

2,4 MBA

Roll No.

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Total No. of Pages : 03

Total No. of Questions : 10

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

Subject Code : MBA-202-18

M.Code : 76154

Date of Examination : 06-05-2025

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

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

SECTION - A

1. Write a short note on the following :

- a. Define a valid contract.
- b. What is free consent in contract law?
- c. Differentiate between sale and agreement to sell.
- d. What are negotiable instruments? Give two examples.
- e. What is the concept of corporate veil?
- f. Define the memorandum of association.
- g. What are the essential elements of a partnership?
- h. Explain the rules regarding the dishonor of a cheque.

SECTION - B

UNIT - I

2. Discuss the legal intricacies involved in the enforceability of an agreement without consideration. Under what circumstances can such an agreement be deemed valid?
3. *'The concept of free consent is pivotal to contract formation'*. Critically analyze the elements of coercion and undue influence in determining the validity of a contract.

UNIT - II

4. Discuss the rights and duties of an unpaid seller as per the Act.
5. What is meant by sale by Sample? What are the conditions implied in such a sale?

UNIT - III

6. Describe the various rights and duties of partners in a partnership firm. How do these rights change in a limited liability partnership?
7. What are the different types of crossings on a cheque? Explain the significance and legal implications of each type.

UNIT - IV

8. What is the importance of Articles of Association in company management? Discuss the process of amending the Articles of Association.
9. Describe the appointment and removal procedures of directors in a company as per the Companies Act, 2013.

SECTION - C

10. Case study

Sunrise Technologies, a software development firm, entered into an agreement with Green Future Enterprises, a startup specializing in renewable energy solutions. As per the verbal discussions and email exchanges, Sunrise Technologies was to design a custom Enterprise Resource Planning (ERP) system for Green Future Enterprises to streamline

its supply chain and logistics. The estimated cost of the project was Rs.50 lakhs and it was agreed that the payment would be made in three installments - 30% in advance, 40% upon partial completion and the remaining 30% after the final deployment of the software.

Although both parties had been communicating frequently through emails and informal meetings, no formal written contract was signed. Sunrise Technologies, relying on the mutual understanding, started working on the project, dedicating significant resources and manpower. After three months of development, Sunrise Technologies submitted the first phase of the software and requested payment of Rs.15 lakhs (30% advance). However, Green Future Enterprises refused to make the payment, arguing that no legally binding contract existed since no formal document was signed.

Sunrise Technologies, feeling aggrieved, took legal action against Green Future Enterprises for breach of contract, claiming that there was a valid agreement based on mutual consent, offer and acceptance and consideration. On the other hand, Green Future Enterprises defended itself, stating that the lack of a written contract meant no legal obligation existed on their part.

The case was brought before the court, which had to determine whether a valid contract existed based on the essential elements of a contract as defined under the **Indian Contract Act, 1872**.

Based upon the case answer the following Questions :

- a. Analyze whether a valid contract existed between Sunrise Technologies and Green Future Enterprises, considering the essential elements such as offer, acceptance, consideration, free consent and legal enforceability.
- b. Is a written agreement necessary for a contract to be legally binding? Can an oral contract or email exchange constitute a valid agreement under contract law? Discuss with relevant legal precedents.
- c. What legal remedies are available to Sunrise Technologies if the court finds that a valid contract existed? Can they claim compensation for damages?
- d. What lessons can businesses learn from this case regarding contract formation? Suggest best practices that companies should follow to ensure clarity and enforceability in contractual agreements.

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Total No. of Questions : 10

Total No. of Pages : 04

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

BUSINESS ANALYTICS FOR DECISION MAKING

Subject Code : MBA-201-18

M.Code : 76153

Date of Examination : 21-05-2025

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

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

SECTION - A

1. Explain briefly :

- a) Descriptive Statistics
- b) Two Way Table
- c) Stratified Sampling
- d) Sampling Distribution
- e) Goodness of Fit
- f) Trend Analysis
- g) Autocorrelation
- h) Tests of Consistency

SECTION - B

UNIT - I

2. *"Statistics or statistical Methods may be defined as the collection, presentation, analysis and interpretation of Numerical Data"*. Elaborate the statement with respect to scope of statistics in managerial decision making.
3. **Present the following information in a suitable tabular form :**

Out of total number of 10000 candidates who applied for jobs in a government department, 6854 were males, 3146 were graduates and others, non-graduates. The number of candidates with some experience was 2623 of whom 1860 were males. The number of male graduates was 2012. The number of graduates with experience was 1093 that includes 323 females.

UNIT - II

4. What is Hypothesis Testing? Explain the procedure of Hypothesis Testing.
5. A Car Manufacturer claims that its new car gives a mileage of at least 10 kms. Per litre of petrol. A Sample of 10 Cars is taken, and their mileage recorded as follows (in kms P.l) 11.2, 10.7, 11.3, 11.0, 10.8, 10.7, 10.6, 10.6, 10.7 and 10.4. Is there any statistical evidence to support the claim of the manufacturer about the mileage of the Car? (Tabulated value at 5% level of Significance is 1.83)

UNIT - III

6. Elaborate different steps of Business Forecasting. Explain different methods of forecasting.
7. Distinguish between simple, partial and multiple correlation giving suitable examples.

UNIT - IV

8. What is an index number? Explain the various problems involved in the construction of Index Numbers.
9. Fit a Linear Trend to the following data by the least square method.

Year	1990	1992	1994	1996	1998
Production (in 000 units)	18	21	23	27	16

Also Estimate the Production for the Year 1999.

SECTION - C

10. Case study

Bright Future Academy is a private high school that recently implemented a new curriculum aimed at improving student performance in mathematics. After the first semester, the administration collected test scores from two classes to evaluate the effectiveness of the curriculum. The Academy collected data to analyze the variation in test scores to understand the consistency of student performance and identify areas for improvement.

Data Collection :

Test Scores: The final test scores from two math classes :

o Class A : [85, 90, 78, 92, 88, 76, 95, 89]

o Class B : [65, 70, 68, 72, 75, 78, 80, 74]

Results of Analysis :

1. Descriptive Statistics :

• Class A:

• Mean : $\frac{85+90+78+92+88+76+95+89}{8} = 86.25$

• Median : 88.5

• Range : $95 - 76 = 19$

• Variance : $\frac{(85-86.25)^2+(90-86.25)^2+\dots+(89-86.25)^2}{7} = 33.79$

• Standard Deviation: $\sqrt{33.79} \approx 5.81$

• Class B:

• Mean : $\frac{65+70+68+72+75+78+80+74}{8} = 72.25$

• Median : 72.5

- Range : $80 - 65 = 15$
- Variance : $\frac{(65-72.25)^2 + (70-72.25)^2 + \dots + (74-72.25)^2}{7} = 22.50$
- Standard Deviation : $\sqrt{22.50} \approx 4.74$

Questions to be answered :

- How the results of the analysis can be interpreted?
- What additional data could be collected to provide more insights into student performance?
- How can measures of variation help in assessing long-term trends in student achievement?

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

ENTREPRENEURSHIP AND PROJECT MANAGEMENT

Subject Code : MBA-207-18

M.Code : 76159

Date of Examination : 29-05-2025

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

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

SECTION - A

1. Write briefly :

- a) Functions of an entrepreneur.
- b) Difference between entrepreneurship and corporate entrepreneurship.
- c) Social cost benefit analysis.
- d) Social entrepreneurship
- e) Types of innovation.
- f) Define IPR.
- g) PERT and CPM
- h) Sources of finance for a project.

SECTION - B

UNIT - I

2. What are various types of entrepreneurs? Explain the key attributes of an entrepreneur.
3. What do you mean by entrepreneurial development? Discuss in detail the role of government in entrepreneurship development.

UNIT - II

4. Define creativity. Discuss in detail various techniques of creative problem solving with the help of examples.
5. State the importance of product planning and development. Explain various stages of product planning and development with the help of suitable illustrations.

UNIT - III

6. What are the important components of a business plan? Explain the reasons for the failure of a business plan.
7. Define patent. What are the different types of patents? Explain the steps of registering a patent.

UNIT - IV

8. Illustrate various steps involved in the market and demand analysis of a project.
9. What is 'Venture Capital'? Explain the stages of venture capital financing.

SECTION - C

10. Case study

Mr. Narayanrao Bagade, who came to Bombay in search of a job with a diploma in electrical engineering, has risen to the rank of an industrialist engaged in the manufacture of electric transformers. During his term with the Maharashtra State Electricity Board as a junior engineer, Mr. Bagade had gained adequate experience in the field of repairing various kinds of electrical instruments, transformers and sub-stations.

Mr. Bagade had a short stint as a consultant engaged in repairs of electrical transformers and allied job work before putting up a company under the banner of Bagade Electrical Industries' for the manufacture of 33 K.V. to 5,0.00 K.V. transformers.

Aware of the domestic economic constraints, his company also undertakes jobs related to power distribution transformers, drop-out fuses, operating rods, high tension sub-stations etc. Having had his childhood in an area with no supply of electricity in Katarge in Karnataka, Mr. Bagade had an eye ever since he saw a lit street light at the taluka headquarters at the age of 14. And, now in the electrical industry, he deploys the experience of darkness felt during his childhood as a parallel for the economic weaknesses of his colleagues to bring in team spirit in his company.

By concentrating more on the reasons responsible for absenteeism of any of the members of his staff than on the managerial action against those who were absent, he has been able to bring in a small-scale enterprise that functions as a small family striving not merely for their own growth but also of their clients.

Questions :

- a) Discuss the entrepreneurial traits of Mr. Bagade.
- b) In what ways could the company innovate radically? Identify some adventurous directions the company might consider.
- c) Analyze the reasons behind the entrepreneurial development in case of present study.

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Total No. of Pages : 03

Total No. of Questions : 10

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

PRODUCTION AND OPERATIONS MANAGEMENT

Subject Code : MBA-205-18

M.Code : 76157

Date of Examination : 26-05-2025

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

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

SECTION - A

1. Write briefly :

- a) Characteristics of Product Design.
- b) Scope of Operations Management.
- c) Objectives of Layout Planning.
- d) Define works study.
- e) Explain Kanban System.
- f) Juran's Quality Trilogy
- g) Acceptance Sampling
- h) Virtual Factory Concept

SECTION - B

UNIT - I

2. Explain the factors to be considered in Location planning. Discuss any two techniques of Location Analysis.
3. Discuss the Product Design and Development process in detail with diagram.

UNIT - II

4. Discuss the concept and significance of facility layout. Elaborate different types of layout with suitable diagram and examples.
5. Explain the concept and functions of Production planning and control elaborately.

UNIT - III

6. What is TQM and its components? Discuss its implementation in an organization.
7. What is the significance of Control charts? Explain different types of Control charts.

UNIT - IV

8. **Elaborate the following models of inventory control in detail :**
 - a) EOQ model
 - b) ABC Analysis
9. Explain the concept of JIT system and its implementation in detail.

SECTION - C

10. Case Study :

Dalmia Cements Planning to Double Capacity

by G Naga Shridhar

Dalmia Cements Bharat Ltd (DCBL) will be doubling its production capacity to 12 million tones by the end of 2009 fiscal year commissioning three Greenfield projects. "The work in three projects coming up at Kadapa (Andhra Pradesh), Ariyalur (Tamil Nadu) and Cuttack (Orissa) is progressing well. These projects will help increase our capacity from current 5.5 million tones to 12 million tones," Mr Puneet Dalmia, Director.

Dalmia Cements Bharat Ltd told Business Line. The Kadapa plant (2.25 million tones) and Cuttack plant (2.25 million tones) would commence production in September 2008 while the Ariyalur project would go on line by March 2009. The company has invested over \$500 million in these projects, he said.

In view of the huge demand in the domestic market, the additional capacity would be utilised to cater to markets in Tamil Nadu, Karnataka, Kerala, Orissa, Western Region and Jharkhand. "We are already supplying to these markets and the additional capacity will also go there," Mr Dalmia said.

Though DCBL, which ranks seventh among the top cement companies in India, is exporting oil well cement (used in drilling process) to the Gulf region, the focus is only on domestic markets, he added.

Domestic Capacity

On the demand supply gap in the market, Mr Dalmia said building domestic capacity is the only solution. "Though there is a talk on cement imports from Pakistan, I feel cement is a local business in the long term and the capacity should be built within the country. I am bullish on a long term view. Next 10 years, the market would be at ease," he said. The capex pipeline in the country would facilitate additional capacity generation of 100 million tones in next two to four years and the surplus capacity would be visible in next 18 months, he added. The Tiruchy- based company is expecting to clock a turnover of 1,200 crore this year. "By the end of 2009-10, we will be crossing 2,000 crore," Mr Dalmia said.

Source: the hindu businessline.com

- a) Why did Dalmia company decided to expand its capacity?
- b) Why did it not prefer to import cement from Pakistan?
- c) Do you think this decision of additional capacity is right for this company?

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Total No. of Questions : 10

MBA / MBA(IB/FinTech) (Sem.-2)
COMPUTER APPLICATIONS FOR BUSINESS

Subject Code : MBAGE-201-18

M.Code : 76160

Date of Examination : 03-06-2025

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

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

SECTION - A

1. Write briefly :
- What are the uses of RAM?
 - What are magnetic tapes?
 - What is internal memory?
 - Define Operating System as an information manager.
 - What are outdents?
 - What are footers?
 - What are macros in MS-Excel?
 - What is the use of a page break in MS-Word?

SECTION - B

UNIT - I

2. What is a computer? Classify computers based on generation.

3. **Write a short note on :**

- a) Need and use of CPU.
- b) Applications of EPROM.
- c) Features of modern computer.

UNIT - II

4. **Write short notes on :**

- a) Components of MS-Office and their applications.
- b) What is the need for an operating system?

5. **Write a notes on :**

- a) Various Versions of Windows and their features.
- b) Basic commands of Windows.

UNIT - III

6. **Write a notes on :**

- a) Features that make MS-Word appropriate for office work.
- b) How to insert pictures and graphs in MS-PowerPoint?

7. Discuss in detail the important features of MS-PowerPoint. Explain by citing examples.

UNIT - IV

8. Discuss in detail the following features of MS-Access :

- a) How to make forms and reports in MS-Access?
- b. How to View and Edit Data in MS-Access?

9. Discuss in detail the following features of MS-Excel :

- a. List down important financial and statistical functions.
- b. Graph and Chart formatting commands.

SECTION - C

10. Case Study : Android Operating System

The original creator of the platform was Android Inc., Google later bought it over and released the OS as AOSP (Android Open Source Project) in 2007. This new development was complemented by the founding of the OHA (Open Handset Alliance), a consortium saddled responsible for developing and distributing Android. The software, which has now been released under the Apache license, is tagged as a free open-source license. Android releases a new version every few months due to the available huge developer communities that regularly update and create applications using a custom-built version of Java. The OHA group is a consortium of several software, hardware, and telecom companies, such as T-Mobile, Intel, Qualcomm, NVIDIA, HTC, Motorola, and Google Inc., for which Android provides its software platform. The main objective of OHA is to develop available technologies that will considerably lower the cost and time of developing and distributing mobile devices and services.

Merits of Android OS :

- a. Open Source Platform supported by a wide-range of mobile device manufacturers and communities.
- b. Easy access to many free and premium apps from communities of Apps developers that support Android OS.
- c. Multitasking: The Android Operating system has the capability of running many applications and processes within the same available time.

- d. Fast and easy notification of SMS, email or RSS reader alert.
- e. Home screen allows easy access to the settings of phones without wasting time and with ease.
- f. The continuous upgrades in appearance and features might soon leave other iOS far behind.
- g. Good for programmers who like to jumble with Linux Kernel for making alterations in OS.

Demerits of Android OS :

- a. Unstable and disposed to crashes Compared to other OS.
- b. Being open source, so many apps are created. Very few of these applications might have bugs that hackers or viral infections can abuse.
- c. To sign in as an administrator for advanced settings, one needs to get acquainted with Linux commands.
- d. Frequent updates on the OS could make one upgrade to the latest, and this is called rooting. Rooting should be done carefully; otherwise, one could end up in trouble.
- e. The majority of applications require internet connections for operation, which is sometimes a disadvantage.
- f. Poor battery backup management.

2. iPhone Operating System (iOS)

iOS, which is a mobile OS, is designed and owned by Apple Inc. It was designed and developed for iPhone, but later extended iPad and Apple TV support. iOS root comes from Mac OS X; hence, it is a UNIX-based OS. Like other OS, iOS is frequently updated, starting from iOS version 4.0 and the latest is iOS version 5.1. The Core OS layer resides at the iPhone OS architecture's bottom. Core services layer of iOS architecture encompasses an additional abstraction layer, cocoa touch layer, and media. The core OS layer contains the scheduler, including the Mach kernel, file system, hardware drivers, memory system control, network and inter-process communication, and security framework to secure the system and program data. As confirmed, the OS's core services layer has an abstraction setup. It also contains nonstop accessibility to the network availability, a basic framework for Objective-C programming, the state of mobile device, access to location information, and an address book. iOS has many benefits and non-benefits as stated below.

Merits of iOS :

- a. Stable and safe Operating System for mobile phones.
- b. Probably the most loved interface for any mobile OS. Good looking desktop and app icons go hand in hand with the stunning looks of Apple devices.
- c. Minimal viruses and safe OS with the consideration of very high standards when applications were developed and when updates were also made.
- d. High adherence to current web standards and procedures.
- e. High consideration for cloud storage technology.
- f. Easy access to free and premium apps from Apple store.

Demerits of iOS :

- a. iOS only support Apple Hardware, and less operability .
- b. Very costly.

Case Based Questions :

- a) Critically analyse each merit and demerit of Android OS (given in the case). Give your verdict on the future of Android OS.
- b) Critically analyse each merit and demerit of iPhone OS OS (given in the case). Give your suggestion on how iPhone OS can compete with Android OS.

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Total No. of Pages : 03

Total No. of Questions : 10

MBA / MBA (Fintech) (Sem-2)

MARKETING MANAGEMENT

Subject Code : MBA203-21

M.Code : 92176

Date of Examination : 06-06-2025

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

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

SECTION - A

1. Answer Briefly :

- a) Differentiate between the marketing and selling concepts.
- b) Define product positioning.
- c) What are the '7Ps' in the Services Marketing Mix?
- d) Mention any two elements of the product mix.
- e) What is the role of Advertising in the Promotion Mix?
- f) What is Event Marketing?
- g) Define brand equity.
- h) What is the role of corporate strategic planning in the marketing?

SECTION - B

UNIT - I

2. Discuss the role of environmental factors (micro and macro) in influencing marketing decisions with the help of suitable examples.
3. Explain the consumer buying behavior process and the factors influencing consumer decision-making.

UNIT - II

4. What is the Product Life Cycle (PLC)? How should marketing strategies change according to the product life cycle stage? Elaborate with the help of suitable examples.
5. Define market segmentation and discuss the various bases for segmentation. Also, illustrate how segmentation helps in better targeting?

UNIT - III

6. Explain the importance of personal selling and sales promotion. How do these tools support customer engagement and retention?
7. *"Pricing is the most sensitive decision in marketing that influences the consumer's purchase decision"*. Discuss. What are the different methods that can be used by businesses to determine the price of their product?

UNIT - IV

8. Discuss the concept of Bottom of the Pyramid (BOP) marketing. What strategies should firms adopt to effectively serve this segment?
9. Define green marketing. What are the major challenges faced by the companies implementing green marketing strategies?

SECTION - C

10. **Case Study: Building a Brand - The Rise of "FitLife"**

FitLife is a startup that entered the Indian health and wellness market with a focus on organic and high-protein snack bars. The; company identified that a large segment of

urban, working professionals was becoming increasingly health-conscious but had limited access to affordable and healthy snack options. To differentiate itself, FitLife focused heavily on branding, packaging, and labeling. The product came in eco-friendly packaging with clear, colourful labels that highlighted ingredients, nutritional benefits, and certifications like "Gluten-Free" and "100% Organic." The company positioned itself as a premium, health-focused brand for young professionals. Within a year, FitLife gained significant attention through social media marketing, gym partnerships and influencer promotions. Consumers began associating the brand with fitness, convenience and quality.

Questions :

- a) Discuss how FitLife used branding, labeling, and packaging to position its product in the market?
- b) Which market segmentation base did FitLife primarily use? Justify your answer.
- c) Suggest one improvement FitLife can make in its marketing strategy to strengthen its brand further.

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MBA / MBA (Fintech) (Sem-2)
CORPORATE FINANCE AND POLICY

Subject Code : MBA206-21

M.Code : 92177

Date of Examination : 10-06-2025

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

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

SECTION - A

1. Write briefly :

- a) Short-term Sources of Finance.
- b) Hybrid Securities
- c) Debt-Equity Mix
- d) Yield-to-Maturity
- e) Operating Leverage
- f) Payback Period
- g) Bonus Shares
- h) Temporary Working Capital.

SECTION - B

UNIT - I

2. What is corporate finance? Discuss in detail the objectives of corporate finance. Also briefly explain how wealth maximization is superior to profit maximization objective.
3. How much you must deposit today in order to make five equal annual withdrawals of Rs. 60,000 every year?

UNIT - II

4. What do you mean by cost of debt? Discuss various methods for computing cost of debt. Discuss in detail why the debt is considered to be a cheaper source of finance than equity.
5. What do you mean by capital structure? Compare and contrast the Net Operating Income, Net Income and Traditional approaches of relevance / irrelevance of capital structure.

UNIT - III

6. *'Economic, operational, business and financial risk are major determinants of combined leverage of a company'*. Elucidate with suitable examples.
7. *'Expected cash flows are a better proxy of profitability of a capital budgeting project than accounting profit'*. Critically examine the statement. Also, briefly differentiate between Internal Rate of Return and Accounting Rate of Return Methods for evaluating capital budgeting decisions.

UNIT - IV

8. *'Dividend is distribution of free profits but dividend policy is affected by the stage of life cycle of the company'*. Explain. Also, briefly discuss the various types of dividend policy.
9. What do you mean by working capital? Discuss various factors affecting working capital.

SECTION - C

10. Case Study :

ABC Textiles Ltd. is a medium-sized textile manufacturing company specializing in cotton and polyester fabrics. Due to increasing demand, the company is considering investing in a new weaving machine to expand production capacity. However, management must evaluate whether the investment is financially viable before proceeding. The proposed investment involves purchasing a new weaving machine and additional infrastructure improvements. The relevant details are as follows :

- a) Initial Investment (Capital Expenditure) – Rs. 15,00,000.
- b) Expected Useful Life - 5 years.
- c) Salvage Value (End of Year 5) – Rs. 1,00,000.
- d) Additional Working Capital Required – Rs. 2,00,000 (to be recovered at the end of Year 5).
- e) Annual Revenue Increase – Rs. 9,00,000.
- f) Annual Operating Costs (including maintenance and labor) – Rs. 4,00,000.
- g) Depreciation Method - Straight-line over 5 years.
- h) Corporate Tax Rate - 30%.
- i) Cost of Capital (Discount Rate) - 10%.

Using Net Present Value and Profitability Index Methods, you are required to suggest whether the project is financially viable?

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Total No. of Questions : 10

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

Subject Code : MBA-204-18

M.Code : 76156

Date of Examination : 05-06-2025

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

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

SECTION - A

1. Write briefly :

- a) Objectives of HRM.
- b) Define job analysis.
- c) Sources of recruitment.
- d) What is potential appraisal?
- e) Quality circles
- f) HRIS
- g) Approaches of HR audit.
- h) Collective bargaining.

SECTION - B

UNIT - I

2. What do you mean by HRM environment? Discuss in detail various methods of scanning HRM environment.
3. Define human resource planning. Critically analyze various factors influencing human resource planning.

UNIT - II

4. Define selection. Elucidate the process of employee selection with the help of suitable illustrations.
5. Explain the concept of career planning and development. Discuss the process of career planning and development in detail.

UNIT - III

6. What is performance appraisal? Explain various methods of performance appraisal. Also discuss the issues involved in performance appraisal.
7. Explain the concept of compensation. What are the elements of compensation? Discuss in detail the process of wages and salary administration.

UNIT - IV

8. What do you mean by industrial relations? Discuss in detail the mechanism of dispute resolution machinery with examples.
9. Define employee grievance. Briefly explain the process of grievance handling in detail.

SECTION - C

10. Case study

Biotech companies are among those that have challenges recruiting employees with technology skills that are in high demand. Their smart talent management and total rewards program have prevented employee shortages by treating employees with respect, sharing the success stories of the lifesaving drugs they produce, sharing financial success with bonuses, rewards for longevity, onsite child care and improving quality of life by sending employees home with prepared dinners.

Genentech uses genetic information to "discover, develop, manufacture medicines to treat patients with serious or life-threatening medical conditions," according to the company website. The company seems to have a permanent spot on Fortune's "Best Places to Work" and also receives "Best Places to Work" honors from Working Mother, LGBTE quality and Computerworld. The reasons for this recognition are the important work that they do and the strong company cultures that values equality and communication. Any discussion of how great it is to work at Genentech always circles back to the benefits that show a real respect for employees. In addition to providing retirement and health care benefits to employees who work at least 20 hours a week and their dependents, they provide family-friendly perks such as unlimited sick leave, personal concierge service, flexible work scheduling, childcare, nursing mother's rooms, onsite nurses, adoption assistance, and company- sponsored family events. The list of innovative benefits goes on to include unusual benefits such as haircuts, pet insurance, weekly car washes, and \$10,000 annual tuition reimbursement! Zappos, the online shoe retailer, offers perks that match their fun-loving culture such as pajama parties, nap rooms, regular happy hours, and a full-time life coach.

Have these benefits worked for Genentech and Zappos? If you translate longevity to morale and loyalty, you'd say they have. Both boast low turnover rates and high employee ratings for workplace satisfaction.

Questions :

- a) Describe the importance of employee benefits as a strategic component of fulfilling the goals of HRM at Genentech and Zappos.
- b) Explain how Genentech and Zappos use voluntary employee benefits as a motivating tool.

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Roll No.

Total No. of Questions : 10

STRATEGIC HUMAN RESOURCE MANAGEMENT

M.Code :77817

Time : 3 Hrs.

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.

1. Write short notes on :

- a) Traditional HRM vs. Strategic HRM
- b) Best Practices Approach
- c) Workforce Diversity
- d) Key Components of well-designed Reward system.
- e) HR manage resistance to strategic change.
- f) Role of culture in Strategy implementation.
- g) Factors HR must consider when recruiting for global assignments.
- h) Importance of cross-cultural training for employees on international assignments.

SECTION-B

UNIT-I

2. Discuss the challenges HR faces in aligning its strategies with corporate business strategies in a globalized environment. How do HR managers overcome these challenges?
3. *"SWOT analysis is a key tool in strategic HRM for understanding an organization's strengths, weaknesses, opportunities, threats in relation to its human capital."* Do you agree with this statement? If yes, discuss the role of SWOT analysis in strategic HRM.

UNIT-II

4. Examine the role of HR strategies and practices in Indian industries and the service sector. How do they differ from global HR practices?
5. *"Performance management strategies play a pivotal role in aligning individual performance with organizational goals."* Critically assess this statement and discuss the key components of performance management strategies in achieving strategic objectives.

UNIT-III

6. *"Talent management and retention strategies are the cornerstone of a successful HR strategy. Without proper talent management, organizations struggle to meet their strategic goals."* Do you Agree? Discuss.
7. *"Leadership plays a pivotal role in the success of strategic change implementation. What leadership styles are most effective in driving successful strategy implementation and why?"*

UNIT-IV

8. *"Global HRM is a crucial element of multinational strategy, as it ensures the alignment of human resources with global business objectives."* Evaluate this statement, discussing the importance of HR's role in aligning with global business strategies and the challenges associated with managing a global workforce.
9. *"Global staffing approaches such as polycentric, ethnocentric, geocentric, and region-centric are vital for managing talent across different regions."* Highlight their strengths, weaknesses and suitability in different contexts.

SECTION-C

10. Case Study: READ THE CASE AND ANSWER THE FOLLOWING QUESTIONS

Tesla, led by Elon Musk, demands high commitment and long working hours from employees. The company's fast-paced work environment leads to innovation but also burnout. Many employees leave Tesla within 2-3 years due to stress and uncertain job security. Despite these challenges, Tesla remains a top employer for engineers and designers. The company's HR team is now focusing on employee well-being initiatives, like flexible work hours and mental health support.

Questions

- a) What are the main reasons for Tesla's high employee turnover?
- b) How does Tesla's work culture contribute to its innovation?
- c) What HR strategies can Tesla implement to reduce burnout?
- d) How can Tesla balance high performance with employee satisfaction?

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Total No. of Pages : 04

Total No. of Questions : 10

MBA (Sem.-4)

MERGERS, ACQUISITION AND CORPORATE RESTRUCTURING

Subject Code : MBA-914-18

M.Code : 77813

Date of Examination : 09-06-2025

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

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

SECTION - A

1. **Write short notes on :**
 - a. Takeover Defence Strategies.
 - b. Give any two reasons of failures of Mergers and Acquisitions.
 - c. LBO (Leveraged Buy Out).
 - d. Buyback of Shares.
 - e. Any two Financing options in Mergers and Acquisitions Deal.
 - f. Impact of Mergers and Acquisitions on EPS.
 - g. Process of Integration in Mergers and Acquisitions.
 - h. Due Diligence in Mergers and Acquisitions.

SECTION – B

UNIT - I

2. What do you mean by Corporate Restructuring? Discuss in brief the various forms of Corporate Restructuring.
3. Explain the rationale behind value creation through Mergers and Acquisitions. Do you think that the value creation is always there in such transactions?

UNIT - II

4. What do you mean by Strategic Alliance? Discuss the various problems in Strategic Alliance. What are the provisions relating to Buyback of Shares in India?
5. Discuss in detail about the various factors affecting the deal valuation in Mergers and Acquisitions.

UNIT - III

6. Discuss in detail about the various determinants of Mergers and Acquisitions Financing Decisions.
7. BYD Ltd. is contemplating taking over the business of Tesla Ltd. The summarized Balance Sheet of Tesla Ltd. as on March 31, 2025 was as follows :

LIABILITIES	Amount (in Rs.)	ASSETS	Amount (in Rs.)
Equity Share Capital (100 lakh @ Rs. 10)	1000	Land and Buildings	600
General Reserve	500	Plants and Machinery	1160
P & L Account	240	Inventories	140
13% Debentures	200	Debtors	70
Current Liabilities	60	Bank	30
TOTAL	2000	TOTAL	2000

ADDITIONAL INFORMATION :

- a. BYD Ltd. agrees to takeover all the current assets at their book values but the fixed assets were to be valued as under :

Land and Buildings : Rs. 1000 Lakh

Plant and Machinery : Rs. 1000 Lakh

Apart from these sums, BYD Ltd. is required to pay Rs. 100 Lakh for goodwill.

- b. Purchase consideration is to be paid as Rs. 260 Lakh, in case, to pay for 13% Debentures and other liabilities and the balance is to be paid in term of shares of BYD Ltd.

- c. Expected Benefits (FCFF) accruing to BYD Ltd. are as follows :

Year 1	Year 2	Year 3	Year 4	Year 5
400	600	520	400	200

Further, it is estimated that the FCFF are expected to grow at 5%p.a. after 5 years.

- d. Cost of capital for the purpose of analysis is to be 15%.

Give P.V. Factor at 15% :

Year 1	Year 2	Year 3	Year 4	Year 5
0.870	0.756	0.658	0.572	0.497

You are required to analyze whether the acquisition should be acceptable or not?

UNIT – IV

8. Describe in detail the main tax implication of Mergers and Acquisition in India.
9. Write a descriptive note on :
 - a. Regulatory Framework of Mergers and Acquisition.
 - b. Critical Issues in International Mergers and Acquisition.

SECTION – C

10. Case study :

The following information is provided related to the acquiring firm Jio Limited and the target firm IIFL Limited :

Particulars	Jio Limited	IIFL Limited
Profits after tax (PAT)	Rs. 4000 lakhs	Rs. 800 lakhs
Number of shares Outstanding	400 lakhs	200 lakhs
P/E ratio (times)	20	10

On the basis of above, answer the following questions :

- What is the swap ratio based on current market price?
- What is the EPS of Jio Limited after acquisition?
- What is the expected market price per share of Jio Limited after acquisition, assuming P/E ratio of Jio Limited remains unchanged?
- Determine the market value of the merged firm.

Year 1	Year 2	Year 3	Year 4	Year 5
0.970	0.750	1.000	0.750	0.970

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Total No. of Pages : 03

Total No. of Questions : 10

MBA (Sem.-4)

**INTEGRATED MARKETING COMMUNICATION AND SALES
MANAGEMENT**

Subject Code : MBA-923-18

M.Code : 77808

Date of Examination: 29-05-2025

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

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

SECTION-A

1. Write short notes on :

- a. What is IMC programme?
- b. What is Advertising appeal?
- c. Difference between Advertisement and publicity.
- d. Define Internet advertisement.
- e. Explain the meaning of personal selling.
- f. What are the objectives of sale management?
- g. What is a sales budget?
- h. What is sales Quota?

SECTION-B

UNIT-I

2. Discuss the steps involved in developing an IMC programme.
3. Explain the important components of advertisement management for any company.

UNIT-II

4. Explain the difference between publicity and public relations. What are the different tools of public relations?
5. What is Direct Marketing? Explain the strategies in Direct Marketing.

UNIT-III

6. What are the objectives and purpose of setting up a sales organization? Explain different types of sales organization.
7. Explain the different sales related distribution and pricing policies

UNIT-IV

8. Explain the importance of sales budget. Sales territories and sales meeting in sales operation.
9. Explain Psychology of customers while purchasing product. Discuss its various elements.

SECTION-C

10. ABC Company makes smart tags for pets to help owners find their pets if they go missing. Initially, the company focused on the technical features in its homepage copy. For example, the tags don't emit harmful radiation, are water-resistant and have a replaceable one- year battery.

From customer feedback surveys, the team discovered that customers purchased the product because they were worried they wouldn't be able to find their pet if the pet went missing. This discovery prompted the team to change its messaging.

The new messaging on the homepage read, "Keep your pet safe and prevent heartbreak. ABC Company Smart Tags help you find your missing pet automatically."

Revenue increased 53% increase following the change in messaging. "We immediately saw an increase in engagement on our website, with a lower bounce rate, higher click-through rate and a higher conversion rate. There were also a few people who messaged us on social media saying how our new message resonated with them," said the founder of the Company.

Answer the following questions:

- a. Initially why the sales revenue of SmartTags for pets were less?
- b. What change in advertisement strategy helped the company gain an increase in sales revenue?
- c. Based on the case elaborate how advertisement appeal and message have a crucial role to play in brand building of any company.

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Roll No.

Total No. of Pages : 03

Total No. of Questions : 10

MBA (Sem.-4)

INTERNATIONAL AND SOCIAL MEDIA MARKETING

Subject Code : MBA-925-18

M.Code : 77810

Date of Examination: 05-06-2025

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

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

SECTION-A

1. Write short notes on:
- a. International trade tariff
 - b. Market segmentation
 - c. Promotion mix
 - d. Social media marketing mix
 - e. Product standardization
 - f. Strategic communication
 - g. Blogging
 - h. SEM versus SEO.

SECTION - B

UNIT- I

2. What are the barriers for international marketing? Discuss in details the STP for international market.
3. Describe the international marketing environment. What are the factors affecting the international marketing strategies?

UNIT - II

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

UNIT - III

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

UNIT - IV

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

SECTION – C

10. Case study

E-commerce transactions in India are gaining popularity at the very fast pace majorly due to its attributes of ease of shopping, good discounts, social media integration, cash on delivery mode of payment etc. The industry is all set to grow and beat the records considering the recent show of strength of several E-commerce companies of India Inc in their capability to raise funds as well. Flipkart - one of the leading Indian E-commerce companies headquartered in Bangalore, Karnataka. The overall brand value of FLIPKART is good, but it is facing tough competition from its global as well as local competitors. But in India, it is the most superior E-business portal which is aggressively expanding and planting its roots deep into the Indian market and at the same time shifting the mindset of the people i.e. from going and shopping from physical stores to online stores, which is enormous.

Question :

- a. Discuss the initial challenges faced by Flipkart.
- b. How Flipkart succeeded in Building the Trust of Online customers?
- c. How can Social media be used to increase the market share of the Brand?

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Total No. of Questions : 10

DATA VISUALIZATION FOR MANAGERS

Subject Code : MBA-963-18

M.Code : 78031

Date of Examination: 27-05-2025

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. Answer briefly :

- What is meant by Cross filtering?
- What are histograms?
- What is the relevance of ELT?
- What are the applications of star schema?
- What is the relevance of KPI in an organization?
- What is meant by Data Modeling?
- What is the relevance of Infographics in Data Visualization?
- What are the parameters for effective storytelling?

SECTION-B

UNIT-I

2. *"From basic graphs to intricate dashboards, data visualization has changed over time."* Justify this statement by providing a detailed explanation while providing context for the data science and management fields.
3. Explain the applications of the following concepts in data visualizations:
 - a) What are the applications of Bar Chart?
 - b) Discuss the need and relevance of Exploratory Visualization.

UNIT-II

4. Discuss in detail the various techniques of data integration and transformations. Explain by citing examples.
5. Explain the following terms by giving relevant examples.
 - a) What is a Snowflake Schema? Also, explain the applications of Snowflake Schema.
 - b) Discuss the need and relevance of Predictive Modelling.

UNIT-III

6. What is meant by KPI? Make a detailed list of KPIs for students and teachers at your university/college. Also, provide justification for the listed KPIs.
7. **Write notes on :**
 - a) What are critical data modelling fundamentals for analytics?
 - b) Discuss the procedure of selecting data for KPIs in an organization.

UNIT-IV

8. Discuss in detail the role and relevance of the following aspects in storytelling using visualization:
 - a) Context
 - b) Visual tool

9. What are key features that differentiate Dashboards, Storyboards and Infographics from each other? Explain by stressing the advantages of dashboards, storyboards and infographics.

SECTION-C

10. **CASE STUDY:-**

Data visualization tools have come a long way from their origins as static counts to interactive displays composed of multiple data sources. While data visualization is a relatively new discipline, many currently used techniques were developed during the industrial revolution, and the field advanced significantly by the middle of the nineteenth century. However, to truly understand the impact and evolution of data visualization, it is important to look further into history. Visualizations have been used by mankind since the dawn of time to instruct, convey meaning, and tell stories. Maps, in particular, have a long history and were used by ancient civilizations to navigate and communicate important information. Over time, visualizations have become increasingly sophisticated and specialized, with cartography, statistics, and science practitioners using them to understand complex information better. Businesses and people benefit greatly from data visualization because it makes it possible to quickly identify and comprehend important data characteristics such as trends, outliers, and patterns. A good data visualization strikes a fine balance between aesthetics and utility, presenting data in a way that is accessible to a wide audience while yet drawing attention to the most important findings. Data visualization tools enable fast decision making and provide access to understanding patterns and trends.

Many data visualization tools are available today, each with unique strengths and weaknesses. Out of all tools, Tableau, which is best for interactive charts. Tableau is frequently used in data analytics due to its usefulness in visualizing data. Using Tableau, a popular data visualization tool has benefits and drawbacks.

Questions:-

- a) Justify the following statement mentioned in the case study by citing relevant examples:-

A good data visualization strikes a fine balance between aesthetics and utility, presenting data in a way that is accessible to a wide audience while yet drawing attention to the most important findings".

- b) Discuss in detail the benefits and drawbacks of Tableau. Explain by citing examples.

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Total No. of Pages : 03

Total No. of Questions : 10

MBA (Sem.-4)

BUSINESS FORECASTING

Subject Code : MBA-964-18

M.Code : 78032

Date of Examination : 22-05-2025

Max. Marks : 60

Time : 3 Hrs.

INSTRUCTIONS TO CANDIDATES :

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

SECTION - A

1. Write a short notes on :

- a) Elasticity of demand
- b) Types of users of forecasted information.
- c) Focus groups
- d) Conditional forecasting
- e) Stationarity in time series
- f) Random walk in time series
- g) Composite indexes
- h) Long term forecast

SECTION - B

UNIT - I

2. What do you understand by the term forecasting? Explain the relationship between forecasting and demand and the significance of demand analysis in forecasting.
3. What are the various techniques of forecasting? How to select the best technique for forecasting the demand?

UNIT - II

4. Explain the difference between quantitative and qualitative research techniques in detail.
5. Elaborate how to estimate the parameters and interpret the results of regression analysis with suitable examples.

UNIT - III

6. What is time series analysis? What are the properties of stochastic time series?
7. Explain the various types of homogenous non-stationary processes in time series.

UNIT - IV

8. What are barometric techniques of forecasting? How these are different from other techniques?
9. Explain the use of software packages for forecasting. Also explain the pros and cons of these packages.

SECTION - C

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

In this case, the client was the Australian federal government, who needed to forecast the annual budget for the Pharmaceutical Benefit Scheme (PBS). The PBS provides a subsidy for many pharmaceutical products sold in Australia, and the expenditure depends on what people purchase during the year. The total expenditure was around A\$7 billion in 2009, and had been underestimated by nearly \$1 billion in each of the two years before we were asked to assist in developing a more accurate forecasting approach.

In order to forecast the total expenditure, it is necessary to forecast the sales volumes of hundreds of groups of pharmaceutical products using monthly data. Almost all of the groups have trends and seasonal patterns. The sales volumes for many groups have sudden jumps up or down due to changes in what drugs are subsidized. The expenditures for many groups also have sudden changes due to cheaper competitor drugs becoming available.

Thus, we needed to find a forecasting method that allowed for trend and seasonality if they were present and at the same time was robust to sudden changes in the underlying patterns. It also needed to be able to be applied automatically to a large number of time series.

Questions :

- a) What are the specific challenges in using traditional time series forecasting methods for this case, given the presence of both regular patterns (trends/seasonality) and irregular changes (policy shifts)?
- b) What criteria should be used to determine whether a time series model is "robust" enough to handle sudden changes in drug subsidization patterns?
- c) What validation approach would be appropriate for evaluating forecast accuracy, considering the previous \$1 billion underestimation problem?

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Total No. of Pages : 03

Total No. of Questions : 10

MBA (Sem.-4)

INTERNATIONAL FINANCE & FINANCIAL DERIVATIVES

Subject Code : MBA-915-18

M.Code : 77814

Date of Examination: 19-05-2025

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

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

SECTION-A

1. Write short notes on the following:

- a. What is the role of the Bretton Woods system in international finance?
- b. Explain the factors that influence foreign exchange rates.
- c. Describe the Interest Rate Parity Theory.
- d. What are Global Depository Receipts (GDRs)?
- e. What is speculation and how does it differ from hedging?
- f. Explain the concept of swaps.
- g. What are different types of option trading strategies?
- h. Describe the regulatory framework for derivatives contracts in India.

SECTION - B

UNIT - I

2. What was Gold Standard? Explain the evolution of Monetary System from Gold Standard to Bretton Wood System.
3. Explain the structure of the foreign exchange market, identifying key participants. Discuss the role of the interbank market in determining exchange rates and ensuring liquidity.

UNIT - II

4. Explain Fisher Effect and International Fisher Effect. Elaborate the relationship between forward and future spot rate.
5. Explain the international financial instruments for raising funds. Differentiate between EURO Bonds and Foreign Bonds.

UNIT - III

6. What are future contracts? Explain pricing of future contracts.
7. Elaborate Black-Scholes Model of Pricing Option Contract. Explain different factors determining option pricing.

UNIT - IV

8. What are credits Derivatives? Elaborate Pricing Models of Credit Derivatives.
9. Explain different types of Exposures involved in International financial Market. Elaborate strategies to manage each type of Risk Exposures.

SECTION - C

10. Case study

Country X, an emerging economy, has been experiencing persistent trade deficits over the last five years. While its exports primarily consist of raw materials and agricultural products, its imports include high-value manufactured goods and energy resources. As a result, the country has been running a current account deficit, leading to increased borrowing from international markets. Additionally, fluctuations in Foreign Direct Investment (FDI) and Foreign Portfolio Investment (FPI) have caused instability in its financial account. The government is considering policy interventions such as export incentives, import restrictions and foreign exchange reserve management to improve its Balance of Payments (BoP). However, economists warn that excessive intervention might distort market forces and reduce investor confidence.

Questions:

- What are the key components of the Balance of Payments (BoP)? How do current account and capital account imbalances impact economic stability?
- Analyze the potential risks and benefits of imposing import restrictions to control trade deficits.
- How does Foreign Capital Inflow (FDI and Foreign Portfolio Investment) influence the BoP? What strategies should Country X adopt to ensure sustainable capital inflows?
- What role do exchange rate policies and foreign exchange reserves play in stabilizing a country's BoP? Should Country X allow a free-floating exchange rate or intervene in currency markets?

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Total No. of Questions : 10

Total No. of Pages : 03

MBA (Sem.-4)

CORPORATE STRATEGY

Subject Code : MBA401-18

M.Code : 77807

Date of Examination : 28-04-2025

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

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

SECTION-A

1. **Write short notes on:**
 - a) Levels of strategy
 - b) Goals and Objectives
 - c) Strategic group mapping
 - d) Critical Success Factors (CSF)
 - e) Corporate restructuring
 - f) BCG Matrix
 - g) Types of corporate culture.
 - h) Balanced Score Card

SECTION - B

UNIT - I

2. *"The Seven-S frame work provides insight into an organization's working and help in formulating plans for improvement".* In the light of the statement, explain McKinsey's framework with the help of a diagram.
3. What are the components of external environment? Discuss various environmental scanning techniques in detail.

UNIT - II

4. a) Explain how porter's five forces analysis is useful in analyzing competition within an industry?
b) What are the cores competencies for a successful organization? Suggest the measures to avoid failure and sustain competitive advantage.
5. What are business level strategies? Explain various focused and differentiation strategies with example.

UNIT - III

6. What is Diversification? What are its types? Explain reasons for diversification.
7. Write a detailed note on Product life cycle matrix with suitable examples.

UNIT - IV

8. What is strategic change? Explain the change process proposed by Kurt Lewin that can be useful in implementing strategies.
9. Describe the evaluation and control process of an organization. Also explain its importance. Is evaluation and control process appropriate for an organization that emphasizes creativity? Discuss.

SECTION - C

10. Case Study on Tata Motors Nano to Roll out-

The world's cheapest car, the widely awaited Nano, will be launched on 23-03-2009. Tata Motors will display the Nano at dealership from the first week of April 09 and will accept bookings from the second week of April 09. The launch of Nano whose potential to revolutionize the automobile industry has been widely acknowledged in India and abroad, will be one of the bright spots in a bleak landscape for the global automobile Industry. Sales have plunged by double-digit percentages, or worse, in markets across the world from US to China. In India, Nano's entry might lead to growth in the domestic market. The car may also find a niche abroad, as cash-strapped consumers are likely to look for bargains. In 2008, Tata Motors displayed the Nano at the Geneva Motor Show and plans to present the European version at the Show in March, 2009. It plans to sell Nano in Europe at 5000 Euros. Tata Motors will roll out 60000-80000 units of the Nano from another plant in Pantnagar in Uttarakhand till the Sanand unit is geared up to produce 2.5 lakh units a year. Tata Motors has begun aggressively gearing up its distribution network to sell a car, which will primarily focus on semi-urban and rural areas. The base version of the Nano, which will be without an A.C. will be priced at around Rs. One lakh while the A.C. model will carry a higher price tag.

It is learnt that Tata Motors Finance is working on various packages through SBI and HDFC Bank, to offer competitive interest rates. Dealer of Tata Motors said that Company might take full payment for booking. Sona Koyo Steering Systems Executive Chairman said, "Nano is the awaited car, and therefore, its launch is welcomed by the world".

Questions :

- Carry out an Environment analysis for Tata Motors.
- With the launch of Nano car, will Tata Motors have Sustainable Competitive Advantage (SCA)? Justify your answer.

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Roll No.

Total No. of Pages : 03

Total No. of Questions : 09

MBA (Sem.-4)

WORKSHOP ON INDIAN ETHOS

Subject Code : MBA403-18

M.Code : 77821

Date of Examination: 02-05-2025

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

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

SECTION-A

1. **Write Short notes on:**
- What is the role of Indian ethos in business?
 - Discuss the key management lessons derived from Kautilya's Arthashastra.
 - What do you understand by Corporate Karma?
 - What are the different levels of work ethos and how do they impact organizational performance?
 - Explain the concept of Trans-Cultural Human Values.
 - What are the various types of workplace stress?
 - How can meditation be used as an effective tool for stress management?
 - What are the key features of the Gurukul system of learning?

SECTION - B

UNIT - I

2. Discuss the principles of Indian Ethos practiced by Indian companies and their relevance to modern management.
3. Analyze the management lessons drawn from Vedas and their application in today's business context.

UNIT - II

4. Examine the importance of value-based management in the context of global change, highlighting the key stakeholder impacts.
5. Discuss the differences between secular and spiritual values and their implications for management practices.

UNIT - III

6. Define workplace stress and outline its various causes and consequences on employee performance and well-being.
7. Evaluate the role of yoga and meditation as techniques in managing stress within organizations.

UNIT - IV

8. What are the advantages and disadvantages of the Gurukul system of learning and how can it influence modern educational practices?
9. Discuss the laws of Karma relating to the management practices, especially the concepts of Nishkama Karma and Corporate Karma.

SECTION - C

10. Case Study : Indian Ethos in Managerial Practices

Vikram Sharma is the CEO of "Sattvik Organics," a rapidly growing organic food company in India. The company follows traditional Indian ethos in its business operations, ensuring ethical sourcing, fair trade and sustainable production. Inspired by the Bhagavad Gita and Kautilya's Arthashastra, Vikram believes in Nishkama Karma - working selflessly without focusing solely on the personal gains.

Despite the company's success, Vikram faces several challenges:

1. Employees often struggle to balance work and personal lives, leading to stress and reduced productivity.
2. The younger workforce is inclined towards Western management styles, questioning the relevance of Indian ethos in modern business.
3. Competitors who follow aggressive profit-driven strategies are capturing market share, putting pressure on Sattvik Organics.

To address these challenges, Vikram introduces stress management programs including meditation and yoga sessions, integrates value-based management and reinforces ethical decision-making based on Indian scriptures. However, resistance remains among some employees and stakeholders.

Questions :

- a. How can Vikram use Indian ethos and values to enhance employee motivation and work ethics in Sattvik Organics?
- b. Analyze the role of Nishkama Karma in managerial decision-making and its impact on long-term business success.
- c. Suggest strategies that blend Indian and Western management approaches to create a balanced and effective leadership style.

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Total No. of Questions : 10

Total No. of Pages : 02

MBA (Sem.-4)

INTERNATIONAL HUMAN RESOURCE MANGEMENT

Subject Code : MBA-933-18

M.Code : 77816

Date of Examination : 05-05-2025

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

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

SECTION-A

1. Write short notes on the following:

- a) Language Training
- b) Domestic Vs. International HRM
- c) Industrial Peace
- d) Sensitivity Training
- e) Dual career couples
- f) Industrial Relations
- g) Managerial Know-how
- h) Re-entry

SECTION – B

UNIT - I

2. What are the various steps required for a truly international conception of HRM?
3. What are the main similarities and difference between domestic and international HRM?

UNIT - II

4. *"Extensive training is must for international employees before sending on an international assignment"*. Elucidate.
5. Give various components of effective pre-departure training programs.

UNIT - III

6. What should be the main objectives for a multinational firm with regard to its compensation policies?
7. What are the challenges to performance management to organization in today's business scenario?

UNIT - IV

8. Discuss the significant issues and concerns of international IR.
9. What are the characteristics of multinationals that give labour unions cause for concern?

SECTION - C

10. Case study

Imagine you're the Vice-President of human resources for a Fortune 500 company. You've spent your entire career attempting to enhance the workplace for employees to support their productive work in the organization. You aligned the hiring process to serve the strategic needs of the organization, as well as implemented an effective performance management system. However, the performance management process is becoming less effective because managers are inflating employee ratings. Under this system, managers are evaluated as a 1, 2, 3 or 4 with 1 being the highest rating and 4 the lowest. In many cases, managers are required to give a 4 rating to the lowest 10 percent of employees each year. Those individuals receiving a rating of 4 for two consecutive years are often let go from the organization. The intent behind this system is that throughout the two-year process, evaluators are to meet frequently with the employees, counsel them and provide necessary development opportunities.

Question :

- a) What type of evaluation process would you say is being used in this case?
- b) Do you see these effects as positive or negative? Defend your position.

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