਡੀਆਂ ਗਤਿਵਿਧੀਆਂ ਸਾਡੀ ਕੁਦਰਤੀ ਸਵੀਕਾਰਤਾ ਦੁਆਰਾ ਸੰਧਿਤ ਨਹੀਂ ਹੁੰਦੀਆਂ ਹਨ ਤਾਂ ਅਸੀਂ
ਕਸ਼ਮਕਸ਼ ਦੇ ਵਿੱਚ ਕਿਵੇਂ ਜਾਂਦੇ ਹਾਂ?

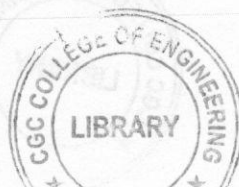
OR

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

मुख्य पहलुओं के आधार पर प्रकृति में चार आदेशों तुलना करें।

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

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Total No. of Pages : 04

Total No. of Questions : 10

MBA (Sem.-3)

MANAGEMENT OF FINANCIAL SERVICES

Subject Code : MBA-912-18

M.Code : 76897

Date of Examination : 10-06-2026

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 consists of ONE Case Study carrying TWELVE marks.

SECTION - A

1. Write briefly :
- a) Define financial services.
 - b) Name any two types of financial intermediaries.
 - c) Define merchant banking.
 - d) What is meant by venture capital?
 - e) How does hire purchase differ from leasing?
 - f) What is NAV (Net Asset Value)?
 - g) Debit Card vs Credit Card
 - h) Define ALM



SECTION-B

UNIT-I

2. Explain the classification of financial services into fund-based and fee-based services with examples.
3. Discuss the concept, features, and structure and working mechanism of mutual funds in India.

UNIT-II

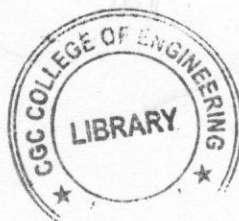
4. Discuss its objectives and importance in financial markets. Explain the process of credit rating and the key parameters used by rating agencies.
5. Discuss the role of merchant bankers in issue management and underwriting of securities. Explain the steps involved in public issue management by merchant bankers

UNIT-III

6. Discuss the role of factoring in improving the working capital position of firms. Describe the legal and regulatory environment governing factoring services in India.
7. Describe the various types of plastic money such as credit cards, debit cards, and smart cards. Explain the working mechanism of a credit card system and the parties involved in it.

UNIT-IV

8. Why Asset Liability Management is important for Banks. Elaborate different techniques of ALM.
9. Differentiate between Credit Risk and Operational Risk? Elaborate different strategies adopted for management of Operational Risk.



SECTION-C

10. Case study

In recent years, India has experienced a remarkable transformation in its financial landscape, driven by the rapid adoption of digital payments and plastic money. The convergence of technology, government initiatives, and changing consumer behavior has made India one of the fastest-growing digital economies in the world. The launch of the Unified Payments Interface (UPI) in 2016 by the National Payments Corporation of India (NPCI) revolutionized the way people transact. It allowed instant money transfer through mobile devices without the need for bank account details, fostering convenience, efficiency, and transparency. With apps like Google Pay, PhonePe, Paytm, and BHIM, millions of Indians embraced the ease of cashless transactions, even in small towns and rural areas. The demonetization drive of 2016 and the COVID-19 pandemic further accelerated this shift as citizens sought safe, contactless ways to pay.

Alongside digital wallets and UPI, the use of plastic money—credit cards, debit cards, and prepaid cards—continued to expand. Banks collaborated with fintech firms to provide contactless cards, EMV chip security, and reward-based usage to encourage card payments. These financial innovations reduced dependence on cash, enhanced transaction security, and brought greater financial inclusion. Small vendors and local markets increasingly adopted QR codes and point-of-sale (POS) machines, symbolizing the growing integration of digital finance into daily life.

However, this revolution also brought challenges. Issues like cyber fraud, phishing attacks, data privacy concerns, and digital illiteracy continue to affect consumer trust.

Many users in rural areas still lack the technological skills and reliable internet access



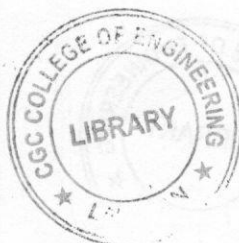
necessary for digital banking. Recognizing these challenges, the Reserve Bank of India (RBI) and NPCI have implemented strict cybersecurity guidelines, awareness campaigns, and financial literacy programs to strengthen digital safety and inclusion. The government's Digital India initiative also plays a critical role in bridging the digital divide.

In conclusion, the growth of digital payments and plastic money has redefined India's financial ecosystem. It has empowered consumers, enhanced transparency, and driven economic efficiency. Yet, to sustain this momentum, a balanced approach emphasizing security, awareness, and inclusivity remains essential. The future of Indian finance clearly lies in a robust, innovative, and secure digital payment infrastructure that ensures both convenience and trust for every citizen.

Questions :

- (a) What factors have contributed to the rapid growth of digital payments in India?
- (b) How do plastic money and UPI complement each other in modern banking?
- (c) What risks are associated with digital financial transactions?
- (d) Suggest measures to enhance the safety and accessibility of digital payment systems.

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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 Examination: 12-06-2026

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 consists of ONE Case Study carrying TWELVE marks.

SECTION A

1. Write short notes on the following:

- (a) Describe the scope for marketing decision making.
- (b) What do we mean by syndicated data.
- (c) What is a causal research design.
- (d) Explain the purpose of developing a research proposal.
- (e) Distinguish between reliability and validity.
- (f) What do we mean by nomological validity.
- (g) What is the full form of SPSS.
- (h) Explain correlation.



SECTION B

PART-I

2. Describe the various types of research with examples.
3. Explain the various sources of secondary data for marketing research.

PART-II

4. Distinguish between Latin square research design and factorial research design. Give their uses.
5. Why is observation research necessary. Explain the various types of observation research.

PART-III

6. Describe the various principles of writing questionnaires with examples.
7. What is a true score model. Why is it required. What are the various scales of measurement.

PART-IV

8. What is factor analysis used for. Describe the various types of rotation in factor analysis.
9. How do we assess reliability. Describe item analysis in marketing research.

SECTION-C

10. Case study:

Big Basket planned to study consumer behaviour toward its online grocery delivery services in Tier-1 and Tier-2 cities due to increasing competition from quick-commerce platforms offering faster delivery options. Before conducting a large-scale survey, the research team interacted with selected customers through small group discussions to understand their expectations regarding delivery speed, product freshness, pricing



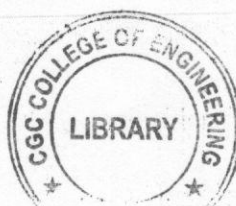
transparency, and availability of preferred time slots. Based on insights gathered from these discussions, the team prepared a structured questionnaire to measure customer satisfaction levels, purchase frequency, preferred delivery windows, and trust in product quality.

Data were collected using online questionnaires distributed to registered users across selected cities. In addition, internal order history reports and industry publications were reviewed to understand changing purchase trends. During questionnaire pretesting, researchers observed that some respondents found ranking questions difficult to answer and many showed a tendency to select neutral responses in scale-based items. The questionnaire was revised by simplifying ranking questions and improving wording clarity before final data collection. Management expected the study to generate reliable insights for improving service quality and strengthening customer retention strategies.

Questions:

- (a) Identify the types of research design followed in the study and justify your answer based on the case.
- (b) Classify the primary and secondary data collection methods used in the study.
- (c) Examine the questionnaire design issues identified during pretesting and suggest two suitable improvements to enhance response quality.

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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: 15-06-2026

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. Write a short note on the following:**

- a) Determinants of individual behaviour.
- b) Explain the types of emotions.
- c) What is attitude? Explain different types of attitude at workplace.
- d) Traits of an effective leader.
- e) Johari Window Model.
- f) What is organizational culture? State the dimensions of organizational culture.
- g) What is a learning organization?
- h) Give various sources of power.

SECTION-B**UNIT-I**

2. Define organizational behaviour. Discuss in detail various challenges and opportunities for OB.



3. Explain the characteristics of learning. Critically analyse the classical conditioning theory of learning.

UNIT-II

4. Define personality. Discuss in detail big-five personality traits. Also explain the relevance of the big-five model in understanding the personality of an individual in the organizational settings.
5. What is perception? Describe the process of perception with the help of suitable illustrations.

UNIT-III

6. What are the characteristics of a group? Explain the stages of group formation.
7. Define stress. Illustrate various sources of organizational stress.

UNIT-IV

8. What is organizational design? Explain various types of organizational designs.
9. Define conflict management. Describe the stages of conflict management and various types of intentions to resolve the conflict.

SECTION-C

10. CASE STUDY

How important are excellent leaders to organizations? If you were to ask the recently retired 3M CEO George Buckley, he'd say extremely important. But he'd also say that excellent leaders don't just pop up out of nowhere. A company has to cultivate leaders who have the skills and abilities to help it survive and thrive. And like a successful baseball team with strong performance statistics that has a player development plan in



place, 3M has its own "farm system"—except its farm system is designed to develop company leaders.

3M's leadership development program is so effective that it has been one of the "Top 20 Companies for Leadership" in three of the last four years and ranks as one of the top 25 companies for grooming leadership talent according to Hay Consulting Group and *Fortune* magazine. What is 3M's leadership program all about? About 10 years ago, the company's former CEO (Jim McNerney, who is now Boeing's CEO) and his top team spent 18 months developing a new leadership model for the company. After numerous brainstorming sessions and much heated debate, the group finally agreed on six "leadership attributes" they believed were essential for the company to become skilled at executing strategy and being accountable. Those six attributes included the ability to: "Chart the course, Energize and inspire others, demonstrate ethics, integrity, and compliance, deliver results, Raise the bar, Innovate resourcefully". And Under Buckley's guidance, and continued under the leadership of newly appointed CEO Inge Thulin, the company is continuing and reinforcing its pursuit of leadership excellence with these six attributes. When asked about his views on leadership, Buckley said he believes leaders differ from managers. He believes the key to developing leaders is to focus on those things that can be developed—like strategic thinking. Buckley also believes leaders should not be promoted up and through the organization too quickly. They need time to experience failures and what it takes to rebuild.

Finally, when asked about his own leadership style, Buckley said he believed the best way for him to succeed as a leader was to surround himself with people who were better than him. But doing that takes a great deal of emotional self-confidence, an attribute that is vital to being a great leader. When you have people working for you who are excellent at what they do, you respect them. When you respect them, you build trust. That type of leadership approach worked well for Buckley, as illustrated by 3M's number 18 ranking on *Fortune's* most admired global companies list for 2012.

Questions:

- (a) What do you think about Buckley's statement that leaders and managers differ? Do you agree? Why or why not?
- (b) What leadership models/theories/issues do you see in this case? List and describe.
- (c) Take each of the six leadership attributes that the company feels is important. Discuss how those attributes can be developed.

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Total No. of Pages : 03

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MBA (Sem.-3)

EMPLOYEE RELATIONS

Subject Code : MBA932-18

M.Code : 76899

Date of Examination : 17-06-2026

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. 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) Discuss the objectives of the Trade Union Act.
 - b) Illustrate the impact of trade unions on wages.
 - c) Write a short note on VRS Scheme.
 - d) List the causes of industrial disputes.
 - e) Define social assistance.
 - f) Define the terms 'partial disablement' and 'total disablement' as per the Workman's Compensation Act.
 - g) What is ILO? Discuss various activities of the ILO.
 - h) Explain the objectives of Employees' Provident Funds Act.



SECTION-B

PART-I

2. Define Industrial Relations. Discuss the salient features of IR in India. Explain the role of government and employers' federations in maintaining industrial relations.
3. Define factory. Summarise the provisions of health and safety as per the Factories Act 1948.

PART-II

4. Define Industrial Dispute. Explain the provisions of retrenchment and closure in the Industrial Dispute Act 1947.
5. Elaborate on the authorities that have been provided under the Industrial Dispute Act 1947 for the prevention and settlement of Industrial Disputes.

PART-III

6. Discuss the importance of the Payment of Wages Act 1936. Explain the responsibilities of employer with regard to mode and manner of the wage payment to the workers.
7. What is Gratuity? Discuss the provision of benefits under the Payment of Gratuity Act 1982. Also discuss the offences and penalties under the Act.

PART-IV

8. What are the objectives and scope of ESI Act? Discuss in detail the benefits available under the ESI scheme along with the eligibility conditions and duration of the benefits.
9. Define labour welfare. Discuss its importance. Elaborate on the various types of welfare measures that employers implement for their employees.



SECTION-C

10. **Case Study** In a large scale industrial establishment in Nasik, the only recognized union placed a charter of demands before management including:

- (i) enhancement of Minimum wages/DA by 25%
- (ii) reduction of max daily hours from nine to eight
- (iii) minimum 15% bonus
- (iv) improved canteen food quality
- (v) adequate safety equipment.

The issue of enhancement of minimum wage and dearness allowance was decided by the mutual discussions -between the parties. The question of reduction in daily hours of work was jointly referred to a local dignitary for disposal. The parties availed of the services of an official of the labour department of the state during negotiations on the questions of quality of food in the canteen and provision of safety equipment. On the request of the parties, the question of minimum bonus was referred to a state tribunal for decision.

Questions:

1. Describe the method of dispute resolution that was used to resolve the issue of minimum wage and dearness allowance.
2. What method of settlement was adopted in resolving the question of reduction in daily hours of work?

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Total No. of Pages : 03

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MBA (Sem.-3)

SERVICES MARKETING

Subject Code :MBA 922-18

M.Code :76895

Date of Examination : 20-06-2026

Time : 3 Hrs.

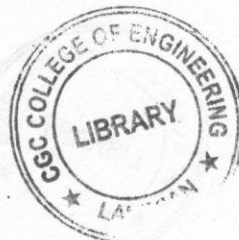
Max. Marks : 60

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

SECTION-A

1. Write briefly:
 - a) How does service sector contribute to the Indian economy?
 - b) What do we mean by a quality gap?
 - c) Define physical evidence and servicescapes.
 - d) What is the first step in new service development process?
 - e) What do we mean by cycle of failure?
 - f) What kind of service culture do we have in India?
 - g) Explain any two services pricing methods.
 - h) What is the best strategy for selling services of the hospitality sector?



SECTION-B

UNIT-I

2. Detail out the classification of service. Explain the services marketing mix.
3. Describe the integrated gap model of service quality explaining each gap with example.

UNIT-II

4. What are the challenges of service design? What do we mean by core and supplementary elements?
5. What are the types of a new service? Describe the new service development process in detail.

UNIT-III

6. Explain self-service technologies and customer participation. What is its relevance in services marketing? Give examples.
7. Describe integrated services marketing and the services marketing triangle.

UNIT-IV

8. Explain the various approaches to pricing and pricing strategies.
9. Describe the marketing of services in financial and healthcare sectors.



SECTION-C

10. Case: BrewJoy Café – Understanding Customer Expectations.

BrewJoy Café noticed that its customer footfall was dropping despite maintaining product quality. A customer survey revealed that while the coffee was good, service speed and employee behavior were inconsistent. Management used insights from the Consumer Expectation–Perception Gap model to identify mismatches between what customers expected (quick, friendly service) and what they received (slow, indifferent service). Training programs were launched to improve staff interaction and reduce waiting time.

Questions:

- (a) What are the key determinants of service quality relevant to BrewJoy Café?
- (b) Explain the gap model of service quality in this context.
- (c) How can BrewJoy Café improve its customer perception of service?.
- (d) Discuss the importance of employee behavior in shaping consumer expectations.

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Total No. of Pages: 03

Total No. of Questions: 10

MBA (Sem.-3)

CONSUMER BEHAVIOUR

Subject Code: MBA 921-18

M.Code: 76894

Date of Examination: 23-06-2026

Time: 3 Hrs.

Max. Marks: 60

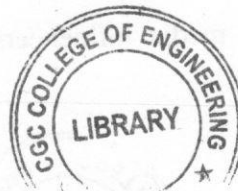
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3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

SECTION A

1. Explain the following:

- (a) Define consumer behaviour.
- (b) What is consumer perception.
- (c) Differentiate between need and want.
- (d) Define opinion leadership.
- (e) Define self-concept.
- (f) What is cognitive dissonance.
- (g) Explain subculture.
- (h) What is personality.



SECTION B

UNIT-I

2. What is consumer profiling and engagement. How do AI and IT tools aid in consumer profiling.
3. Compare and contrast qualitative and quantitative research in consumer behaviour.

UNIT-II

4. Discuss the different theories of learning in consumer behaviour.
5. Explain the process of motivation in detail and explain Herzberg's two-factor theory of motivation.

UNIT-III

6. Discuss the components of culture and their influence on buying behaviour.
7. What are different types of reference groups. Discuss their influence on consumer behaviour with suitable examples.

UNIT-IV

8. Explain the importance of adoption process in new product development. Also discuss its different stages in detail.
9. Discuss different types of consumer decisions. Also explain the consumer decision making process in detail with suitable example.

SECTION C

10. Case study:

Nike is one of the most popular sportswear brands in the world. The company uses celebrities, athletes, and social media influencers to promote its products. A university



student, Rohit, wants to buy new sports shoes. Initially, he considers a cheaper local brand. However, after seeing his friends wearing Nike shoes and watching advertisements featuring famous athletes like Cristiano Ronaldo, he decides to purchase Nike shoes despite the higher price. Rohit believes that wearing Nike will improve his image among peers and reflect a sporty and stylish personality.

Questions:

- (a) Identify the reference group and which type of reference group influences are discussed in this case.
- (b) Why did Rohit choose Nike over the cheaper brand.
- (c) How do reference groups influence consumer behaviour. Explain.

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Roll No.

Total No. of Pages : 04

Total No. of Questions :10

MBA (Sem.-3)

DATA SCIENCES USING R

Subject Code :MBA-962-18

M.Code :77058

Date of Examination: 25-06-2026

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 question carrying TWELVE marks.

SECTION-A

1. Explain briefly:

- (a) What is Variance and its importance in Data Science
- (b) What are the core roles and responsibilities of a Data Scientist in business analytics
- (c) What is Bayes' Theorem?
- (d) What are K-Medoids?
- (e) What is the difference between bagging and boosting
- (f) What are the applications of Linear Regression?
- (g) What are Social Networks
- (h) What is the relevance of the Confusion Matrix



SECTION-B

UNIT-I

2. What is Data Science? Discuss how Data Science is applied in real-world business scenarios such as Internet Search, Digital Advertisements, Recommender Systems, and Fraud and Risk Detection. Discuss by citing examples.
3. (a) Explain the different components of Data Science and their specific roles
(b) What is the need and relevance of data pre-processing? Discuss how pre-processing can be done with the help of R software

UNIT-II

4. Describe the logic and functional differences between using a Decision Tree versus a Support Vector Machine (SVM) for data modelling. Explain by citing examples where each of these techniques can be best applied.
5. (a) What is the need and relevance of Logistic Regression?
(b) How is multiple regression different from linear regression? Discuss by citing examples

UNIT-III

6. Explain the methodology of Agglomerative and Hierarchical Clustering. How do these approaches differ from K-means clustering? Explain by citing examples.
7. (a) What are the applications of Ensemble methods
(b) What is K-Means Clustering? Discuss its applications

UNIT-IV

8. (a) Discuss the necessity of scalable machine learning when working with big data-related techniques. What are the primary technical challenges in ensuring a machine



learning model can scale effectively?

- (b) Describe the unique characteristics and techniques involved in mining stream data
- 9. (a) Discuss the applications of the Holdout Method, cross-validation, and the Bootstrap Method
- (b) How to assess the statistical significance of data mining results

SECTION-C

10. Case Study

EcoStream, a sustainable household goods subscription service, is looking to scale its operations. The company's Data Scientists are tasked with improving customer retention, refining marketing spend, and identifying logistical inefficiencies using Analytics.

The project begins with the team using R Software to explore their subscriber database. They calculate basic statistics in R, such as the mean and median monthly subscription value, and the standard deviation of delivery times, to establish operational baselines. By analyzing the correlation and covariance between customer support interactions and churn rates, they identify early warning signs of customer dissatisfaction.

To optimize their Digital Advertisements, the team uses Linear and Multiple Regression to understand which marketing channels provide the highest return on investment. For predicting customer behavior, they implement supervised learning models. Specifically, they use a Decision tree to determine the primary reasons customers cancel their subscriptions and a Support Vector Machine (SVM) to classify new leads as "high-potential" or "low-potential" based on initial website interactions.

To enhance their Recommender Systems, EcoStream moves beyond simple models to Ensemble methods. They utilize Random Forests and Boosting to predict which eco-



friendly products a subscriber is most likely to add to their next box. This more accurate prediction model directly increases the company's average order value through personalized "Internet Search" results and suggestions.

The company applies unsupervised learning to better understand its diverse customer base. They use K-means clustering and Hierarchical clustering to group subscribers into distinct personas, such as "Zero-Waste Enthusiasts" or "Busy Families," enabling highly targeted email campaigns. Finally, for Fraud and Risk Detection, the team employs DBSCAN (Density-Based Spatial Clustering of Applications with Noise). This density-based approach helps them identify outlier transactions or "noise" that may indicate fraudulent credit card use or shipping address anomalies that deviate from typical customer patterns.

Case-Based Questions:

- (a) What are supervised and Unsupervised learning techniques? Discuss in detail where each of the techniques can be applied in EcoStream. From your subject knowledge, elaborate on the applications of these techniques
- (b) In this case, the decision tree technique is applied to determine the primary reasons customers cancel subscriptions. Considering this application, do you agree that Decision Tree is the right choice for this purpose? Justify your answer by focusing on the decision tree's operation.
- (c) How can DBSCAN help to prevent fraud in this company? Explain by taking into account how DBSCAN works.

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03

Total No. of Pages :

Total No. of Questions: 10

MBA (Sem.-3)

MARKETING ANALYTICS

Subject Code: MBA-961-18

M.Code: 77057

Date of Examination: 30-06-2026

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

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

- a) Customer Lifetime Value.
- b) Why is a "Balanced Portfolio" critical for a company?
- c) Define "Differentiation Value".
- d) Major considerations in setting sales quotas.
- e) What is a "Halo Effect" in promotional measurement?
- f) "Puffery" in advertising.
- g) Situational Analysis in E-Marketing Plan.
- h) Pay-per-click advertising.



PART-B

UNIT-I

2. Define sales forecasting. Compare and contrast qualitative and quantitative forecasting methods. Under what conditions is executive judgment most appropriate?
3. What do you mean by product cannibalization and what are its benefits? Do you believe that product differentiation impact the rate of product cannibalization? Explain.

UNIT-II

4. What parameters are applied by a company to determine if its price-value equation is fair? Also, explain the dangers of under-pricing a high-value product?
5. Discuss in detail the role of Performance Appraisal in the context of Sales Force. What key metrics will you suggest under various performance appraisal methods for Sales Force?

UNIT-III

6. What are the various factors that determine the advertising budget of a large company? Also explain how does setting a budget for sales promotion differ from setting an advertising budget?
7. Write a detailed note on:
8. (a) Diagnostic Analytics.
9. (b) Predictive Analytics.

UNIT-IV

8. Define E-Marketing and differentiate it from traditional marketing. What are the key challenges faced by an e-marketer in a developing market?



9. Write detailed note on:

(a) Search Engine Optimisation.

(b) Marketing Mix Decisions in E-Marketing Plan.

PART-C

17. CASE STUDY

Jetflix dominates streaming by using big data analytics for personalized content recommendations, which drive 70% of viewer engagement. By tracking 10 billion daily interactions—including search history, pausing, and completion rates—Jetflix reduces subscriber churn and predicts the success of original content, turning user data into a tailored user experience. It uses creative techniques like recommendation engines to analyze search history, time, date, device, and viewing habits to customize recommendations, creating a personalized homepage for each user. With the help of leveraging big data-driven analytics, it is in a position to forecast the popularity of genres, actors, and plotlines, allowing for targeted original content creation. These analytics help Jetflix to increase the retention rate. However, over-relying on past viewing behaviour to drive recommendations can limit content discovery. Users may get trapped in a loop of similar content, reducing the perceived value of the library, and potentially leading to fatigue or churn. Moreover, as Jetflix expands globally, "one-size-fits-all" algorithms fail. Analytics must properly account for regional preferences, cultural sensitivities, and localization to be effective, particularly in diverse markets like India. To combat these issues, Jetflix should introduce ad-supported tiers to lower entry costs and should focus on "quality over quantity" in its content production to maximize engagement while reducing production risks. Further, by using content-based advertising (using snippets from popular shows), it may succeed in reducing dependency on traditional advertising. It should also plan transitioning from a content-only strategy to a hybrid, data-driven revenue model that combines deep personalization with AI-powered advertising and entertainment.

Questions:

1. How Netflix is able to reduce the churn rate of the subscribers?
2. What are the challenges that Jetflix is facing currently or may face in near future?
3. What recommendations will you give to Jetflix to survive in the competitive business environment?

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Total No. of Pages : 02

Total No. of Questions : 10

MBA (Sem-3)

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Subject Code : MBA911-18

M.Code : 76896

Date of Examination : 26-06-2026

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

- 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) Insider Trading
 - b) Investment
 - c) Industry Analysis
 - d) Margin of Safety
 - e) Momentum
 - f) Diversification
 - g) Single Index Model
 - h) Put Options

SECTION-B

UNIT-I

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



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

UNIT-II

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

UNIT-III

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

UNIT-IV

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

SECTION-C

10. Case Study :

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

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

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

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Total No. of Questions : 10

MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING

M.Code : 77813

Time : 3 Hrs.

Max. Marks : 60

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

1. Write short notes on :

- What is meant by mergers and acquisitions?
- Define takeover defence strategy.
- What is a demerger?
- What is a strategic alliance?
- What is EPS (Earnings Per Share)?
- Define shareholder wealth.
- What are tax implications in mergers?
- What are international mergers?



SECTION – B

UNIT-I

2. Explain the concept, evolution, and importance of mergers and acquisitions in the modern business environment.
3. Describe various takeover defence strategies adopted by companies. Examine the major reasons for the failure of mergers and acquisitions.

UNIT-II

4. Explain the concept and types of demerger with advantages and disadvantages. Discuss reverse mergers and their significance in corporate restructuring.
5. Discuss the factors affecting valuation in mergers and acquisitions, including valuation of intangibles.

UNIT-III

6. Explain various methods of payment in mergers and acquisitions. Discuss financing options available for mergers and acquisitions.
7. Explain the determinants of financing decisions in mergers and acquisitions. Discuss accounting aspects of mergers and acquisitions.

UNIT-IV

8. Discuss the importance and process of due diligence in mergers and acquisitions. Explain regulatory aspects governing mergers and acquisitions.
9. Critically analyze cross-border mergers and acquisitions, focusing on their strategic rationale and the key challenges related to regulatory frameworks, cultural integration, financial risks, and operational complexities.



SECTION – C

CASE STUDY

A large Indian IT company, TechSolutions Ltd., merged with a European firm, EuroSoft Inc., to expand its global presence. While the merger looked promising in terms of market access and technological capabilities, it soon faced major challenges. Differences in work culture, communication styles, and management practices led to internal conflicts. Employee dissatisfaction increased, key talent left the company, and operational efficiency declined. Despite strong financial backing, the expected synergies were not realized, and the company's market value dropped significantly within two years.

Questions:

1. Identify and explain the reasons for the failure of this merger.
2. What role does cultural integration play in M&A success?
3. Suggest strategies to overcome post-merger integration challenges.
4. How could due diligence have helped in avoiding this failure?

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Roll No.

Total No. of Pages : 03

MBA (Sem.-4)

Subject Code : MBA401-18

Date of Examination : 28-04-2026

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

- ### SECTION-A

- h) .Balanced scorecard

SECTION-B

UNIT-I

2. What is strategic management process? What are the steps involved in it?
3. What is environmental scanning? Explain its role.

UNIT-II

4. Write a detailed note on Michael Porter's industry analysis. Explain various tools used in it.
5. What is core competence? What are its attributes? Distinguish between core competence and competitive advantage.

UNIT-III

6. Define growth strategy. Discuss various variants of growth strategy.
7. Discuss different types of functional strategies in detail.

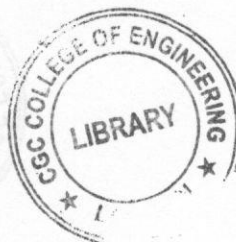
UNIT-IV

8. What is strategy implementation? What is the relationship between strategy formulation and implementation?
9. What do you understand by strategic evaluation and control? Why is it essential and who does it?

SECTION-C

10. Case Study:

Titan Company Limited, a part of the Tata Group, started its journey in 1984 as a watch manufacturer. Over time, Titan realized that relying only on watches limited its growth potential. To sustain long-term competitiveness, the company adopted a diversification strategy – a key aspect of corporate strategy.



In the 1990s, Titan entered the jewellery market with its brand Tanishq, despite skepticism from analysts who doubted its ability to compete in a traditionally unorganized sector. The move paid off, and Tanishq soon became one of India's most trusted jewellery brands. Later, Titan launched Fastrack to target the youth segment and Titan Eye+ in the eyewear industry. These strategic moves helped the company expand its portfolio while leveraging its core strengths in design, branding, and retail management.

However, each diversification required careful alignment of corporate resources and management attention. As Titan expanded into new verticals, it faced challenges in maintaining focus, managing brand identity, and ensuring profitability across all units. Now, with growing competition and changing consumer preferences, Titan's leadership faces a strategic dilemma – should it continue diversifying into new categories like smart wearables and fragrances, or should it consolidate and strengthen its existing businesses to maintain profitability and brand equity?

Questions for Analysis:

- a) Identify and explain Titan's key corporate strategy.
- b) How has diversification contributed to Titan's overall corporate growth?
- c) How did Titan leverage its core competencies while entering new markets?

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Total No. of Questions : 10

INTERNATIONAL HUMAN RESOURCE MANGEMENT

Subject Code : MBA-933-18

Date of Examination : 02-05-2026

Max. Marks : 60

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.

- What is the role of communication in cross-cultural management?
- What is geocentric staffing?
- Define ethical relativity.
- Who are expatriates?
- Define cultural shock. What is pre-departure training?
- What causes ethical dilemma?
- What is repatriation?
- What is pre-departure training?

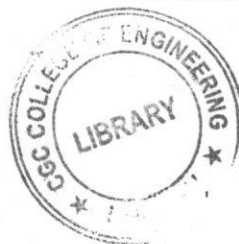
Europe. However, the expansion has not gone smoothly at all. He tried for three weeks to find a sales manager by advertising in the *International Herald Tribune*, which is read by business people in Europe and by American expatriates living and working in Europe. Although the ads placed in the *Tribune* also run for about a month on the *Tribune's* website, Mr. Fisher so far has received only five applications. One came from a possibly viable candidate, whereas four came from candidates whom Mr. Fisher refers to as “lost souls”—people who seem to have spent most of their time traveling aimlessly from country to country. When asked what he had done for the last three years, one told Mr. Fisher he’d been on a “walkabout.”

Other aspects of his international HR activities have been equally problematic. Fisher alienated two of his U.S. sales managers by sending them to Europe to temporarily run the European operations, but neglecting to work out a compensation package that would cover their relatively high living expenses in Germany and Belgium. One ended up staying the better part of the year, and Mr. Fisher was rudely surprised to be informed by the Belgian government that his sales manager owed thousands of dollars in local taxes. The managers had hired about 10 local people to staff each of the two distribution centres. However, without full-time local European sales managers, the level of sales was disappointing, so Fisher decided to fire about half the distribution centre employees. That’s when he got an emergency phone call from his temporary sales manager in Germany: “I’ve just been told that all these employees should have had written employment agreements and that in any case we can’t fire anyone without at least one year’s notice, and the local authorities here are really up in arms. Boss, I think we have a problem.”

Questions:

- a) According to you, what are the international HR mistakes Mr. Fisher has made so far?
- b) How would you have gone about hiring a European sales manager? Why?

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Total No. of Pages :3

Total No. of Questions : 10

MBA (Sem.-4)

WORKSHOP ON INDIAN ETHOS

Subject Code : MBA403-18

M.Code : 77821

Date of Examination : 30-04-2026

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:
- Define the term Indian Ethos.
 - What are the key teachings of the Bhagavad Gita relevant to management?
 - Explain the concept of Corporate Karma.
 - What do you understand by Work Ethos?
 - Mention qualities of ethical leadership in Indian context.
 - Define the concept of Value-based Management.
 - What is the role of humility in Indian ethos?
 - Mention key features of Gurukul system of learning.



SECTION-B

Unit I

2. Discuss the relevance of Indian Ethos in today's business environment. How do ancient scriptures influence modern management practices? Or
3. Explain the key principles of Indian management as practiced by Indian companies, with suitable examples.

Unit II

4. Define Work Ethos. Explain its dimensions and importance in developing ethical corporate behaviour.

Or

5. Discuss the differences between secular and spiritual value systems in the workplace.

Unit III

6. Explain the major causes of stress at work and suggest management techniques rooted in Indian ethos to handle it.

Or

7. Write a detailed note on Yoga and Meditation as tools for managing stress among managers.

Unit IV

8. Discuss the Gurukul system of learning. How can its principles be applied in modern management education?

Or



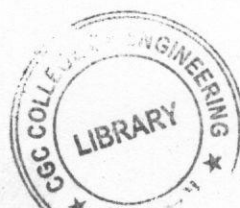
9. Explain the Laws of Growth, Responsibility, and Connection as given in Indian philosophy and their relevance to modern leadership.

SECTION-C

10. Case Study: A mid-sized IT company, TruVision Technologies, has been facing growing issues with employee burnout, high turnover, and lack of motivation. The company's culture is highly competitive, with little emphasis on emotional well-being or ethical leadership. The new HR Head, who believes in value-based leadership inspired by Indian ethos, wants to integrate practices like daily meditation, team gratitude circles, and training on ethical decision-making. Senior management, however, is skeptical about their effectiveness in improving performance.

- (a) Identify the key cultural and managerial issues in TruVision Technologies.
- (b) Suggest how principles from Indian ethos (e.g., Karma Yoga, mindfulness, and ethical work culture) can help address these problems.
- (c) What measurable outcomes can be expected from applying these techniques in the workplace?

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Roll No.

Total No. of Pages : 03

MBA (Sem.-4)

Subject Code :MBA-915-18

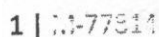
Date of Examination: 04-05-2026

Max. Marks : 60

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.

1. Write a short note on the following:

- a) Balance of Payments (BoP)
- b) Flexible exchange rate system
- c) Economic and Monetary Union (EMU)
- d) International Fisher Effect (IFE)
- e) Explain the concepts of hedging
- f) Swap and Swaptions
- g) Types of derivatives
- h) Covered call writing Strategy



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SECTION – B

UNIT 1

2. Trace the evolution of the International Monetary System. Critically examine the Bretton Wood system and its limitations.

OR

3. Discuss the concept of Balance of Payments (BoP). Explain its components and structure in detail.

UNIT 2

4. Explain Interest Rate Parity (IRP) theory and its significance in international finance.

OR

5. Discuss different international sources of long-term finance in international Business.
Explain the role and importance of Euro markets in international finance.

UNIT 3

6. Differentiate between forward and futures contracts with examples. Explain how futures contracts are used for hedging, speculation and arbitrage.

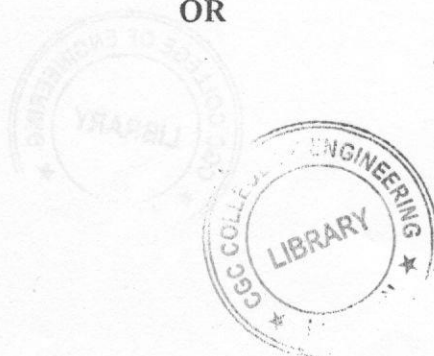
OR

7. Explain Put-Call Parity and its significance in options pricing. Discuss various option trading strategies.

UNIT 4

8. Explain the concept, types and importance of swaps. Discuss the pricing of swaps and factors affecting swap valuation.

OR



9. What is Risk Hedging? Discuss transaction exposure and methods to measure and manage it.

SECTION-C

10. Case Study

India has recently been facing pressure on its Balance of Payments due to rising crude oil prices, increasing imports, and a widening current account deficit. At the same time, foreign institutional investors (FIIs) have been pulling out funds due to global uncertainty, leading to depreciation of the Indian rupee. The Reserve Bank of India (RBI) has intervened in the foreign exchange market by selling dollars to stabilize the currency. Additionally, exports have not grown at the expected pace due to weak global demand. The government is also exploring policy measures such as import restrictions, export incentives, and attracting more foreign direct investment (FDI) to improve the situation.

Questions:

1. Analyze the components of Balance of Payments affected in the above case.
2. What are the major causes of BoP disequilibrium in this situation?
3. Evaluate the role of RBI in stabilizing the foreign exchange market.
4. Suggest suitable measures to correct the BoP imbalance.

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Roll No.

Total No. of Questions: 10

INTERNATIONAL AND SOCIAL MEDIA MARKETING

M.Code: 77810

Time: 3 Hrs.

Max. Marks: 60

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 consists of **ONE** Case Study carrying **TWELVE** marks.

1. Write briefly:

- What is SAARC.
- Explain any two methods to enter international markets.
- Write a short note on European Union.
- What is product standardisation and adaptation.
- Social media marketing mix.
- Write a short note on evolution of digital consumer.
- Define SEM and SEO.
- Explain the meaning of big data and IoT.



SECTION B

Units-I

2. Elaborate international marketing segmentation and positioning.
3. Explain international marketing environment in detail.

Units-II

4. Discuss different international pricing strategies.
5. Explain different types of international distribution channels.

Units-III

6. Discuss the process of social media marketing planning in detail with examples.
7. What are different models of social media marketing framework. Elaborate.

Units-IV

8. Write a detailed note on social media marketing campaign and its elements.
9. Elaborate the various sources of revenue of social media marketing.

SECTION C

10. Case study: McDonald's global marketing strategy

Background:

McDonald's, one of the largest fast-food chains operating in over 100 countries, faced problems and challenges in adapting to different cultural preferences, managing diverse consumer tastes and maintaining a consistent global brand image. It adopted the strategy of *Glocalization*, meaning "Think



Global, Act Local” approach. The company used product adaptation strategy by introducing local menu items (e.g., McAlloo Tikki in India, Teriyaki Burger in Japan). Further, it focused on cultural sensitivity. A best example of the same was avoiding beef products in India due to religious beliefs. Localized promotion was encouraged by making advertisements tailored to local languages and traditions. The practice of standardization was also adopted by maintaining consistent branding, logo, and service quality worldwide. Consequently, the company had strong global presence, high customer acceptance in diverse markets and increased sales and market share. McDonald’s success in international marketing is due to its ability to balance global standardization with local adaptation.

Questions:

- (a) Discuss the strategy adopted by McDonald’s in international marketing that made it successful globally.
- (b) What is product adaptation and why is it important for any MNC today.
- (c) The strategy of standardization gave what advantage to McDonald’s.
- (d) Why is cultural adaptation significant and how McDonald’s attained it.

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Total No. of Questions : 10

Total No. of Pages : 03

MBA (Sem.-4)

DATA VISUALIZATION FOR MANAGERS

Subject Code : MBA-963-18

M.Code : 78031

Date of Examination : 30-05-2026

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

SECTION-A

1. **Answer the following :**
 - a) What is the purpose of Cross-filtering in a visual?
 - b) Define Marks and Channels in data representation.
 - c) Define Business Intelligence (BI).
 - d) Define Predictive Modelling.
 - e) Define the role of Design Principles in manager-level reporting.
 - f) What is meant by "Focusing the Audience's Attention"?
 - g) What is a Data Set for Analysis?
 - h) Define Exploratory Visualization.



SECTION-B

UNIT-I

2. Discuss the history and evolution of Data Visualization.
3. Compare and contrast Scatter Plots and Histograms. In what business scenario would you prefer one over the other?

UNIT-II

4. Explain the core interface of Tableau. How does Tableau handle "Very Large Datasets" and "Custom Date Hierarchies"?
5. Explain the Star Schema and Snowflake Schema in the context of a Data Warehouse core layer. Which is more efficient for visualization tools?

UNIT-III

6. Explain the "Shaffer 4 C's" of Data Visualization in detail.
7. Define "Chart Junk." Explain with examples how it can hinder the effectiveness of a business dashboard.

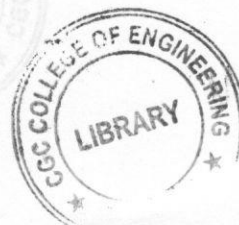
UNIT-IV

8. What is "Graphical Visualization" in the context of scientific design choices? Compare and contrast Info-graphics vs. Dashboards in terms of user intent.
9. Describe the "Lessons" learned from storytelling using visualization. How do you choose an effective visual tool?

SECTION-C

10. Case Study: The "Static" Crisis at RetailFlow Corp

RetailFlow Corp, a national clothing retailer, has historically relied on weekly Excel-based "Pivot Grids" to track sales performance across its 50 locations. Every Monday, the



Regional Manager, Sarah, receives a 20-tab spreadsheet filled with thousands of rows of raw transactional data. While the data is accurate, Sarah spends nearly four hours every week trying to "find the signal in the noise"—manually cross-referencing sales by region against inventory levels. Last month, Sarah failed to notice a 15% drop in high-margin outerwear sales in the Northern region until it was too late to adjust the supply chain. The company's IT department recently implemented a modern Data Warehouse using a Star Schema architecture to integrate sales and logistics data. However, the management team continues to request the same "Pivot Grids" they are used to, fearing that "fancy charts" lack the precision of raw numbers. Sarah is now proposing a shift to Storytelling using Visualization. She wants to replace the static spreadsheets with an interactive Tableau Dashboard that uses Marks and Channels (like color-coding for low stock and size-coded bubbles for high-performing stores) to highlight KPIs instantly. Her goal is to move from "What happened?" to "Why did it happen?" through exploratory visualization.

Discussion Questions:

- (a) Using the concept of Marks and Channels, which visual encodings (e.g., color, position, or size) would be most effective for Sarah to highlight "critically low inventory" versus "excessive stock"?
- (b) Contrast the current "Pivot Grid" approach with Sarah's proposed "Storytelling" approach. How does the latter help in reducing the "Cognitive Load" for a busy manager?

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JUN 2026

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Total No. of Pages : 03

Total No. of Questions: 10

MBA(Sem.-4)

STRATEGIC HUMAN RESOURCE MANAGEMENT

Subject Code: MBA-934-18

M.Code: 77817

Date of Examination: 22-05-2026

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. 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) What is meant by Corporate Strategy?
- b) Define HR Strategy Formulation.
- c) Discuss External Environment Analysis in HRM.
- d) What is a Strategic Appraisal?
- e) What do you understand by the Competitive advantage in Strategy?
- f) Explain the concept of Workforce Diversity.
- g) What do you mean by Repatriation?
- h) Discuss the Geocentric Approach.



SECTION-B

UNIT-I

2. Discuss the scope and process of Strategic Human Resource Management.
3. Explain the role of HR as a strategic partner in achieving organizational goals.

UNIT-II

4. Discuss reward and compensation strategies as a tool for competitive advantage.
5. Explain retrenchment and downsizing strategies. What are their implications for organizations and employees?

UNIT-III

6. Explain the role of leadership in implementing strategic change.
7. Discuss employee engagement and talent management strategies in modern organizations.

UNIT-IV

8. Discuss the role of Global HRM in multinational companies.
9. Explain the process of recruitment, selection, and training for global assignments.



SECTION-C

10. CASE STUDY: HR Strategy Misalignment at InnovateX Corporation

InnovateX Corporation, a fast-growing multinational company in the electronics sector, has recently undergone a major transformation to compete in global markets. The company introduced new business strategies focusing on innovation, cost efficiency, and global expansion. However, its HR strategies have not been updated accordingly.

The HR department continues to follow traditional practices, with limited focus on strategic staffing, employee engagement, and performance management. As a result, the company is facing issues such as a shortage of skilled talent, low employee morale, and high turnover rates. Additionally, the organization has not effectively addressed workforce diversity and cultural differences in its international operations.

The company also adopted a geocentric staffing approach but lacks proper systems for training and supporting employees in global roles. Expatriates often face cultural adjustment problems, and repatriation policies are weak, leading to dissatisfaction among returning employees.

Top management has realized that without aligning HR strategies with business goals, the organization may lose its competitive edge. They are now planning to redesign their HR strategies to better support their global and innovation-driven objectives.

Questions:

- i. Identify the major issues arising due to misalignment between HR strategy and business strategy at InnovateX Corporation.
- ii. Evaluate the effectiveness of the geocentric staffing approach in this case.
- iii. Suggest measures to align HR strategies with business objectives and improve global HR practices.

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Total No. of Questions : 10

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MBA (Sem.-4)

BUSINESS FORECASTING

Subject Code : MBA-964-18

M.Code : 78032

Date of Examination : 29-05-2026

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

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

SECTION - A

1. **Write briefly:**
 - a) Define Business Forecasting.
 - b) What are the key objectives of demand forecasting?
 - c) What is meant by Regression Analysis in forecasting?
 - d) State differences between Time Series and Cross-Sectional data.
 - e) Define Autocorrelation Function.
 - f) What is the meaning of Stationarity in time series analysis?
 - g) Write qualitative forecasting techniques.
 - h) Write advantages of using software packages in forecasting.



SECTION-B

UNIT-I

2. Explain the significance of forecasting in business decision-making. Discuss the steps involved in the forecasting process.
3. A company's annual sales (in Rs. lakh) for five years are as follows:

Year	2020	2021	2022	2023	2024
Sales	120	140	150	170	190

Using the Least Squares Method, find the trend equation and forecast sales for 2026.

UNIT-II

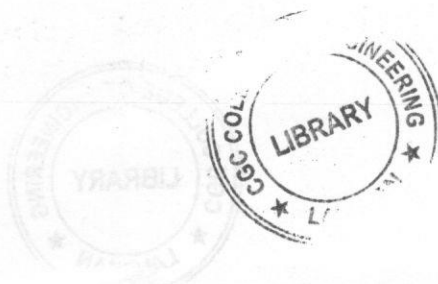
4. Discuss the role of Marketing Research Techniques such as Consumer Surveys and Market Experiments in demand forecasting.
5. Explain the process of Regression Forecasting and how parameters are estimated from data.

UNIT-III

6. What are the major components of a Time Series? Explain with examples.
7. Describe ARIMA models and their use in forecasting. Write short notes on SARIMA and ARMAX models.

UNIT-IV

8. Explain Qualitative Forecasting Techniques such as Delphi Method and Opinion Polling.
9. Discuss the importance of software and statistical tools in forecasting. Mention any two packages commonly used for business forecasting.



SECTION-C

10. **Case Study:** A smartphone manufacturing firm, TechNova Pvt. Ltd., has noticed large fluctuations in its monthly sales. While festive seasons show a surge in demand, the remaining months show a declining trend. The management has been relying on simple average estimates, leading to frequent overproduction and inventory accumulation. Now, the company wants to implement a scientific forecasting model using regression and time-series analysis to make accurate production and inventory decisions. The marketing team has also proposed integrating customer feedback and market trend data to improve forecast accuracy.

Questions:

- a) Identify the key forecasting problems faced by TechNova.
- b) Suggest appropriate quantitative and qualitative methods for accurate forecasting.
- c) How can technology and data analytics improve the company's forecasting performance?

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Total No. of Questions : 10

INTEGRATED MARKETING COMMUNICATION AND SALES MANAGEMENT

M.Code :77808

Time : 3 Hrs.

Max. Marks : 60

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 are the components of IMC?
 - b) Define media strategy.
 - c) What is direct marketing?
 - d) Describe the current global advertising environment.
 - e) What are the objectives of sales management?
 - f) What constitutes market potential?
 - g) Describe the norms for organizing displays.
 - h) What is a sales contest?



SECTION - B

PART-I

2. What is the purpose of understanding the effectiveness of marketing communications? How can it be done?
3. Describe the various types of advertising budgeting methods.

PART-II

4. Describe the meaning, importance, and tools used in push-pull strategies.
5. Describe pre-testing and post-testing of advertising. Distinguish between advertising and publicity.

PART-III

6. Explain the objectives and theories of personal selling. What kind of products are best suited for personal selling?
7. Describe the methods of sales forecasting and evaluation.

PART-IV

8. What is discussed in a sales meeting? Define sales territories.
9. Explain the psychology of customers during sales. Describe types of salesmen.

SECTION - C

10. Case Study:

TATA Motors planned a major campaign for promoting one of its passenger vehicles before the festive season, when automobile purchases usually increase. The company launched television advertisements showing families celebrating the joy of buying a new car and highlighting comfort, safety, and togetherness during travel. At the same time, the company used social media platforms to share short videos about new features of the vehicle and customer experiences.

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Newspaper advertisements were also released to announce special festive finance schemes and exchange offers available for a limited period. Earlier, the company generally decided its promotional spending by comparing its expenditure with other automobile companies in the same category. However, for this campaign, the management first decided what they wanted to achieve, such as increasing enquiries and showroom visits, and then allocated funds accordingly across different media platforms. To ensure effective execution of the campaign, the company worked with an external professional firm that helped in preparing advertisement designs, selecting suitable media platforms, and scheduling the campaign activities across regions. The campaign helped improve customer awareness and increased showroom enquiries during the festive season.

Questions:

- (a) Identify the different types of advertising used by the company in the case. Explain any two with examples.
- (b) Which advertising appeal is used in the television advertisement? Why is it suitable for promoting a car during the festive season?
- (c) Identify the two methods used for deciding advertising budget in the case. Also explain the role of the advertising agency mentioned in the case.

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