

Q.5 Answer the following (Long problem/ Case Study).

Aakash Patel, a project manager at TechFlow Innovations, struggles with delegating tasks effectively. Believing that only he can ensure quality work, Aakash micromanages his team and takes on the majority of responsibilities himself. This results in him being overworked and project deadlines often being missed.

Meanwhile, his team members feel disengaged and undervalued because they are not trusted with significant tasks. Their morale is low, and overall team productivity has declined. During a quarterly performance review, Aakash's manager highlights the negative impact of his approach and suggests he develop better delegation skills

- a)** Analyse the above case
- b)** Identify problem in this case
- c)** Suggest alternative solutions
- d)** Identify best alternative

Seat No.	
----------	--

Set	P
-----	---

**M.B.A. (Semester - I) (CBCS) Examination:
October/November - 2025
Financial Accounting (20407102)**

Day & Date: Wednesday, 17-12-2025
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Choose the correct alternatives from the options.

16

- 1) Goodwill is _____ type of asset.
 - a) Current asset
 - b) Intangible asset
 - c) Tangible asset
 - d) Non- current asset

- 2) Amount which is not recoverable from customers is known as _____.
 - a) Bad debts
 - b) Debts
 - c) Debtors
 - d) Doubtful debts

- 3) Machinery account is _____ account.
 - a) Nominal
 - b) Income
 - c) Personal
 - d) Real

- 4) _____ discount is not recorded in the books of account.
 - a) Cash
 - b) Trade
 - c) GST
 - d) Vat

- 5) _____ requires recognition of expenses in the period in which they are incurred, regardless of when they are paid.
 - a) Matching concept
 - b) Consistency concept
 - c) Realization concept
 - d) Prudence concept

- 6) Purchase of machinery is considered as _____.
 - a) Revenue Expenditure
 - b) Deferred Revenue Expenditure
 - c) Capital Expenditure
 - d) Operating Expenditure

- 7) _____ is not the cause of Depreciation.
 - a) Wear and tear due to usage
 - b) Increase in market value
 - c) Passage of time
 - d) Technological obsolescence

- 8) The financial statement shows the financial position of a business on a specific date is _____.
 - a) Trial Balance
 - b) Profit and Loss Account
 - c) Balance Sheet
 - d) Ledger

- 7) May 15: Purchased office stationery for cash ₹900
- 8) May 22: Paid salaries ₹5,000
- 9) May 22: Received cash from the sale of old furniture ₹1,800
- 10) May 23: Paid insurance premium of cash ₹500
- 11) May 23: Goods purchased on credit ₹250

Q.3 Answer short note on the following.**16**

- a) Describe the objectives of accountancy and write about the various users of accounting information.
- b) Transactions took place during July-2023 Post the following in ledger and prepare trial balance as on 31st July, 2023
 1. Introduced additional capital ₹40,000
 4. Bought goods from Rakesh ₹80,000
 7. Sold goods to Rashmi ₹30,000
 11. Cash sales ₹8,000

Q.4 Answer the following. (Any One)**16**

- a) Write down the meaning of Depreciation, also discuss in detail causes and methods of Depreciation.

OR

- b) Journalise the following transactions in the books of M/s Bhave for the month of July 2023
 1. Received ₹5,000 from Ram
 4. Purchased goods for cash ₹55,000
 8. Paid for salary ₹10,000
 9. Paid for commission to Atul ₹500
 12. Purchased goods from Mukesh ₹30,500 on credit
 17. Sold goods to Mrs. Mitali ₹50,000 on credit
 20. Purchased machinery of ₹80,000 @12%GST and amount paid by cheque
 21. Sold goods to Urmila and received cash of ₹35,000
 25. Paid to SG & Sons by cheque ₹25,000
 28. Received commission ₹15,000 from Nikhil
 30. Paid rent ₹20,000 by cash
 31. Purchased shares of Amit and Co. for ₹5,000 through Demat account

Q.5 Answer the following.

From the following trial balance of Mangesh Traders you are required to prepare final accounts.

Trial Balance as on 31st March, 2018

Particulars	Debit (RS)	Credit (RS)
Opining Stock	32,750	
Purchase	55,000	
Sales		89,500
Purchase Return		2,630
Sales Return	4,480	
Royalties	4,000	
Wages	8,000	
Office Salaries	11,000	
Bills Receivable	19,250	
Bills Payable		12,500
Office Equipment	20,000	
Motor Van	30,400	
Plant And Machinery	25,000	
Bad Debts	2,500	
Advertisement	6,000	
Cash In Hand	5,000	
Sundry Debtors	31,250	
Reserve For Bad Debts		1,000
Sundry Creditors		24,000
Capital		1,25,000
	2,54,630	2,54,630

Adjustments.

- 1) Closing stock on 31st March, 2018 was valued at cost price Rs.19,000, Market price Rs.20,000
- 2) Office salaries outstanding Rs.1,000
- 3) Prepaid wages Rs.1,000
- 4) Provide depreciation @ 5%, 10% and 15% on Office Equipment, Motor Van, and Plant & Machinery respectively

Seat No.	
----------	--

Set	P
-----	---

M.B.A. (Semester - I) (CBCS) Examination: October/November - 2025
Managerial Economics (20407103)

Day & Date: Thursday, 01-01-2026
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Multiple Choice Questions. Select the Right Option.

16

- 1) What is the primary focus of managerial economics?
 - a) To study macroeconomic policies
 - b) To apply economic theory for managerial decision-making
 - c) To analyze government regulations
 - d) To determine market prices only

- 2) An indifference curve shows _____.
 - a) The different combinations of two goods that provide equal satisfaction to a consumer
 - b) The demand for a good at various prices
 - c) The supply of goods in the market
 - d) The cost of production

- 3) Demand analysis examines _____.
 - a) The supply of goods in the market
 - b) The relationship between price and quantity demanded
 - c) The cost of production of goods
 - d) The profit margins of firms

- 4) Elasticity of demand measures _____.
 - a) The responsiveness of demand to changes in price or other factors
 - b) The total revenue generated from sales
 - c) The supply elasticity
 - d) The utility derived from consumption

- 5) Total Revenue (TR) is calculated as _____.
 - a) Price × Quantity demanded
 - b) Cost + Profit
 - c) Price + Quantity demanded
 - d) Fixed cost + Variable cost

- 6) Economies of scale refer to _____.
a) Decrease in average costs as output increases in the long run
b) Increase in average costs as output increases
c) Constant average costs regardless of output
d) Short-term variations in costs
- 7) Total cost (TC) is _____.
a) Fixed costs + Variable costs
b) Average cost + Marginal cost
c) Fixed costs – Variable costs
d) Marginal cost × Quantity
- 8) Average Revenue (AR) is _____.
a) Total revenue divided by quantity sold
b) The revenue from the last unit sold
c) Marginal revenue divided by quantity
d) Total revenue minus total cost
- 9) The Indian economy is classified as a _____.
a) Developed economy b) Developing economy
c) Underdeveloped economy d) Transition economy
- 10) Which of the following is a major problem faced by the Indian economy?
a) Low population growth
b) Unemployment and poverty
c) Excessive industrialization
d) Surplus of foreign exchange reserves
- 11) The New Economic Policy (NEP) introduced in India in 1991 aimed at _____.
a) Liberalization, privatization, and globalization
b) Increasing tariffs and trade barriers
c) Nationalization of all industries
d) Abolition of foreign investment
- 12) GDP stands for _____.
a) Gross Domestic Product
b) Gross Development Product
c) General Domestic Production
d) Gross Dividend Payment
- 13) Inflation refers to _____.
a) A sustained increase in the general price level of goods and services
b) A decrease in the price level
c) A temporary fluctuation in prices
d) The decline in money supply
- 14) India's foreign trade primarily involves _____.
a) Exporting agricultural products only
b) Importing and exporting goods and services across borders
c) Only importing raw materials
d) Trade within the country only

- 15)** The WTO aims to _____.
a) Promote free trade and reduce trade barriers among member countries
b) Increase tariffs globally
c) Limit international trade
d) Promote regional trade blocs only
- 16)** The Balance of Payments (BOP) records _____.
a) All economic transactions between residents of a country and the rest of the world over a period of time
b) The internal financial transactions within a country
c) Only exports and imports of goods
d) Only foreign investment inflows

Q.2 Answer the following questions. 16

- a) Explain characteristics of different market structures.
b) Define Commercial Banks. Explain their types and functions.

Q.3 Answer the following questions. 16

- a) Describe the process of price determination in a monopoly market.
b) Explain monetary and fiscal policy in terms of objectives and importance.

Q.4 Answer Any One of the following questions. 16

- a) Explain the significance of the Indian economy in the global context and explain the major problems faced by the Indian economy today.

OR

- b) Define Multinational Corporations (MNCs) and Foreign Direct Investment (FDI) and explain how MNCs contribute to India's foreign trade.

Q.5 Answer the following. 16

Define demand. Explain the law of demand and discuss the factors that influence the demand for a commodity.

Seat No.	
----------	--

Set **P**

**M.B.A. (Semester - I) (CBCS) Examination: October/November - 2025
Organizational Behavior (20407104)**

Day & Date: Friday, 19-12-2025
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Multiple Choice Questions. Select the Right Option.**16**

- 1) What does the term "Organizational Behavior" (OB) primarily focus on?
 - a) Economic growth of organizations
 - b) The impact of individual and group behavior within an organization
 - c) Legal frameworks surrounding organizations
 - d) Technical skills required in management

- 2) At which level does OB primarily examine individual behavior?
 - a) Group Level
 - b) Organizational Level
 - c) Individual Level
 - d) System Level

- 3) The Human Relations Approach in OB emphasizes _____.
 - a) Strict adherence to policies
 - b) The importance of social factors and employee satisfaction
 - c) Total productivity and efficiency
 - d) Technological advancements

- 4) Personal factors that can influence individual behavior include _____.
 - a) Public policies
 - b) Laws and regulations
 - c) Age, gender, and education
 - d) Organizational structure

- 5) According to cognitive dissonance theory, what occurs when an individual experiences conflicting beliefs attitudes?
 - a) Increased motivation to learn
 - b) Psychological discomfort leading to attitude change
 - c) Enhanced decision-making capabilities
 - d) A reduction in stress levels

- 6) What does the term "learning" refer to in a psychological context?
 - a) The acquisition of knowledge or skills through experience
 - b) The memorization of facts
 - c) The retention of information without any understanding
 - d) The instinctual behavior of organisms

- 15)** Which of the following is a common source of stress in the workplace?
- Sustainable work-life balance
 - High workload and demanding deadlines
 - Positive social interactions with colleagues
 - Clear communication of expectations
- 16)** The consequences of unmanaged stress can include _____.
- Improved employee relationships
 - Increased absenteeism and turnover rates
 - Enhanced creativity and innovation
 - Better time management

Q.2 Answer the following questions. 16

- Define Organizational Behaviour. Explain Level and approaches of Organizational Behavior.
- Define Organizational Behaviour. Explain factors affecting Individual Behavior.

Q.3 Answer the following questions. 16

- Explain Cognitive dissonance theory.
- Explain Learning theories - classical & operant conditioning.

Q.4 Answer the following questions in detail. (Any One) 16

- Define group decision making process. Explain the process and elaborate the strategies to improve group decision making process.

OR

- Define the organizational culture. Explain characteristics and various ways to create organizational culture.

Q.5 Read the Case carefully and answers the Questions. 16

In 2020, a mid-sized manufacturing company, referred to as "TechManufacture," was facing increasing pressure from both competitors and evolving technologies in the market. Recognizing that their operational processes were outdated, the leadership proposed a comprehensive digital transformation to improve efficiency and integrate more modern technologies. The plan involved implementing new software systems, restructuring teams, and introducing a more agile working environment.

As the change announcement was made, the initial response from employees was mixed. While some were excited about the potential for innovation and growth, a substantial portion displayed visible signs of resistance. This resistance varied from passive acceptance to active pushback, leading to a significant challenge for the management team.

One major source of resistance came from long-tenured employees who were accustomed to established methods and procedures. They expressed concerns regarding job security, fearing that the new systems might render their skills obsolete. Additionally, middle management felt

threatened by their diminished control over processes, questioning the wisdom of the shift towards a more decentralized, team-oriented approach. To manage this resistance, TechManufacture's leadership took several strategic steps, structured around communication, involvement, and support.

The first key action was enhancing communication about the change. Management organized town hall meetings where leaders articulated the vision of digital transformation not just as a response to market pressures but as a means to secure the company's future. They provided tangible examples of how digital tools could streamline processes, improve workplace collaboration, and lead to job enrichment rather than job loss.

To foster a sense of ownership and reduce feelings of fear regarding the transformation, TechManufacture initiated workshops where employees could voice their concerns and contribute ideas. They formed cross-functional teams comprising members from different departments to assess proposed changes and work on implementation plans. This collaborative approach not only empowered employees but also fostered innovation.

Recognizing the potential stress that change can impose, TechManufacture established a dedicated support system. They introduced mentoring programs, where tech-savvy employees helped those less familiar with digital tools. Additionally, a feedback loop was created to monitor employee sentiments throughout the transition. Regular check-ins allowed management to gather insights on ongoing issues and areas needing improvement.

TechManufacture realized that to drive lasting change, aligning incentive structures with new organizational goals was crucial. They revised performance metrics to focus on collaboration, innovation, and adaptability. Employees began to see that their evaluations were tied to how well they adapted to and supported the new systems rather than merely sticking to old metrics.

Questions:

- a) Analyze the case. **04**
- b) Identify and explain the Problem in the above case. **04**
- c) Explain how Tech Manufacture manage resistance to change **08**

Seat No.	
-------------	--

Set	P
-----	---

**M.B.A. (Semester - I) (CBCS) Examination:
October/November - 2025
Business Statistics (20407105)**

Day & Date: Saturday, 20-12-2025
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

- Instructions:** 1) All questions are compulsory.
2) All question carry equal marks.
3) Use of Calculator is allowed.

Q.1 Choose the correct alternatives from the questions.

16

- 1) Measures of Central tendency for a given set of observation measures _____.
a) The Scatterness of the Observation
b) The Central Location of the Observation
c) Both (a) and (b)
d) None of the Above
- 2) The Mid value of the Class Interval is 42 and the Class Size is 10. The Lower and the Upper Limit is _____.
a) 37-47
b) 36-47
c) 36.5-46.5
d) 36.5-47.5
- 3) _____ is not considered as Measure of Central Tendency.
a) Mean
b) Median
c) Mode
d) Mean Deviation
- 4) If the Mean of 25, 29, 25, 32, 24 and x is 27. Then what is the Median?
a) 32
b) 27
c) 26
d) 25
- 5) _____ is the Measure of Central Tendency based on only 50% of the Central values.
a) Mean
b) Median
c) Mode
d) Both (a) and (b)
- 6) _____ is an Absolute Measure of Dispersion.
a) Range
b) Mean Deviation
c) Standard Deviation
d) All of the above
- 7) The Range of 15, 12, 10, 9, 17, 20 is _____.
a) 5
b) 12
c) 13
d) 11

- 8) A Class in which one of the Limits is not specified is called _____ class.
 a) Open Ended Class b) Close Ended Class
 c) Exclusive Class d) Inclusive Class
- 9) The Modal Class is the class with _____.
 a) Average Frequency b) Lowest Frequency
 c) Highest Frequency d) Middle Frequency
- 10) The Index Number for Base Year is _____.
 a) 1 b) 100
 c) 1000 d) None of the Above
- 11) A Fire in a Factory delaying production for some weeks is _____.
 a) Secular Trend b) Cyclical Trend
 c) Irregular Trend d) Seasonal Trend
- 12) _____ play an important role in the construction of Index Numbers.
 a) Weights b) Classes
 c) Estimates d) None of the Above
- 13) Correlation between the Shoe Size and Intelligence is _____.
 a) Zero b) Positive
 c) Negative d) None of the Above
- 14) For a Perfect Negative Correlation _____.
 a) $r = -1$ b) $r = 1$
 c) $r = 1$ d) None of the Above
- 15) _____ is the Simplest possible measure of dispersion and is defined as the difference between the values of extreme items of the series.
 a) Mean Deviation b) Range
 c) Standard Deviation d) Quartile Deviation
- 16) If relationship between X and Y is Negative which means _____.
 a) When X Increases Y Increases
 b) When X Decreases Y Increases
 c) When X Decreases Y Decreases
 d) None of the Above

Q.2 Write short notes. 16

- a) Primary and Secondary Sources
 b) Objectives of Time Series

Q.3 Answer the following questions. 16

- a) Find Mode for the distribution.

Class Interval	50-69	70-89	90-109	110-129	130-149	150-169	170-189
Frequency	23	38	58	82	65	31	11

b) Calculate the Quartile Deviation from the following figures.

Size	0-5	5-10	10-15	15-20	20-25	25-30
Frequency	6	18	30	46	60	40

Q.4 Answer the following.(Any One)

16

a) Calculate Laspeyre's and Paasche's Price Index Number on the basis of the following data:

Commodity	A	B	C	D	E
Base Year Price	10	25	30	15	20
Current Year Price	15	40	45	30	25
Base Year Quantity	6	10	15	20	8
Current Year Quantity	8	20	12	15	6

OR

b) Calculate Mean Deviation from Mean.

Marks	0-10	10-20	20-30	30-40	40-50	50-60	60-70	70-80
Frequency	15	15	22	23	25	10	10	5

Q.5 Answer the following questions in detail.

16

Find the Missing Frequencies when Median is 38.50

Class	11-20	21-30	31-40	41-50	51-60	61-70	71-80	Total
Frequency	42	38	x	54	y	36	32	400

Seat No.	
-----------------	--

M.B.A. (Semester - I) (CBCS)
Examination: October/November - 2025
Computer Operations and Management (20407107)

Day & Date: Monday, 22-12-2025
 Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
 2) Figures to the right indicate full marks.

Q.1 Choose the correct alternative given below. **16**

- 1) Which of the following is not a output device?

a) Printer	b) Monitor
c) Plotter	d) MICR

- 2) What part of the computer provides Secondary Memory storage?

a) RAM	b) ROM
c) PROM	d) Compact Disk

- 3) Plotter is an _____.

a) Input Device	b) Output Device
c) Processing Device	d) Storage Device

- 4) Rehearse Timing option is available in _____.

a) MS Word	b) MS Excel
c) MS Powerpoint	d) MS Access

- 5) OAS Stands for _____.

a) Office Automation System	b) Office Automations System
c) Offices Automations System	d) Office Automations Systems

- 6) Windows operating System is a _____.

a) Application software	b) System software
c) Firmware Software	d) Network Software

- 7) To Save file in MS Word, the shortcut key is _____.

a) Ctrl + N	b) Ctrl + V
c) Ctrl + Y	d) Ctrl + S

- 8) The Computer is an _____.

a) Electronic Device	b) Mechanical Device
c) Electrical Device	d) Ele-Mechanical Device

- 9) The most important attribute of information quality that a manager requires is _____.

a) Relevance	b) Media
c) Presentation	d) Timelines

- 10) Internet is available in _____.
 a) Two oraganisation b) Worldwide
 c) Within organization d) City to city
- 11) Day to day operations and employee tasks information available in _____.
 a) Top level management b) Middle level management
 c) Lower Level Management d) IT Level Management
- 12) Cloud Computing has _____ types.
 a) 2 b) 3
 c) 4 d) 5
- 13) Conditional formating facility available in _____ software.
 a) MS Word b) MS Excel
 c) MS Power point d) MS ACCESS
- 14) When we delete a file it sends to _____.
 a) My computer b) My documents
 c) Network Places d) Recycle bin
- 15) Joystick is an _____.
 a) Output device b) Input Device
 c) Input and output Device d) Processing Device
- 16) When We connect all computers by a separate Physical Link it is called as _____.
 a) Star topology b) Ring Topology
 c) Hybrid topology d) Completely connected Topology

Q.2 Write short notes. 16
 a) Cloud Computing.
 b) Concept of Spreadsheet Software using MS Excel.

Q.3 Write Short notes. 16
 a) LAN and WAN.
 b) Internet and Intranet.

Q.4 Answer the following questions in detail. (Any One) 16
 a) Explain Cloud Computing Meaning Benefit and types of Cloud computing in detail.

OR

b) Explain Concept of Word Processing, Overview of MS Word. And Explain page setup and Margins in detail. (Execution Steps)

Q.5 Case Study 16
 Linked In was founded in 2003 by Venture capitalist Reid Hoffman, product designer Allen Blue, marketing professional Konstantin Guericke, and engineers Eric Ly and Jean-Luc Vaillant.. In September 2023, the

world's largest professional social networking platform, LinkedIn Corporation (LinkedIn), unveiled the 'Recruiter 2024' program (a new version of LinkedIn Recruiter) that incorporated Artificial Intelligence (AI) components into its recruitment and hiring services. LinkedIn initiated its AI journey in 2007, debuting with "People You May Know" as their inaugural AI product. Ever since, they had continually refined AI models for nearly every product experience launched on the platform. Where recruiters were concerned, AI helped identify the right candidates for the job. AI could analyze resumes, screen candidates, and even conduct initial interviews. Furthermore, LinkedIn enabled recruiters to harness AI to craft job descriptions. AI tools helped job-seekers on LinkedIn. A survey conducted by a professional network underscored the enthusiasm for AI adoption, as a staggering 89% of professionals' worldwide expressed excitement about integrating AI into their respective fields. Furthermore, a significant 57% of these professionals had a strong desire to enhance their understanding of the innovative technology.

Most matching engines are optimized to generate applications. These systems base their recommendations on three categories of data: information the user provides directly to the platform; data assigned to the user based on others with similar skill sets, experiences, and interests; and behavioral data, like how often a user responds to messages or interacts with job postings.

These algorithms exclude a person's name, age, gender, and race, because including these characteristics can contribute to bias in automated processes.

LinkedIn team found that even so, the service's algorithms could still detect behavioral patterns exhibited by groups with particular gender identities. For example, while men are more likely to apply for jobs that require work experience beyond their qualifications, women tend to only go for jobs in which their qualifications match the position's requirements. The algorithm interprets this variation in behavior and adjusts its recommendations in a way that inadvertently disadvantages women. Men also include more skills on their resumes at a lower degree of proficiency than women, and they often engage more aggressively with recruiters on the platform, to address such issues. Jersin and his team at LinkedIn built a new AI designed to produce more representative results and deployed it in 2018. It was essentially a separate algorithm designed to counteract recommendations skewed toward a particular group. The new AI ensures that before referring the matches curated by the original engine, the recommendation system includes a representative distribution of users across gender.

Questions:

- | | |
|-------------------------------|----|
| 1) Analyse the case. | 04 |
| 2) Identify the problem. | 04 |
| 3) Provide alternate | 04 |
| 4) Best solution for the same | 04 |

Seat No.	
----------	--

Set	P
-----	---

M.B.A. (Semester - I) (CBCS)
Examination: October/November – 2025
Disaster Management (20407109)

Day & Date: Tuesday, 23-12-2025
 Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
 2) All questions carry equal marks.

Q.1 Multiple Choice Questions

16

- 1) Eco-friendly reconstruction includes _____.
 - a) Cutting down forests for new housing
 - b) Using local materials and renewable energy
 - c) Building on floodplains
 - d) Ignoring environmental assessments

- 2) A major impact of developmental projects like highways or mines is _____.
 - a) Lowering population density
 - b) Improved ecological balance
 - c) Environmental degradation and displacement
 - d) Decrease in pollution

- 3) Impact of a disaster includes _____.
 - a) Only physical damage
 - b) Social, economic, and environmental consequences
 - c) Natural causes only
 - d) only Political changes

- 4) A disaster is best defined as _____.
 - a) A natural event that occurs suddenly
 - b) A minor accident
 - c) Any predictable environmental change
 - d) A serious disruption causing loss of life and property beyond community's capacity to cope

- 5) Which health issue is common after floods?

a) Asthma	b) Cholera
c) Cancer	d) Diabetes

- 6) Climate change has led to _____.
 - a) Increase in extreme weather events
 - b) Reduction in disaster frequency
 - c) Elimination of natural hazards
 - d) Decrease in sea levels

- 7) Rising global temperatures cause _____.
a) melting glaciers b) sea-level rise
c) increasing coastal risks d) all of these
- 8) Increasing number of floods and cyclones due to _____.
a) extreme rainfall b) sea-level rise
c) both a and b d) none of these
- 9) Disasters cause _____ affecting the environment, society, economy, and governance.
a) multidimensional impacts b) only environmental
c) governmental d) commercial
- 10) Which of the following disasters occurs due to underwater earthquakes?
a) Landslide b) Tsunami
c) Cyclone d) Forest fire
- 11) Which of the following is a natural disaster?
a) Chemical spill b) Flood
c) Industrial explosion d) Urban fire
- 12) Nuclear radiation is related to _____.
a) Industrial pollution b) Chemical waste
c) Energy production d) Biological hazards
- 13) The fragile ecosystem of the Himalayas is vulnerable due to _____.
a) Earthquakes
b) Landslides
c) Deforestation and human activities
d) All of the above
- 14) Industrial accidents can lead to _____ pollution.
a) environmental b) air
c) Land d) water
- 15) Floods can be caused by _____.
a) Natural b) human activities
c) both A and B d) none of these
- 16) Risk is dynamic and can change based on _____.
a) exposure time b) activity
c) control measures d) all of the above

Q.2 Write short notes on.

16

- a) Mention any four types of natural disasters with examples.
b) Define a disaster Management. List the main types of disaster impacts.

- Q.3 Answer the following question. 16**
- a) Discuss the environmental, social, and economic impacts of disasters.
 - b) Describe how climate change has intensified disaster risks globally and in India.
- Q.4 Answer the following. (Any One) 16**
- a) Elaborate on different types of impacts caused by disasters (social, economic, environmental, etc.).
- OR
- b) Explain the role of community participation in disaster management.
- Q.5 Develop a short disaster management plan for an area prone to floods. 16**

Seat No.	
----------	--

Set **P**

**M.B.A. (Semester - I) (CBCS) Examination:
October/November - 2025
Business Law (20407108)**

Day & Date: Wednesday, 24-12-2025
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Select the correct alternative.**16**

- 1) Void agreement signifies _____.
 - a) Agreement illegal in nature
 - b) Agreement not enforceable by law
 - c) Agreement violating legal procedure
 - d) Agreement against public policy

- 2) Which of the following cannot be said to be included in the term "goods" defined under section 2 (7) of the Sale of Goods _____.
 - a) Stock
 - b) Shares
 - c) Growing crops
 - d) Actionable claims

- 3) A public company must have at least _____ directors.
 - a) 3
 - b) 4
 - c) 5
 - d) 2

- 4) Caveat emptor means _____.
 - a) beware agent
 - b) beware customer
 - c) beware trader
 - d) beware seller

- 5) The following is not a consumer _____.
 - a) The insurance company
 - b) A licensee to run a phone
 - c) A lottery ticket holder
 - d) All the above

- 6) Rights of patentee are infringed by supplying substance commercially in _____.
 - a) Process patent
 - b) Product patent
 - c) Commercial patent
 - d) National patent

- 7) Remedies for breach of contract are as follows _____.
 - a) Rescission of contract
 - b) Suit of injunction
 - c) Suit upon quantum merit
 - d) All of the above

- 8) _____ is a stipulation collateral to the main purpose of the contract.
 - a) Condition
 - b) Acceptance
 - c) Warranty
 - d) Rejection

Q.5 Attempt the following cases:**16**

- a) Mr. Anil was shopping in a self-service Super market. He picked up a bottle of soda from a shelf. While he was examining the bottle, it exploded in his hand and injured him. He files a suit for damages against the owner of the market on the ground of breach of condition. Decide under the Sale of Goods Act, 1930, whether Mr. Anil would succeed in his claim?
- b) "M" a furniture vendor entered into a contract with the company for furnishing the office of the company. The company went into liquidation before obtaining the certificate of commencement of business. Can M prove in the winding up of the company for the price of the furniture supplied by him?
- c) X is having two horses white and black. X offers to sell his black horse to Y. Y not knowing that X has two horses thinks of white horse and agrees to buy. Is the agreement valid?
- d) D a minor borrowed a sum from M by executing a mortgage of his property in favour of M. subsequently, D sued for setting aside the mortgage. Is mortgage valid? Can M recover the sum advanced to D?

Q.3 Write Short notes. **16**
a) Risks in E-banking
b) NPA

Q.4 Answer the following questions in detail. (Any One) **16**
a) What are the various types of deposits available in banks? Explain in details.

OR

b) What is banking ombudsman? What are the powers & duties of banking ombudsman?

Q.5 What is E-Banking? What are various e-banking services used in banking. **16**

Seat No.	
-----------------	--

Set	P
------------	----------

**M.B.A. (Semester - I) (CBCS) Examination:
October/November – 2025
Enhancing Business Communication Skills (20407106)**

Day & Date: Saturday, 27-12-2025
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) All question carry equal marks.

Q.1 Multiple choice question

16

- 1) The term communis derived from _____ word.
 - a) Greek
 - b) Latin
 - c) Chinese
 - d) English
- 2) Communication is a part of _____ skills.
 - a) Soft
 - b) Hard
 - c) Rough
 - d) Short
- 3) Environmental barriers are the same as _____ noise.
 - a) Physiological
 - b) Psychological
 - c) Physical
 - d) Sociological
- 4) _____ communication includes tone of voice body language, facial expression etc.
 - a) Nonverbal
 - b) Verbal
 - c) Letter
 - d) Notice
- 5) Communication in an organization should ideally flow _____.
 - a) From top to bottom
 - b) From bottom to top
 - c) Both ways
 - d) Horizontally
- 6) In _____ Listening the difference between the sounds is identified.
 - a) discriminative
 - b) comprehension
 - c) Dialogue
 - d) empathetic
- 7) Essential business letter elements include the _____.
 - a) Date line and inside address
 - b) Message
 - c) Signature bloc
 - d) All of love
- 8) _____ report is not classified as formal reports.
 - a) Informational
 - b) Interpretative
 - c) Oral
 - d) Routine

Q.5 Answer the following questions in detail.

16

You are a young entrepreneur who wish to start a food joint in busy locality in your city. Prepare a feasibility report which will help you to start your venture.

Seat No.	
-----------------	--

Set	P
------------	----------

**M.B.A. (Semester - II) (CBCS) Examination:
October/November - 2025
Marketing Management (20407201)**

Day & Date: Monday, 17-11-2025
Time: 03:00 PM To 06:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Select the correct alternative. 16

- 1) _____ the following is a component of the macro marketing environment.

a) Economic trends	b) Competitors
c) Customers	d) Suppliers

- 2) The threat of new entrants is a factor analyzed in _____.

a) Market segmentation	b) Value chain analysis
c) Porter's Five Forces	d) PESTLE analysis

- 3) _____ of the following factors affects market potential.

a) Employee satisfaction	b) Internal production capacity
c) Corporate social responsibility	d) Consumer purchasing power

- 4) Creating a distinct image and identity for a product in customers' minds is referred as Market _____.

a) Promotion	b) Targeting
c) Segmentation	d) Positioning

- 5) _____ segmentation is one of the basis for market segmentation.

a) Social	b) Geographic
c) Economic	d) Political

- 6) _____ of the following is a core concept of marketing.

a) Needs, wants, and demands	b) Production efficiency
c) Supply chain management	d) Financial accounting

- 7) _____ is referred as the perceived benefits of a product relative to its cost in marketing.

a) Price	b) Value
c) Revenue	d) Profit

Q.4 Answer the following questions in detail. (Any One) 16

a) Define Market Research. Explain the scope and process of Market Research in detail.

OR

b) What is Promotion Mix? Explain factors influencing the choice of promotion mix and define different promotion tools (promotion mix) in the marketing.

Q.5 Analyse the Case and answer the questions given below it. 16

FreshBite is a fast-growing quick-service restaurant (QSR) startup in India that offers healthy and organic meal options. Founded in 2021 by two MBA graduates, the brand positioned itself as a healthier alternative to fast food by offering salads, smoothies, wraps, and protein bowls made from organic, locally-sourced ingredients.

With rising awareness around health and nutrition, FreshBite quickly expanded to six major Indian cities. However, the brand is now facing challenges from new competitors and changing customer preferences. Despite the initial buzz, repeat customer rates have dropped in the past six months. Some customers cite high pricing and limited variety. Competitors are entering the space with similar offerings at lower prices. Management wants to evaluate and optimize its Marketing Mix to maintain growth and build a stronger market position

Questions:

- | | |
|--|-----------|
| a) Analyze the above case | 04 |
| b) Find the problem with FreshBite in this case. | 04 |
| c) Develop various alternative solutions to the problems in this case. | 04 |
| d) Justify the correct solution to the problem in this case. | 04 |

Seat No.	
-----------------	--

Set	P
------------	----------

**M.B.A. (Semester - II) (CBCS) Examination:
October/November – 2025
Financial Management (20407202)**

Day & Date: Tuesday, 18-11-2025
Time: 03:00 PM To 06:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Choose Correct alternatives & Rewrite Sentences.

16

- 1) The cash flows at different time periods should be made comparable to take sound decisions by adjusting which of the following?
 - a) Timing
 - b) Timing & Risk
 - c) Risk
 - d) None of these
- 2) Which of the following is not true with reference capital budgeting?
 - a) Capital budgeting is related to asset replacement decisions
 - b) Cost of capital is equal to minimum required return
 - c) Existing investment in a project is not treated as sunk cost
 - d) Timing of cash flows is relevant
- 3) Which of the following is not included in incremental a flow?
 - a) Opportunity Costs
 - b) Sunk Costs
 - c) Change in Working Capital
 - d) Inflation effect
- 4) Debt to Total Assets Ratio can be improved by _____.
 - a) Borrowing More
 - b) Issue of Debentures
 - c) Issue of Equity Shares
 - d) Redemption of Debt
- 5) Which of the following helps analyzing return to equity Shareholders?
 - a) Return on Assets
 - b) Earnings Per Share
 - c) Net Profit Ratio
 - d) Return on Investment
- 6) Public deposits are the deposits that are raised directly from _____.
 - a) The public
 - b) The directors
 - c) The auditors
 - d) The owners
- 7) Determine Operating ratio, if operating expenses is Rs. 60,000, Sales is Rs. 9,40,000, Sales Return is Rs. 40,000 and Cost of net goods sold is Rs. 6,60,000.
 - a) 80%
 - b) 15%
 - c) 25%
 - d) 11%

Q.2 Answer the following questions.

- a) Tools and Techniques of Financial Statement Analysis. **08**
- b) The following data represents the ratios pertaining to Y Ltd. for the year ending 31st March 2022. **08**

	Rs.
Annual Sales	40,00,000
Sales to net worth	4 times
Current Liabilities to Net Worth	50%
Total Debt to Net Worth	80%
Current Ratio	2.2 times
Sales to Inventory	8 times
Average collection period	40 days
Fixed Assets to Net Worth	70%

From the above information, prepare the Balance sheet with as many details as possible.

Assume all sales on credit.

Q.3 Answer the following questions.

- a) Advantages and disadvantages of Ratio Analysis. **08**
- b) Calculate the rate at which Rs. 20,000 invested today will yield a maturity of Rs. 4,200 in 2 years. **08**

Q.4 Answer the following questions in detail. (Any One)

- a) Explain Determinants of Working Capital. **16**

OR

- b) The management of Gemini Ltd. has called for a statement showing the working capital needed to finance a level of activity of 3,00,000 units of output for the year. The cost structure for the company's product for the above-mentioned activity level is detailed below:

	Cost per unit (Rs.)
Raw materials	20
Direct labour	5
Overheads	<u>15</u>
	Total Cost
	40
Profit	<u>10</u>
Selling Price	50

Past trend indicates that raw materials are held in stock, on an average for two months. Work in progress [50% complete] will approximate to half a monthly production. Finished goods remain in warehouse on an average for a month.

Suppliers for materials extend a month's credit.

For debtors two months credit is usually allowed. A minimum cash balance of Rs. 25,000 is expected to be maintained.

The production pattern is assumed to be uniform throughout the year.

Q.5 Answer the following.

ABC Ltd. is examining two mutually exclusive proposals for new capital investment. The data on the proposals are as follows:

Particulars	Proposal X (Rs.)	Proposal Y (Rs.)
Initial cash outflow	27,00,000	30,00,000
Salvage value	Nil	Nil
Expected life	6 years	6 years
Depreciation	Straight line method	Straight line method

Earnings before depreciation and income-tax year	(Rs.)	(Rs.)
1	6,50,000	9,75,000
2	7,25,000	10,00,000
3	8,75,000	11,00,000
4	9,50,000	10,25,000
5	9,00,000	9,50,000
6	8,00,000	8,50,000
Total	49,00,000	59,00,000

The corporate income-tax rate is 50% calculate the following:

- i) Pay-back period
- ii) Net present value at 15%
- iii) Average rate of return

Rank the proposals under each of the technique.

Seat No.	
-------------	--

Set	P
-----	---

**M.B.A. (Semester - II) (CBCS) Examination:
October/November – 2025
Human Resource Management (20407203)**

Day & Date: Wednesday, 19-11-2025
Time: 03:00 PM To 06:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) All questions carry equal marks.

Q.1 Multiple choice question.

16

- 1) Management in HRM refers to _____.
 - a) Labour unions
 - b) Proper and maximum utilization of resources
 - c) Top management
 - d) Operations management
- 2) _____ is not a function normally performed by the HR department?
 - a) Employee relation
 - b) Training and development
 - c) Accounting
 - d) Recruitment and selection
- 3) HRD aims at developing the _____.
 - a) Executive development
 - b) Strategic development
 - c) Planning and decision making
 - d) Organizational and personal skills
- 4) HR Accounting is a systematic method of _____.
 - a) Identifying cost involved in HR
 - b) Value of HR
 - c) Worth of HR
 - d) All of the above
- 5) Employee training should meet _____.
 - a) Job requirement
 - b) Job enhancement
 - c) Job analysis
 - d) Job enrichment
- 6) Job evaluation is based on the _____.
 - a) Complexity of the job to perform
 - b) Conceptual skill required by the job
 - c) Relative job worth for an organization
 - d) Physical skills required by the job
- 7) Recruitment is one of the HR _____ function.
 - a) Acquisition
 - b) Development
 - c) Maintenance
 - d) Compensation

Q.3 Write short notes on **16**
a) HRP Process
b) Placement and induction

Q.4 Answer the following. (Any One) **16**
a) What is the role of interview in selection process? What are the various types of interviews?
b) Write an explanatory note on types of training.

Q.5 Attempt the following case study. **16**

Ramlal is a talented and well experienced human resources manager of Britestar Company. He undertakes his role of HR manager by being an administrative expert and a change agent. He has always been an inspiration for his subordinates and the employees whose performance is measured and appraised by him. It is because of Ramlal's 15 years of experience of working in HR departments helped him to get acquainted with various Performance Appraisal methods for evaluating the performance of his employees in a better way every time.

He had always been implementing only those methods which he found result-oriented in terms of enabling the employees to know about their performance in the organization, to help them in providing adequate training, if required, to increase their potential, to provide concrete feedback and evaluate their current job performance to determine transfer, retention and termination of employees. He has been working in Britestar since last 5 years and has gained good amount of respect and faith from his employees due to his appropriate and fair performance appraisal techniques that facilitated the uses of performance appraisal. The mostly used techniques by him are Checklist method, 360°Feedback and Assessment centers.

Because of Ramlal's good rapport and close relations in the recent months with his subordinates Kumar and P.K. Gupta, he has developed a new tendency to appraise the performance of those employees known to Kumar and Gupta with leniency and because he finds them similar to him (personality and knowledge wise). As a result of this unfair and inappropriate appraisal of Ramlal, he also evaluates the performance of the employees taking into account their recent performances only. Hence, most of the employees' productivity has reduced and is inefficient, even some of the good employees have become irresponsible towards their tasks along with different behavior showing no interest to put in their best efforts to realize the goals and mission of the company. Some employees are planning to resign as no proper feedbacks are provided when required and no better prospects for Promotions are expected to see the light of the day.

Analyse the above case.

Seat No.	
----------	--

Set **P**

**M.B.A. (Semester - II) (CBCS) Examination: October/November-2025
Production Management and Operational Research (20407204)**

Day & Date: Thursday, 20-11-2025
Time: 03:00 PM To 06:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Multiple Choice Questions. Select the Right Option.**16**

- 1) Production management is primarily concerned with _____.
 - a) Managing the flow of raw materials to finished goods
 - b) Selling the produced goods
 - c) Advertising the products
 - d) Managing the company's finances

- 2) Which of the following is a significant factor to consider when selecting a plant location?
 - a) The color of the building
 - b) Proximity to raw material sources
 - c) The number of employees' cars
 - d) The company's logo design

- 3) What is the primary objective of a good plant layout?
 - a) To make the plant look aesthetically pleasing
 - b) To minimize material handling and movement
 - c) To maximize the number of employees
 - d) To reduce the size of the building

- 4) A production process where similar products are produced in groups or lots is called _____.

a) Job shop production	b) Batch production
c) Mass production	d) Project production

- 5) The primary benefit of implementing an FMS is _____.
 - a) Reduced product variety
 - b) Increased manufacturing flexibility
 - c) Higher setup times
 - d) Limited automation

- 6) The core principle of Lean Manufacturing is _____.
 - a) Maximizing inventory levels
 - b) Eliminating waste in all forms
 - c) Producing as much as possible, regardless of demand
 - d) Increasing lead times

- 7) A key objective of effective Supply Chain Management is to _____.
a) Maximize individual company profits, ignoring others in the chain
b) Optimize the entire chain's performance and customer value
c) Increase inventory levels at every stage
d) Create barriers between different entities in the chain
- 8) The ABC analysis of inventory classifies items based on their _____.
a) Physical size
b) Usage value (annual consumption cost)
c) Supplier's location
d) Color
- 9) Maintenance performed after a machine or equipment has failed is known as _____.
a) Preventive maintenance b) Predictive maintenance
c) Breakdown maintenance d) Scheduled maintenance
- 10) Operations Research (OR) is primarily concerned with _____.
a) Optimizing solutions to complex decision-making problems
b) Describing historical business trends
c) Predicting future market fluctuations with certainty
d) Implementing decisions without analysis
- 11) In an LPP, the objective function represents _____.
a) The limitations on resources
b) The quantity to be maximized or minimized
c) The relationships between variables
d) The feasible region
- 12) The optimal solution to an LPP, if it exists, lies at a corner point (vertex) of the _____.
a) Objective function line b) Constraint line
c) Feasible region d) Infeasible region
- 13) Which method for finding an Initial Basic Feasible Solution (IBFS) starts allocating units from the top-left cell of the transportation table?
a) Least Cost Method b) Vogel's Approximation Method
c) North West Corner Method d) MODI Method
- 14) An unbalanced transportation problem is one where _____.
a) The number of sources is not equal to the number of destinations
b) The total supply is not equal to the total demand
c) There are no feasible solutions
d) All transportation costs are zero
- 15) The MODI (Modified Distribution) method is used to _____.
a) Find an Initial Basic Feasible Solution
b) Determine the optimal solution to a transportation problem
c) Handle unbalanced transportation problems
d) Identify degenerate solutions

- 16) When using the Hungarian Method for a minimization assignment problem, the objective is to find an assignment that minimizes the _____.
- Number of assignments
 - Total cost or time
 - Number of rows and columns
 - Number of zeros in the matrix

Q.2 Answer the following questions.

16

- Explain inventory techniques ABC and VED.
- Maximize $Z = 10x + 12y$
 Subject to
 $2x + y \leq 100$
 $x + 2y \leq 100$
 $x \geq 0, y \geq 0$
 Solving using the Graphical Method.

Q.3 Answer the following.

16

- Get an initial basic feasible solution to the given transportation problem using the Northwest corner rule.

From	D1	D2	D3	D4	Supply
01	11	13	17	14	250
02	16	18	14	10	300
03	21	24	13	10	400
Demand	200	225	275	250	

- Explain Different types of production processes.

Q.4 Answer the following questions in detail. (Any One)

16

- A manufacturing company has five machines (labeled I, II, III, IV, V) and five operators (labeled 1, 2, 3, 4, 5). The table below shows the time (in hours) it takes each operator to process a job on each machine. The company wants to assign each operator to a unique machine to minimize the total processing time.

Operators	Machines				
	I	II	III	IV	V
1	20	15	18	20	25
2	18	20	12	14	15
3	21	23	25	27	25
4	17	18	21	23	20
5	18	18	16	19	20

Use the Hungarian method to determine the optimal assignment of operators to machines that minimizes the total processing time.

OR

- Explain the strategic importance of plant location decisions for a company. Discuss the key factors that influence the selection of a plant location.

Q.5 Read the Case carefully and answers the Questions.**16**

Imagine you have a small business and you're trying to decide which of three products to launch: Product A, Product B, or Product C. The demand for these products is uncertain and can be High, Medium, or Low. You've estimated the profit you would make for each product under each demand scenario:

Demand	Product A	Product B	Product C
High	\$1000	\$1500	\$800
Medium	\$500	\$700	\$600
Low	\$200	\$100	\$400

Apply following different decision criteria to determine which product the company should choose.

- a) Maximax Criterion (Optimistic Approach) **04**
- b) Maximin Criterion (Pessimistic Approach) **04**
- c) Minimax Regret Criterion **04**
- d) Laplace Criterion (Criterion of Insufficient Reason) **04**

- Q.2 Answer the following questions. (Short answer/ Short problem)**
- 1) Research hypothesis **08**
 - 2) Features of good research study **08**

- Q.3 Answer the following questions. (Short answer/ Short problem)**
- 1) Characteristics of a good sample **08**
 - 2) Research Design **08**

- Q.4 Answer the following questions in detail. (Any One)** **16**
- 1) Define Research Methodology. Explain research process in detail.

OR

- 2) What is Research Data. Explain the types of research data in details.

- Q.5 Answer the following questions in detail.** **16**

A bumper pomegranate crop, to the tune of around 12-13 lakh tonne, is expected this January season on the back of increased acreage that has come under pomegranate cultivation in Maharashtra and other states. Despite this, export market for the fruit has not picked up because of lack of demand and issues with regard to fruit size and quality, says Dipak Patil Chairman, Maharashtra Pomegranate Growers Research Association (MPGRA). Normally, pomegranate production in the country comes up to 8 lakh tonne. Around 50,000 additional hectares has come under cultivation in Maharashtra that usually has 85,000 hectares for the same. Due to the good prices in the last few years, farmers in the state have been shifting to this fruit from grape, he said. In Gujarat, an additional 15,000 hectares has come under cultivation while Madhya Pradesh has increased acreage by 10,000 hectares. Maharashtra contributes 90% of the country's pomegranate production. 'Farmers, however, are now concerned about the 50% drop in prices owing to a sudden influx of the commodity into markets', Patil said. Pomegranates are retailing at Rs. 30-50 per kg in several markets in Maharashtra against prices of Rs. 100-150 per kg last year. The production has increased but not quality and this has led to price fall, he added.

Indian pomegranates are being exported only to Dubai with four-five containers being processed on a daily basis. Although Russia emerged as a new market last year, traders are not keen to send products there owing to payment issues in the previous year', Patil said. 'UK, UAE, Saudi Arabia, Netherlands, Egypt, Turkey, Bahrain and Kuwait are other important markets for the fruit. The delay in monsoon in this year affected the crop to some extent in Solapur region.

Questions:

- 1) Identify problem and prepare a title for research.
- 2) Suggest objectives.
- 3) Suggest research method.
- 4) Prepare questionnaire/interview schedule.

Seat No.	
-------------	--

Set	P
-----	---

**M.B.A. (Semester - II) (CBCS) Examination:
October/November – 2025
Event Management (20407207)**

Day & Date: Saturday, 22-11-2025
Time: 03:00 PM To 06:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Select the correct alternative.

16

- 1) _____ is the function of catering management.

a) Hospitality	b) Tourism
c) Transportation	d) Security

- 2) On a broader scale event are classified into _____ major categories.

a) 1	b) 2
c) 3	d) 4

- 3) _____ handles legal formalities in an event.

a) Boss	b) Event manager
c) Owner	d) Legal head

- 4) Following do not constitute an event _____.

a) Trade fare	b) Zumba Dance
c) Conference	d) Convention

- 5) Computer aided event management is associated with the use of _____.

a) Mobile	b) Laptop
c) Information technology	d) Internet

- 6) _____ are formal in nature.

a) Wedding	b) Anniversary
c) Conference	d) College get-together

- 7) _____ is early event development stage.

a) Practical event	b) Site survey
c) Health and safety	d) Evaluation

- 8) Following are categorized as leisure events _____.

a) Music	b) Recreation
c) Leisure sports	d) All of above

- 9) _____ is the application of project management to the creation of festivals, events and conferences.

a) Marketing management	b) Event management
c) Project management	d) Business management

- 10) IPRS stands for _____.
a) Indian Performance Right Society
b) Institutional Performance Right Society
c) Indian Performance Regulatory Society
d) Industrial Performance Right Society
- 11) The person responsible for providing information for event is _____.
a) Event coordinator b) Event manager
c) Information manager d) None of these
- 12) _____ are used for uninterrupted power supply at the event venue.
a) Power generator b) Torch
c) Electric board d) Candle
- 13) _____ of important activities to be taken in specific order.
a) Checklist b) Event Venue
c) Evaluation d) Order
- 14) _____ refers to the activity of providing food service at the event venue.
a) Catering b) Transportation
c) Ambulance d) Water management
- 15) _____ is estimate of cost for a specialized period.
a) Event cost b) Event budget
c) Event revenue d) Event income
- 16) Creating a tagline can be effective tool for _____ an event.
a) Advertising b) Marketing
c) Branding d) Promotion

Q.2 Write short notes. 16
a) Roles and responsibilities of event manager
b) Job opportunities in event management

Q.3 Answer the following questions. 16
a) Discuss about various factors of successful conduct of an event and state different utilities to be considered for the event.
b) Prepare event plan in detail for Wedding ceremony.

Q.4 Answer the following questions in detail. (Any One) 16
a) Explain the concept of Public Relations. Briefly discuss about nature, importance and limitations of Public Relations.
OR
b) What is corporate event? Discuss about job responsibilities of corporate events organizer.

Q.5 Attempt the following case study.**16**

Mr. and Mrs. Joshi have two children. Suhani their elder daughter is 24 years old and son Suhas is 21 years. Mr. and Mrs. Joshi have fixed their daughters marriage in a well-known rich family in the same city. The in-laws have demanded that they should organize a destination wedding which should be different from a traditional marriage which take place in halls. You are the event manage and Mr. Joshi has contacted you regarding the same. Plan a wedding event for Joshi family.

Seat No.	
-------------	--

Set	P
-----	---

**M.B.A. (Semester - II) (CBCS) Examination:
October/November – 2025
Hospitality & Tourism Management (20407208)**

Day & Date: Monday, 24-11-2025
Time: 03:00 PM To 06:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) All questions carry equal marks.

Q.1 Multiple choice questions.

16

- 1) _____ refers to tourists traveling from the country of their origin to another country.
 - a) Inbound tourism
 - b) Outbound tourism
 - c) Domestic tourism
 - d) International tourism

- 2) The objectives of the _____ are to promote and develop sustainable tourism to contribute to economic development.
 - a) WTO
 - b) TWO
 - c) UNWTO
 - d) UTO

- 3) When a travel agency includes the services of a well educated and trained tour manager in its package, the tour is called _____.
 - a) Independent Tours
 - b) Escorted Tours
 - c) Hosted Tours
 - d) Incentives Travel/Tours

- 4) _____ are specialized in organizing package tours, which are marketed to the customers/tourists through the network of a retail travel agency.
 - a) Retail Travel agency
 - b) Wholesale Travel Agency
 - c) Only a
 - d) Only b

- 5) When tourist want to experience different cultures they opt _____.
 - a) Cultural tourism
 - b) Free tourism
 - c) Religious tourism
 - d) Pilgrim tourism

- 6) Religious tourism also called as _____ or _____.
 - a) Pilgrimage or Temple
 - b) Pilgrimage or church
 - c) Pilgrimage or spiritual
 - d) Pilgrimage or Mosque

- 7) Retail travel agents perform _____.
 - a) Preparation of tour itineraries
 - b) Transportation (air, rail, road)
 - c) Accommodation
 - d) All of above

- 8) _____ is not the economic benefit of tourism.
 a) Improved tourism infrastructure
 b) Community enhancement
 c) Increase tax revenues from tourism
 d) Economic Costs
- 9) Tours prepared as per the choice of tourist are termed as _____.
 a) Freedom tours
 b) Escorted tours
 c) Hosted tours
 d) Incentive tours
- 10) Tour pricing is based on _____.
 a) Cost
 b) Competition
 c) Demand
 d) All of these
- 11) _____ Operators are also known as incoming tour operators.
 a) Outbound tour
 b) Inbound tour
 c) Demand
 d) All of these
- 12) F I T stands for _____.
 a) Free individual traveler
 b) Free independent traveler
 c) Free individual trader
 d) Fake individual travel
- 13) VFR are the tourist _____.
 a) Visiting friends and retailers
 b) Visiting friends and relatives
 c) Visioning friends and relatives
 d) Visiting future relatives
- 14) Refers to a kind of tourism where the tour or tour group focuses on the history.
 a) Adventure tourism
 b) Historical tourism
 c) Religious tourism
 d) Sports tourism
- 15) Thomas Cook arranged first package tour by rail in the year _____.
 a) 1940
 b) 1945
 c) 1840
 d) 1845
- 16) _____ Elements of tour cost includes.
 a) Accommodation
 b) Transport
 c) Travel
 d) All of these

Q.2 Write short notes. 16
 a) Air transport in tourism.
 b) Front office in hotel industry.

Q.3 Write short notes. 16
 a) Growth of Hospitality Industry.
 b) Types of Hotel Room.

Q.4 Answer the following questions in detail. (Any One) 16

a) Define tourism. Explain its nature, significance and impact.

OR

b) Explain hotel organization structure and various categories of hotels.

Q.5 Define housekeeping. Explain the role of house keeping staff in a hotel. 16

Seat No.	
-------------	--

Set **P**

**M.B.A. (Semester - II) (CBCS) Examination:
October/November - 2025
Logistics and Supply Chain Management (20407209)**

Day & Date: Tuesday, 25-11-2025
Time: 03:00 PM To 06:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Multiple Choice Questions. Select the Right Option. 16

- 1) What is the primary purpose of logistics management?
 - a) To increase production speed
 - b) To ensure the efficient flow of goods and services
 - c) To create advertising campaigns
 - d) To enhance employee training

- 2) Logistics management is important because it: _____.
 - a) Reduces overhead costs
 - b) Enhances customer satisfaction
 - c) Improves the supply chain efficiency
 - d) All of the above

- 3) What does integrated logistics refer to?
 - a) A standalone logistics service provider
 - b) Coordination of all logistical functions into a single entity
 - c) Focus solely on warehousing
 - d) Transportation of goods without additional services

- 4) Which of the following is a critical determinant in designing a logistical system?
 - a) Technological advancements
 - b) Customer demand
 - c) Geographic considerations
 - d) All of the above

- 5) Which of these is an essential attribute of good customer service?

a) Communication skills	b) Technical knowledge
c) Product design	d) Inventory management

- 6) How does effective customer service enhance competitiveness?
 - a) By offering lower prices
 - b) By improving customer satisfaction and loyalty
 - c) By decreasing the number of employees needed
 - d) By limiting product offerings

- 7)** What is a common issue in logistics outsourcing?
- a) Increased flexibility
 - b) Lack of coordination between partners
 - c) Greater focus on core business
 - d) Reduced lead times
- 8)** What does Third-Party Logistics (3PL) refer to?
- a) A company that provides logistics services that include transportation and warehousing
 - b) A retail store that sells goods
 - c) A market research firm
 - d) A financial service company
- 9)** What is the primary definition of Supply Chain Management (SCM)?
- a) The management of financial transactions in a business
 - b) The process of planning, implementing, and controlling the operations of the supply chain
 - c) The management of only inventory levels
 - d) The logistics of warehouse management
- 10)** In the cycle view of supply chains, what are the main components?
- a) Supplier, manufacturer, and retailer
 - b) Customer, order fulfillment, and returns
 - c) Planning, sourcing, manufacturing, delivering, and returning
 - d) Procurement, warehousing, and logistics only
- 11)** Which of the following is an emerging problem in supply chain management?
- a) Too much transparency
 - b) Managing environmental sustainability
 - c) Excessive inventory hold times
 - d) High efficiencies in distribution
- 12)** What is a suggested solution to improve visibility in supply chain operations?
- a) Reduce communication among partners
 - b) Implement advanced information technology systems
 - c) Focus solely on in-house processes
 - d) Limit the sharing of sensitive information
- 13)** What is the primary objective of e-commerce?
- a) To increase traditional retail business
 - b) To facilitate buying and selling over the internet
 - c) To reduce the need for business regulations
 - d) To eliminate physical stores entirely
- 14)** What is a crucial requirement of logistics in e-commerce?
- a) Increased physical store presence
 - b) Fast delivery and fulfillment capabilities
 - c) High inventory levels
 - d) Reduced technological engagement

- 15)** What is a Logistics Information System (LIS)?
- a) A software designed to manage financial transactions
 - b) A system that integrates all information related to logistics
 - c) An inventory management tool only
 - d) An application solely for marketing logistics
- 16)** Which of the following is a principle of designing a Logistics Information System (LIS)?
- a) Complexity and redundancy
 - b) User-friendly interfaces and accessibility
 - c) Limiting data input
 - d) Focusing only on inventory data

Q.2 Answer the following questions. 16

- a) Key components and importance of Logistic Management.
- b) Key drivers of supply chain management.

Q.3 Answer the following questions. 16

- a) Concept and Importance of Logistic Information System.
- b) Concept and benefits of Logistic Outsourcing.

Q.4 Answer the following questions. (Any One) 16

- a) Define supply chain management. Explain importance of coordination in supply chain. Elaborate strategies to achieve coordination.

OR

- b) Explain the Role of E-Commerce in Supply Chain Management. Elaborate new developments in supply chain management.

Q.5 Read the Case carefully and answers the Questions. 16

A company named Eco Logistics specializes in sustainable transportation and logistics solutions. Recently, they recognized the need to adopt green supply chain management practices to reduce their environmental impact and improve efficiency. Eco Logistics decided to implement several initiatives aimed at enhancing sustainability across their supply chain.

The first step was conducting an environmental audit of their current operations. This audit revealed high levels of carbon emissions from their transportation activities and inefficiencies in packaging. To address these issues, Eco Logistics made several changes:

Sustainable Transportation: They shifted from traditional diesel trucks to electric and hybrid vehicles. This change significantly reduced their carbon footprint and operating costs related to fuel.

Optimized Routing: They invested in advanced routing software to optimize delivery routes, minimizing fuel consumption and reducing delivery times.

Eco-Friendly Packaging: Eco Logistics switched to biodegradable and recyclable packaging materials. This change helped reduce waste and appealed to environmentally-conscious consumers.

Supplier Collaboration: The company established partnerships with suppliers who prioritize sustainability. By working with eco-friendly suppliers, Eco Logistics ensured that their products were sourced responsibly, further minimizing environmental impact.

Employee Training: Eco Logistics provided training sessions for employees on sustainable practices. This included educating them on the importance of waste reduction, energy conservation, and efficient use of resources.

As a result of these initiatives, Eco Logistics not only reduced its environmental impact but also experienced improved operational efficiency. Customers began to appreciate their commitment to sustainability, leading to increased customer loyalty and a stronger brand reputation.

Questions:

- 1) What prompted Eco Logistics to adopt green supply chain management practices?
- 2) What changes did Eco Logistics implement to reduce carbon emissions?
- 3) How did Eco Logistics address waste management in their operations?
- 4) What was the outcome of implementing green supply chain management initiatives for Eco Logistics?

Seat No.	
---------------------	--

Set **P**

**M.B.A. (Semester - II) (CBCS) Examination:
October/November – 2025
Employability Skills (20407206)**

Day & Date: Wednesday, 26-11-2025
Time: 03:00 PM To 06:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Choose the correct alternative.**16**

- 1) Self-awareness is the knowledge of: _____.
 - a) Your feelings
 - b) Your thoughts
 - c) Your personality traits
 - d) All of the above
- 2) Find the odd man out about Emotional Intelligence.
 - a) It is the ability of a person to understand emotions of self and others.
 - b) It helps to be psychologically stable in critical situations
 - c) It doesn't work in interpersonal relationships
 - d) It encourages sympathy for others
- 3) Challenges/ Threats are: _____.
 - a) The occasions of success
 - b) The obstacles
 - c) The favourable conditions
 - d) None of the above
- 4) SWOT analysis grid is: _____.
 - a) A structure
 - b) A method of self-analysis
 - c) A diagram
 - d) None of the above
- 5) Which of these can be considered thinking critically?
 - a) Thinking emotionally
 - b) Thinking with logic and reason
 - c) To think actively and being aware of potential problems in the encounter
 - d) None of above
- 6) What is less suitable for critical thinking?
 - a) Higher level thinking that aims to solve a problem
 - b) Finding faults and weaknesses in other people's arguments
 - c) Logically analyzing arguments in a critical way
 - d) Disciplined thinking and judgment

- 7) The word *critical* in critical thinking refers to _____.
a) A fault-finding attitude
b) Attempts to win an argument
c) Using careful judgment or judicious evaluation
d) A lack of respect for other people
- 8) Which of the following is a true statement?
a) Time management means always doing more than one task at the same time
b) Good time management means never taking breaks
c) Time management is about planning to get tasks done and doing them
d) One way to manage your time well is to ignore deadlines and focus on doing the most fun activities
- 9) Using a planner or making a "to-do" list every day.
a) Is a waste of paper
b) Helps keep things "in sight, in mind"
c) Takes too long to fill out
d) None of above
- 10) What is "etiquette"?
a) Formal English food
b) Behaviors based on rules of a polite society
c) Parents' support for public education
d) The proper way to wear a military uniform
- 11) The study of how human beings communicate through their use of time is known as: _____.
a) Kinesics
b) Proxemics
c) Chronemics
d) Paralinguistics
- 12) What has Ethics to do with?
a) The wider community
b) Business
c) Right and wrong
d) Nothing
- 13) It includes activities that require greater skill, knowledge, education, and expertise to handle.
a) Knowledge Process Outsourcing (KPO)
b) Information Technology-Enabled Services (ITES)
c) Back Office Outsourcing
d) None of above
- 14) BPO that is contracted to a company's neighbouring country.
a) Onshore Outsourcing
b) Nearshore Outsourcing
c) Offshore Outsourcing
d) None of above

- 15) Which of the following are benefits of outsourcing?
- a) Increases profit
 - b) Produce more products
 - c) Saves money
 - d) All of these answers are correct
- 16) What is a business proposal?
- a) Includes business goals and explains what the business has to offer to the client
 - b) Explains the goals of the business
 - c) A plan that explains the reason for a price increase
 - d) A proposal to gain financing for future promotions

Q.2 Write Short Notes. **16**

- a) Importance of knowing yourself.
- b) Process of critical thinking.

Q.3 Write Short Notes. **16**

- a) The 80-20 Rule.
- b) Time savers and time wasters.

Q.4 Answer the following questions in detail. (Any One) **16**

- a) What are negotiation skills? Explain the types and importance of negotiation skills.

OR

- b) What are etiquettes? Explain modern etiquettes and their benefits.

Q.5 Case study. **16**

Mr. Sudhakar Kale and Mr. Shrikant Joshi were working in the Production Department of a Multinational Company. The company strongly believed that the disciplined employee is the most important asset for the better future of the company. The MNC had established certain norms and codes of conduct for the employees to keep the functioning of company in a smooth manner. It was expected that all the employees should stick to the norms and work with efficiency for the customers' satisfaction as well as the reputation of the company. Almost all employees were sincerely following the rules and regulations of the company but there was an issue about the punctuality of Mr. Sudhakar and Mr. Shrikant. Both of them usually attended the office late by ten to fifteen minutes and also they used to make hurry at the time of departure. It was further observed in case of them that they were taking extra time during short breaks and lunch breaks.

One day Mr. Shashank Mane, the Manager of Production Department observed that Mr. Sudhakar and Mr. Shrikant have attended late to the office. On this, Mr. Mane didn't react instantly in any way and waited for the initiative of communication by Mr. Sudhakar and Mr. Shrikant. Though two days passed, neither of them consulted Mr. Mane about the late attendance. This made Mr. Mane to give memos to both Mr. Sudhakar and

Mr. Shrikant with the purpose to streamline their chronemic behaviour. Both of them were asked to give clarification within three days about the carelessness towards duty. Despite the memo, they did not give any clarification and there was no any change in their behaviour. They continued to attend late as well as to kill the time during breaks. This made the higher authorities to take final decision about them and both were dismissed from the company.

Questions:

- a)** Why is discipline and time management important in a production department? How did the employees' behaviour affect the company? **04**
- b)** What are the consequences of ignoring formal warnings at work? What does this case teach about accountability? **04**
- c)** If you were in the position of Mr. Sudhakar or Mr. Shrikant, how would you have responded to the memo from management? **04**
- d)** Was Mr. Mane's response to the punctuality issue appropriate? What else could he have done? **04**

Seat No.	
---------------------	--

Set **P**

**M.B.A. (Semester - II) (CBCS) Examination: October/November -2025
Digital Business (20407210)**

Day & Date: Thursday, 27-11-2025
Time: 03:00 PM To 06:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) All questions carry equal marks.

Q.1 Choose correct alternative given below.**16**

- 1) Which of the following describes e-commerce?
 - a) Doing business electronically
 - b) Doing business
 - c) Sale of goods
 - d) All of the above

- 2) Which of the following is part of the four main types for e-commerce?

a) B2B	b) B2C
c) C2B	d) All of the above

- 3) Which segment do eBay, Amazon.com belong?

a) B2Bs	b) B2Cs
c) C2Bs	d) C2Cs

- 4) Which type of e-commerce focuses on consumers dealing with each other?

a) B2B	b) B2C
c) C2B	d) C2C

- 5) Which segment is eBay an example?

a) B2B	b) C2B
c) C2C	d) None of the above

- 6) Which type deals with auction?

a) B2B	b) B2C
c) C2B	d) C2C

- 7) In which website Global Easy Buy is facilitated?

a) Ebay.com	b) Amazon.com
c) Yepme.com	d) None of these

- 8) The best products to sell in B2C e-commerce are: _____.

a) Small products	b) Digital products
c) Specialty products	d) Fresh products

Q.4 Answer the following questions in detail. (Any One) 16

a) Classification of EC by the Nature of the Transactions and the Relationships Among Participants.

OR

b) What is Knowledge Management? Explain the types of Knowledge Management in detail.

Q.5 Answer the following questions in detail. (Any One) 16

a) Define IoT. Explain the essentials and benefits of IoT.

OR

b) Explain the following terms:

- 1) E-Learning.
- 2) E-Training.
- 3) E-Books.

Seat No.	
----------	--

Set	P
-----	---

**M.B.A. (Semester - III) (CBCS) Examination:
October/November – 2025
Strategic Management (20407301)**

Day & Date: Friday, 28-11-2025
Time: 03:00 PM To 06:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Choose the correct alternatives given below:

16

- 1) SBU stands for _____.
 - a) Similar business Unit
 - b) Structured business Unit
 - c) Strategic business Unit
 - d) Simple business Unit

- 2) Which level includes the strategies designed by the board of Directors and Chief executive officer?
 - a) Business Level
 - b) Corporate Level
 - c) Functional Level
 - d) Middle Level

- 3) A creation of an entity by two or more organizations that want to attain similar objectives is called _____.
 - a) Joint venture
 - b) Single venture
 - c) Combination venture
 - d) Expansion venture

- 4) _____ includes closing down business and selling its assets.
 - a) Merger
 - b) Acquisition
 - c) Liquidation
 - d) Integration

- 5) Strategies used in different functional areas are called _____.
 - a) Generic Strategies
 - b) Business Strategies
 - c) Functional Strategies
 - d) Operational Strategies

- 6) According to the BCG matrix, which of the following emerging business units require high investment?
 - a) Stars
 - b) Question Marks
 - c) Dogs
 - d) Cash Cows

- 7) What is the purpose of a turnaround strategy?
 - a) Reversing a positive trend and turning the organization into a profitable venture
 - b) Selling of business
 - c) Reversing a negative trend and turning the organization into a profitable venture
 - d) Expansion of business

- 8) _____ environment consists of factors related to management of public affairs and government rules.
- a) Political
 - b) Technological
 - c) Cultural
 - d) Social
- 9) CSR means _____.
- a) Central Social Responsibility
 - b) Corporate Social Rules
 - c) Corporate Social Responsibility
 - d) Corporate Single Rules
- 10) Two reasons for mergers and acquisitions are _____.
- a) To increase managerial staff and to minimize economies of scale
 - b) To reduce tax obligations and increase managerial staff
 - c) To create seasonal trends in sales and to make better use of a new sales force
 - d) To provide improved capacity utilization and to gain new technology
- 11) A company will be successful only when the strategy _____ is sound & _____ is Excellent.
- a) Implementation, Formulation
 - b) Formulation, Implementation
 - c) Both (a) & (b)
 - d) None of these
- 12) Horizontal integration is concerned with _____.
- a) Production
 - b) Quality
 - c) Product planning
 - d) All of the above
- 13) In a SWOT analysis, strengths and weaknesses are external factors.
- a) True
 - b) False
- 14) McKinsey's 7S framework helps analyse organizations and improve their effectiveness. The seven elements to be coordinated are: shared values, structure, systems, style and what?
- a) strategy, service levels and specialization
 - b) strategy, staff and skills
 - c) service levels, stock and staff
 - d) specialization, skills and standard
- 15) In GE 9 cell matrix, what is the label of the horizontal axis?
- a) Relative Market share
 - b) Industry Attractiveness
 - c) Industry Growth Rate
 - d) Market Growth Rate

- 16) Which statement is true?
- The strategic management involve the determination of the organization's mission, strategic policies, and strategic objectives.
 - Strategic management is a stream of decisions and action which leads to the development of an effective strategy or strategies to help achieve corporate objectives
 - The strategic management process is the way in which strategists determine objectives and make strategic decisions.
 - All of the above

Q.2 Write short notes. **16**

- Define strategic choice. Explain various steps in the process of strategic choice.
- Diversification Strategy.

Q.3 Attempt the following questions. **16**

- SWOT Analysis.
- Porter's 5 Force Model.

Q.4 Answer the following questions in detail. (Any One) **16**

- Explain concept of environment and its various components.

OR

- Define Combination Strategy. Explain the types of Combination Strategies.

Q.5 Case study. **16**

Tangy spices Ltd, the countries" biggest spices marketer has decided to launch a hostile bid for Italy's major spice marketer Chilliano. This is a rare case of an Indian company making an unsolicited hostile bid for a foreign company. The Tangy Spices Ltd. has competencies in Indian spices. The major destination markets for the Tangy spices Ltd. exports have been the Europe and America. The competencies of Chilliano lie in Italian herbs and spices. The Indian company with the takeover wishes to synergies its operations in the world market. It also wants to take advantage of the reach enjoyed by the Italian company in several countries where its products are not being sold presently. The move of hostile takeover follows Chilliano's rejection to an agreement entered a year back. At that time Chilliano was suffering losses and it offered majority shares at a price of € 2.25. A total of 20% shares were transferred at that time. In one-year Chilliano was able to turnaround its operations and the company made handsome profits in the last quarter. The promoters who have residual holding of 35% in the company are reluctant to transfer the shares now. They have rejected the agreement with a plea that the earlier offer price was not sufficient. Tangy spices Ltd has revised its offer to € 2.95. By this lucrative offer some of the large shareholders of Chilliano reveal their interest for selling their stakes. On the other hand, promoters maintained their position on this matter. Through the process of buying of shares in the market the Tangy spices Ltd. gradually consolidated its holding in

Chilliano to 45%. Being a major shareholder they were ready for a takeover. At the same time, Tangy spices Ltd. was trying hard to improve their position so that they do not leave any space for Chilliano's promoters in future.

Read the above case and answer the following questions.

- 1) What strategic alternative is followed by Tangy spices Ltd?
- 2) Is the hostile takeover by an Indian company appropriate?
- 3) Why the Tangy Spices Ltd. is interested in this takeover?
- 4) Why the promoters are reluctant to transfer the shares after the agreement?

Seat No.	
-------------	--

Set	P
-----	---

**M.B.A. (Semester - III) (CBCS) Examination:
October/November – 2025
Management Accounting (20407302)**

Day & Date: Saturday, 29-11-2025
Time: 03:00 PM To 06:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Multiple choice questions.

16

- 1) At break-even point _____.
 - a) Total expenses = Total revenue
 - b) Total expenses < Total revenue
 - c) Total expenses > Total revenue
 - d) Any of these

- 2) If Fixed Cost is ' 2,50,000 and P/V Ratio is 60%, then what is BEP in _____.

a) 4,16,667	b) '3,83,333
c) 3,75,000	d) 4,10,000

- 3) Sales - Variable Cost = _____.

a) P/V Ratio	b) Contribution
c) MOS	d) Fixed Cost

- 4) What is considered the language of business used to communicate financial information?

a) Marketing	b) Profit
c) Pricing	d) Accounting

- 5) What is the main objective of management accounting?
 - a) To identify and analyse the result of business operations.
 - b) To study business transactions
 - c) To check and maintain accounting records
 - d) To remind the amount due to customers

- 6) What are the instruments/ tools related to management accounting?

a) Marginal costing	b) Standard costing
c) Budget control	d) All of the above

- 7) Which of the following is not a management accounting tool?

a) Cash flow statement	b) Fund flow statement
c) Ratio analysis	d) Process costing

- 8) Funds flow statement is also known as: _____.
- Statement of sources and uses of funds
 - Statement of funds flow
 - Statement of sources and application of funds
 - All of the above
- 9) Funds flow analysis is important for _____.
- Financial management
 - Quality control management
 - Personal management
 - All of the above
- 10) A budget is a plan of action expressed in _____.
- Financial terms
 - Non-financial terms
 - Both
 - Subjective matter
- 11) Budgetary control system acts as a friend, philosopher and guide to the _____.
- Management
 - Shareholders
 - Creditors
 - Employees
- 12) An Audit conducted between two annual audits known as _____.
- Periodical Audit
 - Interim Audit
 - Operation Audit
 - Standard Audit
- 13) Audit of the accounts by the staff of the business is Known as _____.
- Periodical Audit
 - Internal Audit
 - Operation Audit
 - Standard Audit
- 14) Budgets are classified as _____.
- Fixed Budget
 - Flexible budget
 - Master Budget
 - All of these
- 15) The _____ management is directly responsible for executing various policies assigned by top management.
- Lower-level Management
 - Top -level Management
 - Middle -level Management
 - None of these
- 16) _____ is a cost accounting method in which predetermined standards for costs and performance are established.
- Standard costing
 - Costing
 - Job costing
 - None of these

Q.2 Write short answer.

16

- Scope of Management Accounting.
- Types of Audits.

Q.3 Answer the following question.

16

- Advantages and Limitations of Budgetary Control System.
- Types of Reports.

Q.4 Attempt the following questions. (Any One)

16

- 1) Define Management accounting and explain the difference between Management accounting and Financial Accounting.

OR

- 2) The cost information computed by the cost accountant is as follows:

Sales = 1,00,000 units

Selling Price = Rs. 10/- per unit

Variable cost or out of pocket-costs = Rs. 6/- per unit

Fixed costs or burden = Rs. 60,000/- per annum

Compute the following:

- a) Break even points in units and value.
b) Sales to generate profit of Rs. 40,000/-

Q.5 Solve the problem.

16

The cost details obtained from financial records of Sadhana Ltd. For production of 500 Units are given below:

Particular	Per Units (Rs.)
Material	40
Labour	30
Variable Overhead'	12
Selling and distribution expenses (20% fixed)	10
Administrative expenses (40% variable)	15
Fixed overheads (Rs 7500)	15
Selling cost per unit	122

You are requiring to prepare a Flexible budget for production of:

- 1) 700 units and,
2) 900 units.

Seat No.	
-------------	--

Set **P**

M.B.A. (Semester - III) (CBCS)
Examination: October/November - 2025
Marketing Management
Brand Management (20407305)

Day & Date: Monday, 29-12-2025
 Time: 03:00 PM To 06:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
 2) Figures to the right indicate full marks.

Q.1 Multiple Choice questions.**16**

- 1) _____ refers to a brands objective (functional) attributes in relation to other brands.
 - a) Brand position
 - b) Product position
 - c) Brand relationship
 - d) Both a) and b)

- 2) _____ defines what the brand thinks about the consumer, as per the consumer.
 - a) Brand attitude
 - b) Brand positioning
 - c) Brand relationship
 - d) Brand image

- 3) Brand equity is a result of _____.
 - a) Similarity in consumer response
 - b) Differences in consumer response
 - c) Both a) & b)
 - d) None of the above

- 4) _____ includes all that is linked up in memory about the brand. It could be specific to attributes, features, benefits or looks of the brand.
 - a) Brand attitude
 - b) Brand Associations
 - c) Brand relationship
 - d) Brand image

- 5) _____ includes two visual signals of a brand - its character (e.g. Amul girl, Pillsbury doughboy) and its logo. Both are elements of brand identity.
 - a) Brand attitude
 - b) Brand Image
 - c) Brand Symbol
 - d) Brand Positioning

- 6) _____ can be thought of as a perceptual map of in which like products of the same company (say, toothpaste) are positioned very close to one another and compete more with one another than with brands of other companies.
 - a) Brand Comparison
 - b) Cannibalization
 - c) Positioning
 - d) Brand Associations

- 7) A marketer needs to understand that some 'general traits' of a brand name are _____.
a) Easy to recognize b) Easy to pronounce
c) Easy to memorize or recall d) All of the above
- 8) The collective measure of soul and heart of the brand and connecting it to brand concepts is _____.
a) Brand mantra b) Visual mantra
c) Straddle mantra d) None of the above
- 9) Kadak, Xerox, Exxon, are examples of _____.
a) Free Standing brand name b) Descriptive Brand Name
c) Suggestive brand name d) Both b) and c)
- 10) Positioning is done to achieve _____.
a) Customer-focused value proposition
b) Product-focused value proposition
c) Company-focused value proposition
d) None of the above
- 11) The name, term, sign, symbol or design or a combination of them intended to identify the goods or services of one seller or group of sellers and to differentiate them from competitors is known as a _____.
a) Patent b) Trademark
c) Brand d) Copyright
- 12) A brand is defined as an _____ asset.
a) liquid b) fixed
c) current d) intangible
- 13) If a company uses successful brand names to launch a new or modified product in a new category, this strategy is called _____.
a) Brand extension b) Co-branding
c) Line extension d) Multi branding
- 14) When two brand names from different companies use the name of the same product, this branding strategy is called _____.
a) Umbrella branding b) Store branding
c) Mega branding d) Co-branding
- 15) A consumer's ability to identify a brand, recall its performance and compare it with other brands is called _____.
a) Brand portfolio b) Brand extension
c) Brand bonding d) Brand awareness
- 16) _____ ensures repeat purchase and helps marketers overcome competition from other firms.
a) Brand awareness b) Brand loyalty
c) Brand association d) None of the above

- Q.2 Write short answers.** **16**
 a) Explain in detail brand concept with examples.
 b) Explain in brand revitalization.

- Q.3 Write short answers.** **16**
 a) Explain Different Elements of Brand.
 b) Explain Strategic Brand Management process in detail.

- Q.4 Write long question. (Any One)** **16**
 a) Explain in detail Consumer based brand equity.

OR

- b) Explain concept of brand positioning and various strategies used in brand positioning.

- Q.5 Case Study** **16**

Dr. R. R. Arora was domiciled in New York, U.S.A, for the last eight years. After getting his Masters degree in Food Technology from the University of California he obtained a Ph. D. specializing in 'high protein products'. After completing his education, he joined a company. **Bicon Pvt Ltd. as a Director of R& D.** The company developed different types of high protein products which were marketed through a large number of departmental stores throughout U.S.A. The company enjoyed a good reputation. Dr. R. R. Arora was seriously thinking of returning to India and settling down in his hometown of Bangalore. He was also toying with the idea for the last two or three years to set up a plant to produce high protein products in India. During his earlier visits, after talking to different people, he had noticed the availability of Soyabeans in abundance. He had carried out several experiments in his laboratory and had developed what he called "Soyabean Milk."

He felt that for a country like India with the majority of the children being undernourished, this would be an ideal product. Soyabean Milk would have some percentage of normal milk, water and other raw materials added to give it a high protein value. It will be pasteurized, so refrigeration would not be essential and will have almost the same or even better life than average milk. Soyabean Milk would cost about 15% more than the regular milk, which, he felt, was justified due to its high protein values, to obtain same proteins. Technically he was confident about the production of the Soyabean Milk. Marketing-wise and commercially, whether such a project will be viable, was his main doubt. His friends had informed him that recently two companies have already introduced Soyabean Milk in India which was, however, very costly in the market. This did not worry him much as he felt that his product would be superior and that with such a large population in India, even a dozen competitors should do reasonably good business. Thus, he felt encouraged by the news of two companies introducing the soyabean milk. He first wanted to ascertain the feasibility of his project. He had several questions to which he wanted the answers.

You as an expert help him by answering following questions:

- a)** Analyze the case **04**
- b)** Whether the tradition-bound Indian population would accept a new concept like Soyabean Milk? **04**
- c)** In what form should he introduce the Soyabean Milk? As a substitute to normal milk or by adding different flavours, as a competitive product to the already existing soft drinks market? **04**
- d)** Suggest Suitable name for Soyabean Milk **04**

Seat No.	
-------------	--

Set **P**

**M.B.A. (Semester - III) (CBCS) Examination:
October/November - 2025
Banking Management
Banking Operations Management (20407317)**

Day & Date: Tuesday, 30-12-2025
Time: 03:00 PM To 06:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) All questions carry equal marks.

Q.1 Multiple choice question.**16**

- 1) _____ is not a regulatory institution in Indian financial system?
 - a) RBI
 - b) CIBIL
 - c) SEBI
 - d) IRDA
- 2) _____ is not an organized sector in India.
 - a) Nationalized Banks
 - b) Regional Rural Banks
 - c) Cooperative Banks
 - d) Chits and Money
- 3) The Banking Regulation Act passed in the year _____.
 - a) 1949
 - b) 1955
 - c) 1959
 - d) 1969
- 4) _____ is the largest commercial bank in India.
 - a) Bank of India
 - b) Axis Bank
 - c) State Bank of India
 - d) HDFC
- 5) RBI ACT came in to existence in the year _____.
 - a) 1934
 - b) 1935
 - c) 1948
 - d) 1945
- 6) IRDA stands for _____.
 - a) Insurance Regulatory and Development Authority
 - b) Industrial Development and development Authority
 - c) Insurance Restructuring and Development Authority
 - d) Insurance Refinancing and Development Authority
- 7) The first ATM machine in India was introduced by _____.
 - a) RBI
 - b) HSBC
 - c) PNB
 - d) ICICI Bank
- 8) RTGS stands for _____.
 - a) Real Time Gross Settlement
 - b) Real Term Gross Settlement
 - c) Real Time Goal Settlement
 - d) Real Term Goal Settlement

- 9) KYC refers to _____.
a) Know Your Customer b) Know Your Credit
c) Known Your City d) Known Your Company
- 10) Delivery of Banks service to a customer at his office or home by using electronic technology is called _____.
a) ATM b) EFT
c) E-Banking d) None of these
- 11) _____ loans have less prone to the risk of becoming NPA.
a) Retail loans b) Whole sale loans
c) Gold loans d) None of these
- 12) _____ is the fastest possible money transfer system through banking channel.
a) RTGS b) EFT
c) ATM d) None of these
- 13) Negotiable Instrument Act was passed in the year _____.
a) 1856 b) 1875
c) 1881 d) 1882
- 14) Simple interest for a sum of Rs.500 for 2 year at the rate of 8% p.a is _____.
a) 580 b) 420
c) 80 d) 16
- 15) Bank reconciliation statement is a part of _____.
a) Cash book b) Trial balance
c) Auditors report d) None of these
- 16) The minimum percentage of Priority Sector advances to be maintained by foreign banks in India is _____.
a) 40% b) 22%
c) 32% d) 18%

Q.2 Write short notes. 16
a) SEBI.
b) Electronic Banking.

Q.3 Write Short notes. 16
a) Types of Cheques and dishonour of cheque.
b) Different documents to satisfy KYC.

Q.4 Answer the following questions in detail. (Any One) 16
a) Explain the emergence of banks also state its functions.
OR
b) Explain the role of SEBI and IRDA in banking sector.

Q.5 Define non-performing assets. What is the effect of non-performing assets on the bank. 16

Seat No.	
-------------	--

Set	P
-----	---

**M.B.A. (Semester - III) (CBCS) Examination:
October/November - 2025
Production and Materials Management
Purchasing and Inventory Management (20407311)**

Day & Date: Tuesday, 30-12-2025
Time: 03:00 PM To 06:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) All questions carry equal marks.

Q.1 Multiple choice question.

16

- 1) VED analysis is concerned with _____.
 - a) Marketing function
 - b) Material management
 - c) Credit management
 - d) None of the above
- 2) The following eases the process of stock control _____.
 - a) Standardization
 - b) Simplification
 - c) Both 'A' and 'B'
 - d) None of the above
- 3) MRP stands for _____.
 - a) Master Resources Production
 - b) Management Reaction Planning
 - c) Materials Requirements Planning
 - d) Manufacturing Resource Planning
- 4) Material management is also called as _____.
 - a) Control and logistic management
 - b) Distribution management
 - c) Both a and b
 - d) Neither a nor b
- 5) ABC analysis is _____.
 - a) At best Control
 - b) Always better Control
 - c) Average better Control
 - d) All best control
- 6) Materials such as copper, coal, wheat, meat and metals are _____.
 - a) Standard products
 - b) Items of small value
 - c) Made-to-order items
 - d) Commodities
- 7) _____ include hand tools, spare parts, lubricants, and cleaning supplies.
 - a) Raw materials
 - b) Work-in-process
 - c) Finished goods
 - d) MRO supplies

- 8) Higher demand uncertainty provide higher savings by pooling which of the following inventory?
- a) Seasonal inventory
 - b) Pipeline inventory
 - c) Safety inventory
 - d) Decoupling inventory
- 9) The objectives of purchasing include ____.
- a) Ensuring the best possible service and prompt delivery by the supplier
 - b) Obtaining the goods and services at the highest price
 - c) Obtaining goods and services of the lowest quality
 - d) All of the above
- 10) Storing inventory requires_____ and as inventory increases, so do these costs.
- a) Space, workers and equipment
 - b) Space and workers
 - c) Workers and equipment
 - d) Space and equipment
- 11) Policies based on ABC analysis might include investing ____.
- a) More in inventory security for C items
 - b) More in supplier development for A items
 - c) The most time and effort verifying the accuracy of records for B items
 - d) Extra care in forecasting for C items
- 12) Centralized system will provide benefits for the items which?
- a) Are fast-moving
 - b) Are slow moving and have high demand variability
 - c) Have low demand variability
 - d) Have high demand variability
- 13) The inventory which is dependent on alternative modes of transportation is known as ____.
- a) Safety inventory
 - b) Pipeline inventory
 - c) Decoupling inventory
 - d) Seasonal inventory
- 14) Inventory record accuracy would be decreased by ____.
- a) ABC analysis
 - b) Increasing stockroom accessibility
 - c) Cycle counting
 - d) Recorder point
- 15) ABC analysis divides an organization's on-hand inventory into three classes based upon ____.
- a) Annual demand
 - b) The number of units on hand
 - c) Unit price
 - d) Annual dollar volume

- 16) Which of the following is NOT a type of inventory?
- a) MRP
 - b) Raw material
 - c) Finished goods
 - d) Work-in-process

Q.2 Write short notes. 16

- a) Vendor rating.
- b) Elements of Effective Inventory Control.

Q.3 Write short notes. 16

- a) Supply Chain Management.
- b) Material Planning.

Q.4 Answer the following: 16

- a) Write an explanatory note on VED analysis and EOQ analysis.

OR

- b) Define coding. Explain various types of coding.

Q.5 Explain stores management. What is the importance of location and layout in stores management? 16

Seat No.	
-------------	--

Set **P**

**M.B.A. (Semester - III) (CBCS) Examination:
October/November - 2025
International I Business Management
International Business Environment (20407315)**

Day & Date: Tuesday, 30-12-2025
Time: 03:00 PM To 06:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) All questions carry equal marks.

Q.1 Multiple choice question.**16**

- 1) _____ is environment covers those factors which give shape and form to the dept, of economic activities.
 - a) Technological
 - b) Demographic
 - c) Social and cultural
 - d) Economic
- 2) _____ is not an International Financial Institution.
 - a) ICICI
 - b) IMF
 - c) IDA
 - d) World Bank
- 3) _____ does not handle the globalization process.
 - a) World Bank
 - b) IMF
 - c) WTO
 - d) Asian Bank
- 4) _____ is the most recent member to join SAARC.
 - a) Maldives
 - b) Bhutan
 - c) Afghanistan
 - d) Sri Lanka
- 5) BoP stands for _____.
 - a) Balance of picture
 - b) Beauty of Payment
 - c) Balance of Place
 - d) Balance of Payment
- 6) _____ describes e-commerce.
 - a) Doing business electronically
 - b) Doing business
 - c) Sale of goods
 - d) All of the above
- 7) Branches of international business do not include _____.
 - a) International trade
 - b) Foreign direct investment
 - c) Foreign portfolio investment
 - d) Multinational business
- 8) The main watchdog of international trade is _____.
 - a) IMF
 - b) World Bank
 - c) WTO
 - d) UNCTAD

- Q.4 Answer the following questions in detail. (Any One)** **16**
 a) Define international business. Explain major trends in India's exports and imports.

OR

- b) Write an explanatory note on IMF and World Bank.

- Q.5 Attempt the following case study:** **16**

The Rise of India's Drug Industry

One of the great success stories in international trade in recent years has been the strong growth of India's pharmaceutical industry. The country used to be known for producing cheap knockoffs of patented drugs discovered by Western and Japanese pharmaceutical companies. This made the industry something of an international pariah. Because they made copies of patented products, and therefore violated intellectual property rights, Indian companies were not allowed to sell these products in developed markets. With no assurance that their intellectual property would be protected, foreign drug companies refused to invest in, partner with, or buy from their Indian counterparts, further limiting the business opportunities of Indian companies. In developed markets such as the United States, the best that Indian companies could do was to sell low-cost generic pharmaceuticals (generic pharmaceuticals are products whose patents have expired)

In 2005, however, India signed an agreement with the World Trade Organization that brought the country into compliance with WTO rules on intellectual property rights. Indian companies stopped producing counterfeit products. Secure in knowledge that their patents would be respected, foreign companies started to do business with their Indian counterparts. For India, the result has been dramatic growth in its pharmaceutical sector. The sector generated sales of close to \$30 billion in 2012, more than two and a half times the figure of 2005. Driving this growth have been surging exports, which grew at 15 percent per annum between 2006 and 2012. In 2000, pharmaceutical exports from India amounted to around \$1 billion. By 2012, the figure was around \$14 billion! Much of this growth has been the result of partner-ships between Western and Indian firms. Western companies have been increasingly outsourcing manufacturing and packaging activities to India while scaling back some of these activities at home and in places such as Puerto Rico, which historically has been a major manufacturing hub for firms serving the U.S. market. India's advantages in manufacturing and packaging include relatively low wage rates, an educated workforce, and the widespread use of English as a business language.

Western companies have continued to perform high value-added R&D, marketing, and sales activities, and these remain located in their home markets. During India's years as an international pariah in the drug business, its nascent domestic industry set the foundations for today's growth. Local start-ups invested in the facilities required to discover and produce pharmaceuticals, creating a market for pharmaceutical scientists and workers in India. In turn, this drove the expansion of pharmaceutical

programs in the country's universities, thereby increasing the supply of talent. Moreover, the industry's experience in the generic drug business during the 1990s and early 2000s has given it expertise in dealing with regulatory agencies in the United States and European Union. After 2005, this know-how made Indian companies more attractive as partners for Western enterprises. Combined with low labor costs, all these factors came together to make India an increasingly attractive location for the manufacturing of pharmaceuticals. The U.S. Federal Drug Administration (FDA) responded to the shift of manufacturing to India by opening two offices there to oversee manufacturing compliance and make sure safety was consistent with FDA-mandated standards. Today, the FDA has issued approvals to produce pharmaceuticals for sale in the United States to some 900 plants in India, giving Indian companies a legitimacy that potential rivals in places such as China lack.

For Western enterprises, the obvious attraction of outsourcing drug manufacturing to India is that it lowers their costs, enabling them to protect their earnings in an increasingly difficult domestic environment where government health care regulation and increased competition have put pressure on the pricing of many pharmaceuticals. Arguably, this also benefits consumers in the United States because lower pharmaceutical prices mean lower insurance costs, smaller copays, and ultimately lower out-of-pocket expenses than if those pharmaceuticals were still manufactured domestically. Offset against this economic benefit, of course, must be the cost of jobs lost in U.S. pharmaceutical manufacturing. Indicative of this trend, total manufacturing employment in this sector fell by 5 percent between 2008 and 2010.

Case Discussion Questions:

- 1) How might (a) U.S. pharmaceutical companies and (b) U.S. consumers benefit from the rise of the Indian pharmaceutical industry?
- 2) Who might have lost out as a result of the recent rise of the Indian pharmaceutical industry?
- 3) Do the benefits from trade with the Indian pharmaceutical sector outweigh the losses?
- 4) What international trade theory (or theories) best explain the rise of India as a major exporter of pharmaceuticals?

Q.3 Write Short notes. **16**
a) Special Programs for agriculture labour.
b) Growth of co-operative movement in India.

Q.4 Answer the following questions in detail. (Any One) **16**
a) Write an explanatory note on self-help groups in India.
OR
b) Explain briefly types of soil erosion.

Q.5 Answer the following questions in detail. **16**
Explain the functioning of State co-operative Bank (SCB), Land Development Bank (LDB).

Seat No.	
----------	--

Set	P
-----	---

**M.B.A. (Semester - III) (CBCS) Examination:
October/November - 2025
Financial Management
Corporate Tax Management (20407307)**

Day & Date: Wednesday, 31-12-2025
Time: 03:00 PM To 06:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Select the correct alternative.

16

- 1) Income Tax is a _____.
 - a) Professional Tax
 - b) Direct Tax
 - c) Indirect Tax
 - d) Service Tax

- 2) In context of Income Tax in India, which of the following statements is correct?
 - a) The Assessment Year is the same as the Previous Year
 - b) The Assessment Year refers to the year preceding the Previous Year.
 - c) The Assessment Year is the year in which the Income is earned and the Previous Year is the year in which the Income is taxed.
 - d) The Previous Year is the year in which the Income is earned and the Assessment Year is the year in which the Income is taxed.

- 3) Which of the following is not covered under the definition of 'Person' as per the Income Tax Act 1961?
 - a) State Bank of India
 - b) ABC Ltd.
 - c) Lord Jesus
 - d) Solapur Municipal Corporation

- 4) From the following information, compute the Taxable Amount of HRA for one month of Mr. Aditya who resides in Kanpur: _____.
 - i) Salary per Month is Rs. 6,000/-
 - ii) HRA Received per Month is Rs. 500/-
 - iii) Rent paid per month is Rs. 900/-
 - a) Rs. 500/-
 - b) Rs. 300/-
 - c) Rs. 900/-
 - d) Rs. 200/-

- 5) The House Rent Allowance (HRA) exemption of an employee residing in Patna is Least of following:
 - i) HRA Actually Received
 - ii) Rent Paid - 10% of Salary
 - iii) _____
 - a) 30% of Salary
 - b) 40% of Salary
 - c) 50% of Salary
 - d) 100% of Salary

To Repairs	10,000		
To Provision for Doubtful Debts	14,000		
To Depreciation	30,000		
To Net Profit	2,00,000		
	7,50,000		7,50,000

Additional Information:

- i) General Expenses include Rs.15,000 spent on Permanent Sign Board
- ii) Half of the Car Expenses pertain to personal use.
- iii) Repairs include Rs.2,000/- relating to House Property
- iv) Depreciation as per the prescribed rates amounts to Rs.39,000/- (including Rs.10,000 on Car)

- 8) Splash Tourism is popularly known as _____.
 a) Heritage tourism b) Dark tourism
 c) Monsoon tourism d) Eco tourism
- 9) The guest enters into a large hotel from its _____.
 a) Lobby b) Front Office
 c) Reception d) Restaurant
- 10) UNWTO headquarters is situated in _____.
 a) GENIVA b) MANTRID
 c) MONTREAL d) SINGAPOUR
- 11) ITDC came into existence in _____Year.
 a) 1967 b) 1966
 c) 1978 d) 1965
- 12) A shuttle service to the airport is a typical feature of which type of hotel _____.
 a) Resort b) Airport Hotel
 c) Casino Hotel d) None of these
- 13) Tourism is a major creator of jobs in the world. Approximately what percentage of global employment is represented by tourism _____.
 a) 8% b) 20%
 c) 2% d) 50%
- 14) A RURAL TOURISM SCHEME WAS FORMULATED IN _____.
 a) 2000 b) 2001
 c) 2002 d) 2003
- 15) Which one of the following is not available in the in - flight menu.
 a) Beer b) Red wine
 c) White wine d) Cigarettes
- 16) A person who changes his location is known as _____.
 a) visitor b) tourist
 c) traveller d) none of these

Q.2 Write short notes. 16

- a) Role of E- commerce in Hospitality sector.
 b) Basic Elements of Resort.

Q.3 Write Short notes. 16

- a) Sole Proprietorship in hotels.
 b) Relation of hospitality industry with Tourism.

Q.4 Answer the following questions in detail. (Any One) 16

a) Explain the origin and growth of hospitality industry. How is tourism important in hospitality industry.

OR

b) Explain in details about various types of transport system in travel industry.

Q.5 Answer the following questions in detail. 16

Write a detailed note on star ratings of hotels. How are hotels classified.

Seat No.	
----------	--

Set	P
-----	---

**M.B.A. (Semester - III) (CBCS) Examination:
October/November – 2025
System Management
Management Information System (20407319)**

Day & Date: Thursday, 04-12-2025
Time: 03:00 PM To 06:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Select the correct alternative.

16

- 1) Which HR function benefits the most from an HRIS?
 - a) Recruitment and selection
 - b) Production planning
 - c) Consumer relationship management
 - d) Inventory management

- 2) _____ is the ability to apply information to make decisions.
 - a) Data
 - b) Information
 - c) Knowledge
 - d) Wisdom

- 3) _____ is designed to collect, process, store, and disseminate information to support managerial decision-making across various levels of an organization.
 - a) Inventory
 - b) Store department
 - c) MIS
 - d) Labour Union

- 4) A core objective of MIS is to deliver relevant, accurate, and timely _____ to support effective planning, control, and decision-making.
 - a) Information
 - b) Raw Material
 - c) People
 - d) Money

- 5) An information system that is specially designed to automate manufacturing activities in an organization is known as: _____.
 - a) Manufacturing MIS
 - b) HRIS
 - c) Financial MIS
 - d) All of these

- 6) The _____ role of information systems is to support and enhance business strategies by aligning IT capabilities with organizational goals, enabling competitive advantage through improved efficiency, innovation, and decision-making.
 - a) Executive
 - b) Tactical
 - c) Operational
 - d) Strategic

- 7) Top-level management relies on MIS for _____ decision-making, as it provides summarized reports, trend analysis, and forecasting to guide long-term planning.
- a) Executive
 - b) Strategic
 - c) Operational
 - d) Tactical
- 8) To _____ is the primary purpose of a Decision Support System (DSS).
- a) Automate recruitment
 - b) Deliver payroll information
 - c) Assist in decision-making using data and models
 - d) Process transactions
- 9) To manage employee information and HR processes is a primary function of _____.
- a) FIS
 - b) MKIS
 - c) HRIS
 - d) Manufacturing MIS
- 10) An example of a cross-functional system that integrates marketing, finance, and HR data is _____.
- a) Payroll System
 - b) Customer Relationship Management (CRM) system
 - c) Inventory Management System
 - d) Enterprise Resource Planning (ERP) system
- 11) Sales forecasting tools within MKIS helps to predict _____.
- a) Balance sheet
 - b) Production Control
 - c) Future Sales
 - d) HR training
- 12) Knowledge Management systems aim to _____.
- a) Manage financial audits
 - b) Store and retrieve knowledge
 - c) Develop mobile apps
 - d) Control employee behavior
- 13) ICT stands for: _____.
- a) Information Communication Tool
 - b) Internal Communication Training
 - c) Information and Communication Technology
 - d) Internet Communication Technologies
- 14) What type of reports are generated by an FIS?
- a) Marketing analysis reports
 - b) Transactional report
 - c) Employee performance reviews
 - d) Financial statements
- 15) Which of the following is a technical cause of IS failure?
- a) Resistance to change
 - b) Inadequate stakeholder communication
 - c) Poor hardware performance
 - d) Lack of user training

- 16) To support financial decision-making by providing timely and accurate financial information is the primary purpose of _____.
 a) FIS
 b) MKIS
 c) HRIS
 d) Manufacturing MIS

Q.2 Answer the following questions.

- a) Difference between data, knowledge and information. **08**
 b) Strategic Information System **08**

Q.3 Answer the following questions.

- a) Major Problem areas in Information system. **08**
 b) Role of Information Systems. **08**

Q.4 Answer the following question. (Any One)

- a) What is Computer literacy? Explain the major information systems in the organisation in detail. **16**

OR

- b) Write the applications of MIS in the various functional areas. Explain the Marketing Information System in detail.

Q.5 Analyse the Case and answer the questions given below it.

16

Alfred is a do-it-yourself entrepreneur who built up his fortune in trading. He traded in anything and everything, and kept close control of every activity. That was how he had grown rich enough to indulge in his one dream — to build a college in his hometown. A college that would be at par to the ones in the better cities, the ones in which he could not study himself.

Work started a year back and the buildings were coming along well. He himself did not use computers much and became hooked to the Internet and e-mail only recently. He was determined to provide a PC with Internet connectivity to every students and faculty member. He was currently engrossed in plans for the 100 - seater computer lab.

What was confusing him was the choice of Internet connectivity. He had about a dozen quotes in front of him. Recommendations ranged from 64 kbps ISDN all the way to 1 Gbps (Gigabits per second, a data transfer speed measurement for high-speed networks such as Gigabit Ethernet) leased line to Guwahati, which was almost 200 km away. Prices ranged from slightly under a lakh all the way up to ' 25 lakh and beyond. He did not understand most of the equipment quoted — firewall, proxy server, cache appliance. Nor was he sure what the hidden costs were. Although it went against his very nature, he would have to identify a trustworthy consultant who would help him make sense of the whole thing.

Questions:

- a) In the context of the given case, what managerial issues need to be addressed by Alfred?
 b) Why is it important for managers to be *tech savvy*?
 c) What is the importance of a 'systems consultant' to an organization?
 d) What skills should he/she possess?

Seat No.	
---------------------	--

Set	P
------------	----------

**M.B.A. (Semester - III) (CBCS) Examination:
October/November - 2025
Human Resource Management
Strategic Human Resource Management (20407313)**

Day & Date: Friday, 05-12-2025
Time: 03:00 PM To 06:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Select the correct alternative.

16

- 1) _____ acts as a bridge between management.
 - a) HR Manager
 - b) Director
 - c) Stakeholders
 - d) CEO
- 2) SHRM focuses on task achievement rather than _____.
 - a) Record keeping
 - b) Training
 - c) Development
 - d) Staffing
- 3) Due to rapid changes in _____ demand for technical and specialized personnel has increased but the supply of technical personal is short.
 - a) Competitive environment
 - b) Information technology
 - c) Economic environment
 - d) All of the above
- 4) The fundamental basis for strategy formulation is the _____ analysis.
 - a) Environmental
 - b) System
 - c) Organizational
 - d) Human Resource
- 5) Analysis of environment is useful to HR manager and its team in order to become.
 - a) Receptive
 - b) Active
 - c) Reactive
 - d) Proactive
- 6) Changing demands of employers has been the result of an intensive _____ competition.
 - a) Globalization
 - b) Liberalisation
 - c) Privatization
 - d) Collaboration
- 7) Strategic Human Resource Management moulds the human resource in such a way to attain the _____.
 - a) Profit
 - b) Organizational goal
 - c) Individual goal
 - d) Market Share
- 8) Perception of human assets as higher risk investment is a barrier to _____.
 - a) HRM
 - b) SHRM
 - c) HRP
 - d) Economy

The Market Scenario Demand.

The skilled manpower demand exceeds the supply. There is an increased pressure on recruiting skilled people lead time to recruitment getting compressed. There is a need for rapid selection and deployment process.

The Market Scenario Supply

- 1) The current system of education if not geared to provide skilled manpower, increasing pressure by organizations to institute.
- 2) In house training mechanisms.
- 3) There are 662 engineering schools and 310 MCA colleges across the country reporting by AICTE. Need for test by organization to thoroughly test the ability for the person to learn on the job first.

HR Challenges.

- 1) Acquiring talents.
- 2) Enhancing retention.

Strategy on Fresher Campus

- 1) Visit to campuses ahead of competition to cover wider pool.
- 2) Increased hit rates.
- 3) Brand building.
- 4) Summer internships from global campuses and select top Engineering schools.
- 5) Technical presentations to showcase technology expertise.
- 6) COMP IT 200o Initiative on some campuses.
- 7) Interactive posters to enhance brand equity and brand recall.
- 8) Student visits to the Infosys campus before campus placement.

Strategy on Laterals Sourcing

- 1) Aggressive advertising in print and web.
- 2) Employee referrals as an important source.
- 3) Returning Infoscions.
- 4) Professionals returning from abroad.
- 5) Recruitment of senior EDP/MIS professionals from large business organizations.
- 6) Domain experts for specialized.

Aggressive Follow Up for closure.

- 1) Active involvement of senior line managers.
- 2) Breakfast meetings with prospects.
- 3) Encouraging visit of prospects to get a feel of infrastructure.
- 4) Champions from line to closely follow up with prospects.

Result

- 1) Employer of choice in India.
- 2) Global sourcing efforts in place.
- 3) Strategy in place t scale up recruitment.
- 4) Efforts on to enhance retention.

Case questions:

- 1) Infosys has adopted Strategic HR initiative on recruitment and selection in a resource constrained environment. Explain with reference to above case.
- 2) What is Strategic Human resource? How is it different from Traditional Human Resource?

Seat No.	
----------	--

Set **P**

**M.B.A. (Semester - III) (CBCS) Examination:
October/November - 2025
Marketing Management
Sales and Distribution Management (20407306)**

Day & Date: Monday, 08-12-2025
Time: 03:00 PM To 06:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) All questions carry equal marks.

Q.1 Choose correct options from following multiple choice questions. 16

- 1) The process of planning, analysing, controlling and implementing the activities of sales force is classified as _____.
 - a) Indirect sales management
 - b) Direct sales management
 - c) Sales force management
 - d) Persuasion management
- 2) The field sales force is also called as _____.
 - a) Inside sales force
 - b) Outside sales force
 - c) Channel intermediaries
 - d) None of the above
- 3) The last step in personal selling process is _____.
 - a) Present and demonstrate
 - b) Follow up
 - c) Closing
 - d) Approach
- 4) Which of the following statements about sales force management is true?
 - a) The sales force is the firm's most direct link to the customer
 - b) The statement, "The world will beat a path to your door if you build a better mousetrap," reflects how business operates today
 - c) As organizations implement the marketing concept, they soon realize how important it is to be sales-oriented
 - d) Personal selling is usually less expensive than advertising
- 5) Choose the correct statement:
 - a) Marketing management is a broader concept and sales management is a part of marketing management.
 - b) Sales management is a broader concept and marketing management is a part of marketing management.
 - c) Marketing management and sales management are equivalent.
 - d) There is no connection between sales management and marketing management.
- 6) Sales and Distribution Management majorly focuses on the _____ aspect of an organization.
 - a) Buying
 - b) Selling
 - c) Negotiating
 - d) Producing

- 7) The sales force can play a central role in achieving a marketing orientation strategy, by _____.
a) Maintaining infrequent contact with customer
b) Collecting and disseminating market information
c) Focusing on cutting costs
d) Following the competition's lead
- 8) Marketing is a _____ function of transferring goods from producers to consumers.
a) Systematic
b) Commercial
c) Management
d) Economic
- 9) Which of the following is not an area of responsibility for a logistics manager?
a) Information systems
b) Marketing
c) Inventory
d) Purchasing
- 10) Which of the following should be the first step in designing a marketing channel?
a) Identifying channel objectives
b) Evaluating intermediaries
c) Analysing channel alternatives
d) Identifying what consumers want from the channel
- 11) If a company chooses to employ its own sales force, the three organizational structures it may use are: _____.
a) Dollar volume, geography, and customer
b) Geography, customer, and product
c) Geography, market size, and product
d) Market size, product, and customer
- 12) _____ is teaching how to do the jobs.
a) Sales personnel
b) Sales target
c) Sales force training
d) Induction
- 13) In medium and large firms, one would find the _____ types of organization.
a) Line sales organization
b) Line and staff sales organization
c) Functional sales organization
d) None of the above
- 14) The process of moving the raw materials from the place of the suppliers to the place of the producers is known as _____.
a) Inbound logistics
b) Outbound logistics
c) Inventory management
d) Acquisition of raw materials

- 15) A _____ operates multiple retail outlets under common ownership in different cities and towns.
- a) Departmental Stores
 - b) Destination store
 - c) Shopping malls
 - d) Retail chain
- 16) Tele-marketing is a part of _____.
- a) Direct marketing
 - b) Social marketing
 - c) Viral marketing
 - d) Relationship marketing

Q.2 Write short notes. 16

- a) Sales quota and its types.
- b) Types of Sales Organization.

Q.3 Write Short notes. 16

- a) The Personal Selling Process.
- b) Typology of Supply Chain.

Q.4 Answer the following questions in detail. (Any One) 16

- a) Define Sales forecasting and explain various sales forecasting methods in detail.

OR

- b) Define sales budget. Explain sales budget process in detail.

Q.5 Answer the following questions in detail. 16

What is Sales and Distribution Management? Explain why sales and distribution management is considered as important function.

Seat No.	
----------	--

Set	P
-----	---

**M.B.A. (Semester - III) (CBCS) Examination:
October/November – 2025
Banking Management
Indian Banking Structure (20407318)**

Day & Date: Tuesday, 09-12-2025
Time: 03:00 PM To 06:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) All questions carry equal marks.

Q.1 Multiple choice questions:

16

- 1) _____ was the first commercial bank established by Indians in 1881.
 - a) Reserve Bank of India
 - b) Imperial Bank of India
 - c) Awadh Commercial Bank
 - d) State Bank of India

- 2) _____ is the primary function of a bank.
 - a) Accepting Deposits
 - b) Fixed Deposits
 - c) Current Deposits
 - d) Saving Deposits

- 3) _____ is the process by which commercial banks create money.
 - a) Issue of Loans
 - b) Accepting New Deposits
 - c) Through Cash Reserve Ratio
 - d) Through Investing

- 4) _____ is validity period of cheque?
 - a) 4 months from date of issue
 - b) 3 months from date of issue
 - c) 1 months from date of issue
 - d) Unlimited

- 5) EXIM bank was set up in _____.
 - a) 1981
 - b) 1982
 - c) 1983
 - d) 1984

- 6) NABARD stands for _____.
 - a) National Bank for Agriculture and Research Development
 - b) National Bank for Analysis of Rural Development
 - c) National Bank for Agriculture and Rural Development
 - d) None of the above

- 7) Self Help Group involves _____.
 - a) Group of 5 to 20 people
 - b) Regular saving habits
 - c) Inter-lending within the group members
 - d) All of the above

- 8) It is not a mechanism that contributes to the success of Micro-credits?
 a) Dynamic incentives b) Peer monitoring
 c) Regular payment schedules d) Collaterals
- 9) In the self-help group, the loan and saving decisions are taken by _____.
 a) Government b) Non-government organization
 c) Bank d) Group members
- 10) Regional Rural Banks Act was passed in the year _____.
 a) 1986 b) 1976
 c) 1992 d) 1988
- 11) 'NABARD' came into existence on _____.
 a) 8th July, 1982 b) 19th July, 1982
 c) 12th July, 1982 d) None of the above
- 12) Loans from money lenders are _____.
 a) With High rate of interest b) No proper accounting
 c) No transparency d) All of above
- 13) In the case of a promissory note _____ is not negotiable.
 a) Notice of dishonour is compulsory
 b) No notice of dishonour is necessary
 c) Negotiable Instruments Act is silent on this aspect
 d) Indorsement is necessary
- 14) RBI was established in the year _____.
 a) 1935 b) 1835
 c) 1956 d) 1856
- 15) ECGC stands for _____.
 a) Export Credit Guard Corporation of India
 b) Expert Credit Guarantee Corporation of India
 c) Export Credit Guarantee Corporation of India
 d) Export Credit Guarantee Company of India
- 16) ECGC was set up in _____.
 a) 1957 b) 1958
 c) 1956 d) 1955

Q.2 Write short notes. 16
 a) Functions of Commercial Banks.
 b) Role of Financial Institutions in Rural Banking.

Q.3 Write Short notes. 16
 a) Micro-credit & micro-finance.
 b) Origin of Banks.

Q.4 Answer the following questions in detail. (Any One) **16**

a) Define banks. Explain various types of banks in details.

OR

b) Explain in details bills of exchange and promissory note.

Q.5 Answer the following questions in detail. **16**

Explain in details structure and Functions of NABARD.

Seat No.	
----------	--

Set **P**

**M.B.A. (Semester - III) (CBCS) Examination:
October/November – 2025
Production and Materials Management
Logistics and Supply Chain Management (20407312)**

Day & Date: Tuesday, 09-12-2025
Time: 03:00 PM To 06:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Choose the right answer:**16**

- 1) E-procurement refers to _____.
 - a) Buying goods and services through online platforms or systems
 - b) Electronic invoicing only
 - c) Transportation of goods using drones
 - d) Managing supplier warehouses

- 2) Which of the following is a critical task for logistics managers when handling customer orders?
 - a) Verifying customer reviews
 - b) Ensuring timely delivery and order accuracy
 - c) Increasing stockouts
 - d) Reducing product diversity

- 3) Which of the following tasks falls under transportation management?
 - a) Developing employee training programs
 - b) Tracking shipments and managing freight costs
 - c) Conducting product quality checks
 - d) Negotiating supplier contracts

- 4) The main reason for outsourcing is reducing and controlling _____.

a) Transportation cost	b) Raw material cost
c) Operating cost	d) Warehousing cost

- 5) Lean supply chain management is about _____ from a manufacturing and inventory process.

a) Removing waste	b) Removing people
c) Removing inventory	d) Removing supply

- 6) Which is the systematic, strategic coordination of the traditional business function _____.

a) SCM	b) Logistics
c) Transportation	d) Dispatching

- Q.2 Answer the following questions.**
- a) Need for outsourcing logistics. **08**
- b) Lean Supply Chain Management. **08**

- Q.3 Answer the following questions.** **16**
- a) Supply Chain Security.
- b) Technology used to implement supply chain.

- Q.4 Answer the following questions in detail. (Any One)** **16**
- a) Define Outsourcing. Explain need for and considerations in 3PL and 4PL service providers in Logistics in detail.

OR

- b) Define Logistics and Supply Chain Management. Explain role and importance of logistics and supply chain in business.

- Q.5 Study the following case and answer the questions given below it.** **16**

McDonald's is a fast-food chain with restaurants all over the world. It serves burgers and other fast food. It remains consistent in terms of cost and quality of burgers. To meet such high standards, it was essential to have an excellent supply chain management system. McDonald's was started as a drive-in restaurant by two brothers, Richard and Maurice McDonald in California, US in the year 1937. The business, which was generating \$200,000 per annum in the 1940s, got a further boost with the emergence of a revolutionary concept called 'self-service.' Prices were kept low. Speed, service and cleanliness became the critical success factors of the business. By mid-1950s, the restaurant's revenues had reached \$350,000. As a result, franchisees started showing interest.

However, the franchising system failed because the McDonald brothers observed very transparent business practices. As a consequence, imitators copied their business practices and emerged as competitors. In 1996, when McDonald's entered India, Mumbai-based Radhakrishna Foodland Private Limited (RFPL) was chosen as a distribution agent who would act as a hub for all its vendors. RFPL stored the products in controlled conditions in Mumbai and New Delhi and supplied them to McDonald's outlets on a daily basis. By transporting the semi-finished products at a particular temperature, the cold chain ensured freshness and adequate moisture content of the food. The specially designed trucks maintained the temperature in the storage chamber throughout the journey. From its experience in other countries, McDonald's was aware that supply chain management was undoubtedly the most important factor for running its restaurants successfully, in India as in other parts of the world, McDonald's had a very well-orchestrated supply chain, called the 'cold chain'. Around the world (including India), approx. 85% of McDonald's restaurants were owned and operated by independent franchisees. Yet, McDonald's was able to run by outsourcing nine different ingredients used in making a burger from over 35 suppliers spread all over India through a massive value chain. McDonald's sourced its ingredients

from all parts of India. For example, the iceberg lettuce was specially developed for India using a new culture farming technique.

Thus, US-based fast-food giant, McDonald's success in India had been built on four pillars: limited menu, fresh food, fast service and affordable price. Intense competition and demands for a wider menu drive-through and sitdown meals - encouraged the fast-food giant to customize product variety without hampering the efficacy of its supply chain.

Questions.

- a) Analyse the case and write a brief review of it.
- b) What business strategies were used in McDonald's food supply chain?
- c) What was the role of outsourcing in SCM?
- d) How does McDonald's continue to be the fast-food giant?

Seat No.	
-----------------	--

Set	P
------------	----------

**M.B.A. (Semester - III) (CBCS) Examination:
October/November - 2025
International Business Management
Export policy, Procedures and Document (20407316)**

Day & Date: Tuesday, 09-12-2025
Time: 03:00 PM To 06:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Multiple Choice Question.

16

- 1) IEC code is issued by _____.
 - a) RBI
 - b) DGFT
 - c) Ministry of Finance
 - d) SEBI
- 2) Merchant Exporter means _____.
 - a) A person who buys goods from others and exports
 - b) A person who manufactures goods
 - c) A person who imports machinery
 - d) None of the above
- 3) The Foreign Trade Policy (FTP) is formulated by _____.
 - a) RBI
 - b) SEBI
 - c) DGFT
 - d) Ministry of Commerce and Industry
- 4) Restricted items can be exported/imported _____.
 - a) Freely without permission
 - b) Only through SEZs
 - c) Only after obtaining a license from DGFT
 - d) Not at all
- 5) Tax and Excise Authorities mainly deal with _____.
 - a) GST and refund of taxes on exports
 - b) Foreign currency exchange
 - c) Labor laws
 - d) Agricultural policy
- 6) INCOTERMS 2010 are issued by _____.
 - a) WTO
 - b) ICC (International Chamber of Commerce)
 - c) IMF
 - d) DGFT

- Q.2 Attempt short answer.** **16**
- a) Exports/Import procedure.
 - b) Types of risks in international trade.
- Q.3 Attempt short Answer:** **16**
- a) Role of Export Credit Guarantee Corporation.
 - b) Types of Bills of Lading.
- Q.4 Attempt any one of the following.** **16**
- a) Explain in detail note on Export Promotion Council.
- OR**
- b) What does Documentary Letter of Credit mean? Describe different types of Letters of Credit?
- Q.5 Solve:** **16**
- What are the different methods of post-shipment finance?

Seat No.	
----------	--

Set	P
-----	---

**M.B.A. (Semester - III) (CBCS) Examination:
October/November – 2025
Agriculture & Co-operative Management
Agriculture Marketing (20407322)**

Day & Date: Tuesday, 09-12-2025
Time: 03:00 PM To 06:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Multiple choice questions: 16

- 1) The marketing of the products of the rural areas is known as _____.
 - a) Rural Marketing
 - b) Industrial Marketing
 - c) Agriculture marketing
 - d) Service Marketing

- 2) Warehouses are constructed with an objective to meet _____.
 - a) Scientific storage requirements
 - b) market Intelligence
 - c) Stabilize prices
 - d) All of these

- 3) Which marketing channel makes the products available to end users without intermediaries?
 - a) Direct Channel
 - b) Dynamics Channel
 - c) Indirect Channel
 - d) All of the Above

- 4) The process of assembling, storage, grading, Packaging and distribution of different agriculture products is known as _____.
 - a) Agriculture marketing
 - b) Agriculture diversification
 - c) Agricultural Management
 - d) Agricultural banking

- 5) Which is the primary role of agriculture marketing?
 - a) To ensure the production of agriculture goods
 - b) To facilitate the movement and sale of agriculture products from the farm to consumer.
 - c) To provide farmers with government subsidies.
 - d) To regulate the pricing of agriculture products.

- 6) What is the role of agriculture marketing in creating value for farmers?
 - a) Increasing production Costs
 - b) Providing access to markets and higher prices
 - c) Limiting the amount of agriculture products they can sell
 - d) Reducing the demand for agriculture Products

- Q.2 Attempt the following: (Short Notes) 16**
a) Contract Marketing.
b) Rural Consumer.
- Q.3 Attempt the following: (Short Notes) 16**
a) State trading.
b) Warehousing.
- Q.4 Answer the following questions in detail. (Any One) 16**
a) What is “Market Structure”. Explain the components of Market Structure.
OR
b) What is market information? Explain the types of Market Information.
- Q.5 Answer the following questions in detail. 16**
What is Market? Explain the types of Market.

Seat No.	
-----------------	--

Set	P
------------	----------

**M.B.A. (Semester - III) (CBCS) Examination:
October/November – 2025
Financial Management
Financial Decision Analysis (20407308)**

Day & Date: Wednesday, 10-12-2025
Time: 03:00 PM To 06:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Select the correct alternative.

16

- 1) _____ can be defined as any statement containing financial data drafted in a statement manner for arriving at some meaningful conclusion.
 - a) Ratio Analysis
 - b) Break Even Chart
 - c) Financial Statement
 - d) None

- 2) In the Income Statement, _____ of the following is considered an operating expense.
 - a) Interest expense
 - b) Cost of goods sold (COGS)
 - c) Depreciation
 - d) Dividend payments

- 3) _____ of the following is an inflow of funds.
 - a) Repayment of long-term loans
 - b) Purchase of fixed assets
 - c) Issue of debentures
 - d) Payment of dividends

- 4) In _____ analysis each items of assets is converted into percentage to Total Assets and each item of capital and liabilities is expressed to Total Liabilities and Capital fund.
 - a) Comparative Statement Analysis
 - b) Common-size Statement Analysis
 - c) Trend Analysis
 - d) All of the above

- 5) Non-current liabilities in a fund flow statement are typically classified as: _____.
 - a) Source of funds
 - b) Application of funds
 - c) Neither source nor application
 - d) Operating expenses

- 6) _____ the following is the primary objective of a company's dividend policy.
- a) To maximize the company's revenue
 - b) To maximize shareholder wealth
 - c) To increase the company's retained earnings
 - d) To minimize taxes
- 7) The Residual Theory of Dividends suggests that dividends should be paid out of: _____.
- a) Excess profits
 - b) Retained earnings after all profitable investments have been made
 - c) Short-term capital gains
 - d) Current cash reserves
- 8) _____ of the following is NOT a common form of corporate restructuring.
- a) Mergers and acquisitions
 - b) Spin-offs
 - c) Stock buybacks
 - d) Divestitures
- 9) The primary purpose of corporate restructuring is to: _____.
- a) Increase operational complexity
 - b) Improve organizational performance
 - c) Avoid tax liabilities
 - d) Raise short-term capital
- 10) A stock dividend can best be described as: _____.
- a) A payment made to shareholders in the form of additional shares instead of cash
 - b) A payment made to shareholders in the form of cash
 - c) A dividend paid only to long-term shareholders
 - d) A special one-time dividend paid at the end of the fiscal year
- 11) A company decides to separate one of its business units into a new independent company. This is known as: _____.
- a) Merger
 - b) Spin-off
 - c) Divestiture
 - d) Asset sale
- 12) The weighted average cost of capital (WACC) is calculated using the: _____.
- a) Historical cost of debt and equity
 - b) Marginal cost of capital
 - c) Proportional weights of debt, equity, and preferred stock
 - d) Book values of liabilities and equity
- 13) A stable dividend policy is preferred because: _____.
- a) It ensures high dividends every year
 - b) It signals financial stability to investors
 - c) It avoids the payment of dividends during losses
 - d) It minimizes tax liability

- 14) _____ of the following is an example of corporate restructuring.
- Issuing new shares
 - Mergers and acquisitions
 - Increasing the workforce
 - Conducting annual general meetings
- 15) _____ of the following will decrease the cost of debt.
- Increase in tax rates
 - Decrease in company's credit rating
 - Increase in interest rates
 - Higher perceived risk of default
- 16) _____ of the following activities is classified under investing activities in a cash flow statement.
- Issuing equity shares
 - Purchasing machinery
 - Paying dividends
 - Increasing accounts payable

Q.2 Answer the following questions.

16

- Forms of corporate restructuring.
- Prepare Common-size Balance Sheet of Ram Ltd and Shyam Ltd. The Balance Sheet of Ram Ltd. and Shyam Ltd. as at 31st March, 2019 are:

Particulars	Ram Ltd. (Rs.)	Shyam Ltd. (Rs.)
I. EQUITY AND LIABILITIES		
1. Shareholder's Funds		
(a) Share Capital	9,00,000	12,00,000
(b) Reserves and Surplus	4,00,000	3,50,000
2. Current Liabilities Trade Payables (Creditors)	2,00,000	2,50,000
Total	15,00,000	18,00,000
II. ASSETS		
1. Non-Current Assets Fixed Assets (Tangible)	10,00,000	16,00,000
2. Current Assets Trade Receivable (Debtors)	5,00,000	2,00,000
Total	15,00,000	18,00,000

Q.3 Answer the following questions.

16

- A firm is currently earning Rs. 1,00,000 for its equity shares, the current market price of company share is Rs. 90. The firm has 10,000 equity shares outstanding. Compute cost of Equity Capital.
- Write a short note on factors affecting to capital structure.

Q.4 Answer the following. (Any One)

16

a) Explain in detail different types of dividend Policy.

OR

b) A firm has sale of Rs. 10,00,000, variable cost Rs. 7,00,000 & Fixed cost Rs. 2,00,000 & debt of Rs. 5,00,000 at 10% rate of interest.

Calculate

- i) Operating Leverage
- ii) Financial Leverage
- iii) Combined Leverage

Q.5 Case Study

16

From the following Information Balance sheet of Nita Com. Ltd.as on 31st March 2011 & 31st March 2012.

Liabilities	2011	2012	Assets	2011	2012
Share Capital	45000	45000	Fixed Assets	40000	32000
General Reserve	30000	31000	Investment	5000	6000
P & L A/c	5600	6800	Stock	24000	21000
Creditors	16800	13400	Debtors	21000	45500
Tax Proviission	7500	1000	Bank Balance	14400	19700
Loan	-----	27000			
	104900	124200		104900	124200

Adjustment:

- a) Investment costing Rs 800 sold for Rs 850 & another Investment purchase for Rs 1800
- b) Depreciation of fixed assets Rs 7000
- c) Provision for Income Tax Rs. 1000
- d) A part of fixed asset costing Rs. 1000 sold for Rs. 1200
- e) Dividend paid Rs. 4000

Prepare:

- 1) Statement Showing Changes in working Capital.
- 2) Fund flow Statement.

Seat No.	
----------	--

Set **P**

**M.B.A. (Semester - III) (CBCS) Examination:
October/November – 2025
Tourism and Hospitality Management
Tourism and Travel Management (20407310)
System Management**

Day & Date: Thursday, 11-12-2025
Time: 03:00 PM To 06:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Multiple choice questions:**16**

- 1) _____ operates as a legally appointed agent, representing the principal in certain geographic area.
 - a) Tour operator
 - b) Travel agency
 - c) Tour broker
 - d) Ground operator
- 2) _____ is type of travel agent that deals with all kinds of services.
 - a) Full service agency
 - b) Travel agent
 - c) Tour operator
 - d) Ground operator
- 3) _____ is a type of travel agent that is located in the premises of corporate offices to make travel arrangement of employees.
 - a) Full service agency
 - b) Wholesale travel agency
 - c) Online Travel agency
 - d) Implant agency
- 4) The acronym CDMO stands for _____.
 - a) Company Destination Marketing Organization
 - b) Community Destination Marketing Organization
 - c) Customer's Destination Marketing Organization
 - d) Competitor's Destination Marketing Organization
- 5) A travel agency is also called as _____ of tourist product.
 - a) Retailer
 - b) Manufacturer
 - c) Distributor
 - d) Wholesaler
- 6) _____ commonly known as handling agencies and their main function is to organize tour arrangements for incoming tourist on the behalf of the overseas operators.
 - a) Inbound tour operator
 - b) Ground tour operator
 - c) Outbound tour operator
 - d) Onbound tour operator
- 7) _____ Tour operators provide travel services within the tourist's native country.
 - a) Domestic
 - b) Inbound
 - c) Outbound
 - d) Ground

- 8) Indian company making tour arrangement in Singapore for a tourist group from India visiting Singapore is _____.
- a) Domestic Tour Operator b) Ground Tour Operator
c) Inbound Tour Operator d) Outbound Tour Operator
- 9) The acronym IATA stands for _____.
- a) Indian Air Transport Association
b) International Air Transport Association
c) International Air Travel Agency
d) Indian Association of Travel Agency
- 10) A _____ travel agency is owned by shareholders who are represented by a board of directors.
- a) Proprietorship b) Partnership
c) Franchising d) Corporate
- 11) _____ Tourism comprised inbound tourism plus outbound tourism.
- a) Domestic b) International
c) National d) Local
- 12) Following are the types of travel agency except _____.
- a) Partnership b) Corporate
c) Joint venture d) Franchising
- 13) _____ is such; that carefully manages its potential negative impact on the host community and local environment.
- a) Agro Tourism b) Cultural Tourism
c) Sustainable Tourism d) Village Tourism
- 14) _____ is the sign of economic impact of Tourism.
- a) Increased Revenue b) Improved Communication Skills
c) Improved Health Services d) Increased pollution
- 15) Tourism creates impact on _____.
- a) Individual b) Family
c) Culture d) Community
- 16) Sustainable Tourism aims to provide maximum protection to local _____.
- a) Farming and vegetation b) Transportation
c) People & Their Livelihood d) Commuters commuting

Q.2 Write short notes.**16**

- a) Components of tour cost.
b) Biodiversity and its Conservation.

Q.3 Write Short notes.**16**

- a) Scope of Tourism Entrepreneurship.
b) Geographic components of tourism.

Q.4 Answer the following questions in detail. (Any One) 16

a) Define ecotourism. Explain the importance and functions of ecotourism.

OR

b) How are tour package classified? What are the various types of cost involved in tour packing?

Q.5 Answer the following questions in detail. 16

What are the various forms of tourism?

Seat No.	
----------	--

Set	P
-----	---

**M.B.A. (Semester - III) (CBCS) Examination:
October/November – 2025
ERP and SPD (20407320)**

Day & Date: Friday, 12-12-2025
Time: 03:00 PM To 06:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Multiple Choice Questions. Select the Right Option. 16

- 1) Which of the following is a primary goal when designing input methods?
 - a) To make the input process as complex as possible
 - b) To minimize the potential for user errors
 - c) To require extensive training for users
 - d) To limit the types of data users can input

- 2) Which of the following is a core principle of good UI design?
 - a) Complexity
 - b) Inconsistency
 - c) Usability
 - d) Obscurity

- 3) Overloading a screen with too much information can lead to which design issue?
 - a) Excessive white space
 - b) Clarity
 - c) Cognitive overload
 - d) Simplicity

- 4) What is the primary purpose of a program specification?
 - a) To write the actual code for the program
 - b) To provide a detailed description of what the software should do
 - c) To test the program for bugs
 - d) To document the history of the program's development

- 5) What does "Modularity" refer to in code design?
 - a) Writing all code in a single, long file
 - b) Breaking down the code into smaller, independent, and reusable units (modules or functions)
 - c) Using complex algorithms
 - d) Avoiding comments in the code

- 6) What is the primary purpose of the Problem Definition phase in software development?
 - a) To start writing code immediately
 - b) To clearly understand and articulate the problem that the software is intended to solve
 - c) To design the user interface
 - d) To test the completed software

- 7) Which fact-finding method involves observing users in their natural work environment?
- a) Interviews
 - b) Questionnaires
 - c) Observation
 - d) Document Analysis
- 8) What is the main purpose of Requirement Modeling?
- a) To write the program code
 - b) To create visual representations of the system requirements to better understand and communicate them
 - c) To test the software's performance
 - d) To manage the project timeline
- 9) In an Entity-Relationship Diagram (ERD), what does a diamond shape typically represent?
- a) An entity
 - b) An attribute
 - c) A relationship
 - d) A process
- 10) A Decision Tree is a modeling tool particularly useful for representing: _____.
- a) The flow of data
 - b) Complex conditional logic and the resulting actions
 - c) The relationships between database tables
 - d) The sequence of user interactions
- 11) Software is primarily built through: _____.
- a) Assembly line production
 - b) Creative and intellectual effort
 - c) Extraction of raw materials
 - d) Physical construction
- 12) Which phase of the SDLC involves understanding and documenting what the user needs the software to do?
- a) Design
 - b) Coding
 - c) Requirements Gathering/Analysis
 - d) Testing
- 13) A Software Project Manager is responsible for: _____.
- a) Performing code reviews for all developers
 - b) Managing the project team, resources, stakeholders, and scope
 - c) Designing the user interface
 - d) Fixing all reported bugs personally
- 14) What does "implementation" primarily refer to in the context of software or system development?
- a) The initial planning phase
 - b) The process of putting a plan or design into effect
 - c) The final testing stage
 - d) The marketing of the product

- 15) The Project Team is typically responsible for: _____.
- Defining the business strategy of the organization
 - Executing the implementation plan, including configuration, development, testing, and training
 - Providing funding for the project without any involvement
 - Using the system after it is implemented
- 16) "Strategic Fit" in a supply chain context means: _____.
- The supply chain is the cheapest possible
 - The supply chain's capabilities and strategy align with the company's competitive strategy
 - The supply chain can deliver products faster than competitors
 - The supply chain uses the latest technology

Q.2 Answer the following questions. 16

- Discuss Common ERP myths.
- Define Supply Chain Management (SCM) and explain its strategic importance in today's competitive landscape.

Q.3 Answer the following questions. 16

- Discuss the software development life cycle (SDLC).
- Principles of good user interface design.

Q.4 Answer the following questions in detail. (Any One) 16

- Discuss the fundamental concept of Enterprise Resource Planning (ERP) systems. Explain in detail the compelling reasons why organizations today feel the need to implement ERP.

OR

- Discuss the synergistic relationship between BPR, ERP, and IT, explaining how they collectively contribute to organizational transformation.

Q.5 Answer the following question in detail. 16

Discuss the concept of requirement modeling tools. Explain the following tools in detail; DFD, ERD, Decision Trees and Decision Tables.

Seat No.	
-----------------	--

Set	P
------------	----------

**M.B.A. (Semester - III) (CBCS) Examination:
October/November – 2025
Human Resource Management
Human Resource Initiatives (20407314)**

Day & Date: Saturday, 13-12-2025
Time: 03:00 PM To 06:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Multiple choice questions:

16

- 1) Tacit type of information is _____.
 - a) Difficult to formalize
 - b) Not easy to define
 - c) Difficult to be stored or recorded in books
 - d) A & B & C are true

- 2) The situation where jobs available but less qualified or skilled people to fill them is termed as _____.
 - a) Talent gap
 - b) Compensation gap
 - c) Performance appraisal gap
 - d) Training gap

- 3) Many of the organizations are moving to build the culture of positive and meaningful work, opportunities for career development & growth to their employees for _____.
 - a) To attract most suitable and talented candidates
 - b) To find appropriate candidate for succession planning
 - c) Retention of top talent
 - d) All of the above

- 4) High potential employees are looking for _____.
 - a) Recognition
 - b) Peace of mind
 - c) Less bothered about their career
 - d) Like to interface in others success

- 5) _____ outlines the expectations for employees in terms of their behavior towards colleagues, supervisors, and the organization.
 - a) Interview techniques
 - b) Performance appraisal process
 - c) Code of conduct Policy
 - d) Leave management

- 6) Human capital management is also termed as _____.
 - a) Business management
 - b) Talent management
 - c) Work environment
 - d) None of the above

- 7) _____ is the ultimate outcome of knowledge.
- a) Wisdom
 - b) Not easy to define
 - c) Concept
 - d) Competition
- 8) The form of knowledge which is secured in process, rules, product, manuals, routine, techniques, methods, and organizational culture is called _____.
- a) Embedded knowledge
 - b) Change management
 - c) KPI identification
 - d) None of the above
- 9) HR issue faced by organizations _____.
- a) High employee turnover rates
 - b) Few qualified candidates
 - c) Both A and B are true
 - d) Both A and B are false
- 10) The set of general guidelines, which outlines the organization's plan for tackling certain issues and also serves the purpose of communicating an organization's values, philosophy, and culture, is termed as _____.
- a) Procedure
 - b) Policy
 - c) Process
 - d) Task
- 11) _____ employees are emotionally disconnected from their work and workplace.
- a) Actively-engaged
 - b) Superficially-Engaged
 - c) Highly-Engaged
 - d) Not-engaged
- 12) _____ is a process that helps organizations identify and define the skills, knowledge, and personal attributes needed for specific roles.
- a) Competency mapping
 - b) Talent Mapping
 - c) Knowledge mapping
 - d) Skill mapping
- 13) _____ is involves redefining job roles, reorganizing the workforce, and adjusting the structure of the company to meet its current and future needs.
- a) Planning the training
 - b) Rightsizing the workforce
 - c) Engaging the employee
 - d) Hiring the employee
- 14) Emotional intelligence refers to the capability of a person _____.
- a) To manage and control his or her emotions only
 - b) To possess the ability to control the emotions of others only
 - c) To manage and control his or her emotions and possess the ability to control the emotions of others also
 - d) To manage and control his or her emotions only and ignoring the emotions of others

that the divisional manager had already left the office to accompany the regional manager, who was on an inspection visit to the different offices located in that region. To add to his woes, the other staff in the office were neither aware of his joining that day nor interested in knowing about it. So he had to idle away his time all through the day till the divisional manager returned to the office in the evening, he immediately called Ravi Kumar to his cabin. He spoke nicely to Ravi Kumar and apologized for making him wait for long on the First day of his office. He completed all the formalities and asked Ravi to join the duty on the following day.

Ravi was assigned the claims department and provided with ten subordinates. As days passed, he slowly realized that his lack of familiarity with the regional language was hampering his work. He also found his style of functioning was grossly incompatible with the prevailing work culture. His subordinates were mostly nonchalant rather slow in their responses to his orders and requests. The divisional manager could not do much in his case and simply maintained that all was well in his office. He also advised Ravi to change himself suitably. Ravi began to feel alienated as all his efforts to reach out to his subordinates failed. Even the day-to-day functioning became tough and miserable for him. Sadly, the rules of the company did not permit him to get an immediate transfer to some other place. Bereft, he resigned from a promising job at 23 and, in the process; the company lost an able officer with remarkable performance record in the orientation and training programme.

Discussion questions:

- a) Assess the problems in the present case study.
- b) Analyze the role of Divisional Manager?
- c) Do you agree with his decision? How would you have handled the situation if you were in Ravi Kumar's Position?

Seat No.	
-----------------	--

Set	P
------------	----------

**M.B.A. (Semester - IV) (CBCS) Examination:
October/November - 2025
Business Ethics & Corporate Governance (20407401)**

Day & Date: Monday, 17-11-2025
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Select the correct alternative.

16

- 1) Director's responsibilities are unlikely to include _____.
 - a) A duty to keep proper accounting records
 - b) A fiduciary duty
 - c) A duty to propose high dividends for shareholders
 - d) A duty of care

- 2) To be successful, business ethics training programs need to _____.
 - a) Focus on personal opinions of employees
 - b) Be limited to upper executives
 - c) Educate employees on formal ethical frameworks and models of ethical decision-making
 - d) Promote the use of emotions in making tough ethical decisions

- 3) Most companies begin the process of establishing organizational ethics programs by developing?
 - a) Ethics training programs
 - b) Codes of conduct
 - c) Ethics enforcement mechanisms
 - d) Hidden agendas

- 4) The corporate governance structure of a company reflects the individual companies' _____.
 - a) Cultural and economic system
 - b) Legal and business system
 - c) Social and regulatory system
 - d) All of the above

- 5) The four types of social responsibility include _____.
 - a) Legal, philanthropic, economic, and ethical
 - b) Ethical, moral, social, and economic
 - c) Philanthropic, justice, economic, and ethical
 - d) Legal, moral, ethical, and economic

- 6) Business ethics deals primarily with _____.
a) social responsibility
b) the pricing of products and services
c) moral obligation
d) being unfair to the competition
- 7) Which of the following is an example of a value?
a) A Justice
b) Happiness
c) Security
d) All of the above
- 8) Which of the following factors encourage good ethics in the workplace?
a) Transparency
b) Fair treatment to the employees of all levels
c) Both (a) and (b)
d) Bribe
- 9) The goal of corporate governance and business ethics education is to _____.
a) Teach students their professional accountability and to uphold their personal
b) Integrity to society
c) Change the way in which ethics is taught to students
d) Create more ethics standards by which corporate professionals must operate
- 10) _____ focus on maximizing profits while obeying laws.
a) Ethical CSR
b) Desirable CSR
c) Legal CSR
d) Benevolent CSR
- 11) Which of the following factors encourage good ethics in the workplace?
a) Transparency
b) Fair treatment to the employees of all levels
c) Both (a) and (b)
d) Bribe
- 12) Which of the following is not one of the underlying principles of the corporate Governance combined code of practice?
a) Accountability
b) Openness
c) Acceptability
d) Integrity
- 13) What is meant by the phrase CSR?
a) Corporate Social Responsibility
b) Company Social Responsibility
c) Corporate Society Responsibility
d) Company Society Responsibility
- 14) Personal characteristics to be a successful entrepreneur include _____.
a) Understanding environment
b) Creating management options
c) Encourage open discussion
d) All of the above

Project used to go on tours frequently to Delhi, Kolkata, Chennai, and Mumbai and to overseas on their work. The tour frequencies were almost weekly. Regular coordination and follow up of activities were done in department and Zonal meetings.

Last Saturday Aravind Jain was following news item on Star News. He was shocked to see news flash that the Marketing Director K. Ram of SSCL was alleged for molestation of a lady employee serving in his office in Mumbai. The Mumbai police were looking for Ram for arresting and further action. Ram was in Delhi on Saturday. Jain telephoned immediately Zonal Manager in SSCL Mumbai and Delhi, so that he can get first-hand information. He was angry that he should get his company information through TV news.

The Zonal Manager Delhi informed that he was not aware of any Mumbai incident. The Zonal Manager Mumbai was not available in his house in Mulund (a suburb of Mumbai). Even after 2 days there was no news or whereabouts of the Mumbai Zonal Manager.

TV news on 3rd Day gave that Mumbai police were searching the absconding K. Ram, Marketing Director of SSCL. Newspapers and weekly business magazines published and news articles on the subject.

A business weekly gave a story with photographs of K. Ram and the lady employee giving their side of the story. Ram aged 54, is a marketing wiz-kid and considered good in exports and international negotiations. Son of Ram was in UK as a software engineer. Ram's story gave that the lady employee, a secretary in Mumbai office, did come to his five-star hotel room and went away.

The TV story was made up by Competitor Company to tarnish SSCL image. The lady employee contended that she was called by Ram along with Zonal Manager for official work to the hotel. In the hotel room Ram molested her telling that she will be promoted as officer shortly. The lady ran and lodged FIR in police station. The lady was middle aged and has a son going to high school.

The next week TV news said "Ram, Director of SSCL surrenders to Mumbai police. Police took him to custody and produced in Magistrate Court. The court granted bail to Ram".

Questions:

- a)** Discuss the ethical issues of the company involved in this case. **04**
- b)** What are reactions on the issue from different stake holders of SSCL? **04**
- c)**
 - i)** What actions you suggest that Jain should take immediately? **04**
and
 - ii)** Policy decisions to stop such recurrences. **04**

Seat No.	
----------	--

Set	P
-----	---

**M.B.A. (Semester - IV) (CBCS) Examination:
October/November – 2025
Total Quality Management (20407402)**

Day & Date: Tuesday, 18-11-2025
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Multiple Choice Questions.

16

- 1) QFD stands for _____.
 - a) Quantity for deployment
 - b) Quality for deployment
 - c) Quality function deployment
 - d) Quality for decision

- 2) Kaizen is a _____ process, the purpose of which goes beyond simple productivity improvement.

a) weekly	b) daily
c) monthly	d) annual

- 3) Elements of quality management system are _____.

a) organizational structure	b) responsibilities
c) procedures	d) All the three

- 4) Quality Trilogy includes _____.

a) quality planning	b) quality improvement
c) quality control	d) All the three

- 5) Based on his 14 Points, Deming is a strong proponent of _____.
 - a) inspection at the end of the production process
 - b) an increase in numerical quotas to boost productivity
 - c) looking for the cheapest supplier
 - d) training and knowledge

- 6) A fishbone diagram is also known as a _____.

a) Cause-and-effect diagram	b) Poka-yoke diagram
c) Kaizen diagram	d) Taguchi diagram

- 7) According to Deming most of the problems are related to systems and it is the responsibility of the management to improve the systems _____.

a) correct	b) correct to some extent
c) correct to great extent	d) Taguchi

- 8) Fourteen points framework for quality and productivity improvement was suggested by _____.
a) Crosby
b) Ishikawa
c) Deming
d) Juran
- 9) Juran's Quality trilogy emphasizes the roles of quality planning, quality control and _____.
a) Quality definition
b) Quality enhancement
c) Quality improvement
d) quality maintenance
- 10) Quality Circles members are _____.
a) Paid according to their contribution to quality
b) External consultants designed to provide training in the use of Quality' tools
c) Always machine operators
d) None of the three
- 11) Identify the cost not likely to reduce as a result of better quality.
a) Maintenance costs
b) Inspection costs
c) Scrap costs
d) Warranty and service costs
- 12) Kaizen is a Japanese term meaning _____.
a) continuous improvement
b) Just-in-time (JIT)
c) a fishbone diagram
d) setting standards
- 13) Quality management includes forming and directing a team of people to achieve a qualitative goal within an effective cost and time frame that results in _____.
a) a project completed in shortest possible time
b) a product or service that conforms to the required specifications
c) an award-winning product that brings public recognition to the project
d) an innovative project that establishes qualification of the project team
- 14) Establishing measurements based on customer needs for optimizing product design is known as _____.
a) quality planning
b) quality improvement
c) quality control
d) quality planning roadmap
- 15) Quality fulfills a need or expectation that is _____.
a) Explicitly stated
b) Implied
c) Legally required
d) All of the above
- 16) Which of the following is not a target of Total Quality Management?
a) Customer Satisfaction
b) Reducing Manpower
c) Continuous Cost Reduction
d) Continuous Operational Improvement

- Q.2 Write short notes on:** **16**
- a) Write short note on ISO 14000.
 - b) Explain KAIZEN - Concept and steps in continuous improvement process.
- Q.3 Answer the following.** **16**
- a) Explain in detail Statistical Quality Control Concept.
 - b) Discuss objectives and benefits of Benchmarking.
- Q.4 Answer the following. (Long Answer)** **16**
- a) What are the fundamentals of Total Quality? Give Major process components of TQM and key elements of TQM.
- OR**
- b) Discuss the contribution of four Quality Gums in the field of Quality Management.
- Q.5 “Improve Quality, you automatically improve productivity “Justify the statement in your own words with suitable case or own experiences.** **16**

Seat No.	
----------	--

**M.B.A. (Semester - IV) (CBCS) Examination:
October/November – 2025
Marketing Management
Integrated Marketing Communications & Digital Marketing
(20407403)**

Day & Date: Wednesday, 19-11-2025
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Multiple Choice Question. Select the Right Option.

16

- 1) Which of the following is NOT considered a tool of Integrated Marketing Communications?
 - a) Advertising
 - b) Direct Marketing
 - c) Production Planning
 - d) Personal Selling

- 2) In the context of advertising, which of the following appeals would be most effective during the introduction stage of the Product Life Cycle (PLC)?
 - a) Fear Appeal
 - b) Emotional Appeal
 - c) Informational Appeal
 - d) Humor Appeal

- 3) Which of the following is a key step in the IMC planning process?
 - a) Budget Allocation
 - b) Media Buying
 - c) Competitive Analysis
 - d) All of the Above

- 4) Advertising that aims to create a positive image of the company rather than promote a specific product is known as _____.
 - a) Product Advertising
 - b) Corporate Advertising
 - c) Comparative Advertising
 - d) Institutional Advertising

- 5) The relationship between an advertising agency and its client is typically defined by _____.
 - a) Strict legal obligations only
 - b) Creative collaboration with mutual trust
 - c) A one-sided communication flow
 - d) Long-term contracts without performance reviews

- 6) One emerging trend for the future of advertising agencies is _____.
 - a) decrease in digital media usage
 - b) increased demand for data-driven advertising and analytics
 - c) exclusive focus on traditional media
 - d) reduced reliance on creative services

- 7) What is the first step in developing a media plan?
- a) Media selection
 - b) Budgeting
 - c) Setting campaign objectives
 - d) Evaluating media channels
- 8) Support media in advertising typically includes _____.
- a) Television and Radio
 - b) Billboards and Promotional Items
 - c) Search Engine Marketing
 - d) All of the above
- 9) Why are international markets important for businesses?
- a) They offer limited growth opportunities.
 - b) They reduce competitive pressure.
 - c) They provide access to larger customer bases and diversified revenue streams.
 - d) They simplify compliance with regulations.
- 10) What is the primary role of international advertising?
- a) To focus solely on increasing sales in the domestic market
 - b) To create brand awareness and promote products across diverse global markets.
 - c) To develop long-term relationships with domestic suppliers.
 - d) To minimize costs of production
- 11) Localized advertising is typically characterized by _____.
- a) A uniform message across all markets
 - b) Customizing the message to fit local culture, language, and consumer behavior
 - c) Exclusively using international celebrities for endorsements
 - d) Focusing solely on digital channels
- 12) Which factor is crucial for evaluating the success of international advertising campaigns?
- a) Consistency in imagery
 - b) Return on Investment (ROI) and sales growth
 - c) High social media engagement
 - d) Number of markets entered
- 13) Google Keyword Planner is primarily used for _____.
- a) Optimizing banner ads
 - b) Tracking website conversions
 - c) Finding keywords for your advertising campaigns
 - d) Managing local business listings
- 14) Google AdWords Editor is a tool for _____.
- a) Creating and managing Google Ads campaigns
 - b) Analyzing website traffic
 - c) Optimizing conversion rates
 - d) Creating and managing local business listings

- 15) Google Conversion Optimizer is used for _____
- Identifying keywords for your campaigns
 - Tracking how well your ads perform
 - Optimizing your website for better conversions
 - Managing local business listings
- 16) Which Google tool allows you to create and manage a blog?
- Google Keyword Planner
 - Google Search Console
 - Google Blogger
 - Google Ad Sense

Q.2 Answer the following questions. 16

- Explain Global vs Local advertising.
- Explain Advertising agency and client relationship.

Q.3 Answer the following questions. 16

- Explain Google tools for digital marketer.
- Explain Integrated Marketing communication planning process.

Q.4 Answer the following questions in detail. (Any One) 16

- Define sales promotion and explain the various promotional tools use by marketers.

OR

- Define Integrated Marketing communication and discuss its strategic importance to multinational and global companies.

Q.5 Read the case carefully and answers the questions. 16

Emirates, a global airline headquartered in Dubai, has consistently been recognized for its strong brand presence and customer loyalty. In the highly competitive airline industry, where price and convenience often dominate, Emirates has successfully built a premium brand image associated with luxury, quality service, and global connectivity.

One of the key strategies behind Emirates' success is its sophisticated approach to integrated marketing communication (IMC). They understand that reaching a diverse global audience requires a coordinated effort across multiple channels to deliver a consistent and compelling brand message.

Emirates' advertising campaigns are a prime example of their IMC in action. Their television commercials often feature stunning visuals of exotic destinations, luxurious aircraft interiors, and happy, diverse travelers. These advertisements are carefully crafted to evoke feelings of aspiration, comfort, and adventure, aligning with their brand promise.

Beyond traditional advertising, Emirates heavily utilizes digital marketing. Their website is a central hub for booking flights, managing reservations, and exploring destinations, offering a seamless user experience. They have a strong presence on social media platforms, engaging with customers through visually appealing content, travel inspiration, and prompt customer service responses. This allows them to build a community around their brand and gather valuable customer insights.

Public relations play a significant role in Emirates' IMC. They often sponsor major global events, such as sporting tournaments and cultural festivals, which provides significant brand visibility and aligns them with prestigious and widely recognized events. Their media relations efforts are focused on highlighting their service innovations, route expansions, and sustainability initiatives, contributing to a positive public image.

Emirates also utilizes sales promotions strategically. While they position themselves as a premium airline, they occasionally offer targeted promotions and loyalty programs (like Emirates Skywards) to incentivize bookings and reward frequent flyers. These promotions are often communicated through their website, email marketing, and social media, ensuring a consistent message.

Furthermore, their in-flight experience is a crucial element of their IMC. The quality of their service, the comfort of their cabins, the entertainment options, and the meals provided all contribute to the overall brand perception. This "product as communication" reinforces the messages conveyed through their other marketing channels.

Emirates' success in IMC lies in its ability to ensure that every touchpoint a customer has with the brand, from seeing an advertisement to stepping off the plane, reinforces the same core message of a premium, global travel experience. This consistent delivery across various channels has helped them build a powerful brand identity and maintain a loyal customer base in a challenging industry.

Questions:

- a)** Analyze the case. **04**
- b)** Discuss how Emirates' integrated marketing communication strategy contributes to its competitive advantage in the global airline industry. **06**
- c)** Discuss Traditional marketing vs. Digital marketing. Discuss benefits of digital marketing in the light of above case study. **06**

Seat No.	
----------	--

Set	P
-----	---

**M.B.A. (Semester - IV) (CBCS) Examination:
October/November – 2025
Financial Management
Financial System of India, Markets and Service (20407406)**

Day & Date: Thursday, 20-11-2025
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Multiple Choice Questions.

16

- 1) The interaction between banks and insurance companies in the financial system allows for _____.
 - a) Increased access to credit for businesses
 - b) Diversification of investment options for individuals
 - c) Risk management through pooling of funds
 - d) All of the above

- 2) Which of the following is NOT a role of a merchant banker in a public issue?
 - a) Advising the company on the issue process
 - b) Underwriting a portion of the offered securities
 - c) Marketing the issue to potential investors
 - d) Managing the subscription process

- 3) Rolling settlement in the stock exchange means _____.
 - a) Delivery of shares and payment occur immediately after the trade
 - b) Settlement happens on a specific day after the trade, with a rolling cycle
 - c) Investors can choose the settlement date for each trade
 - d) Only cash trades are allowed, with no margin trading

- 4) The main function of SEBI (Securities and Exchange Board of India) is to _____.
 - a) Regulate the activities of stock exchanges
 - b) Provide investment advice to individuals
 - c) Manage government pension funds
 - d) Set interest rates for commercial banks

- 5) A futures contract is an agreement to _____.
 - a) Buy or sell an underlying asset at a predetermined price on a specific future date
 - b) Sell an asset at a current price and buy it back later at a higher price
 - c) Invest in a pool of funds managed by a professional
 - d) Borrow money for short-term needs

- 6) Derivative markets provide economic benefits by _____.
- a) Reducing price volatility for underlying assets
 - b) Increasing speculation in the financial system
 - c) Limiting access to credit for businesses
 - d) Discouraging long-term investments
- 7) Which of the following is NOT a participant in the commodity futures market?
- a) Hedgers
 - b) Speculators
 - c) Arbitrageurs
 - d) Retail investors
- 8) Commercial Papers (CPs) are unsecured short-term debt instruments issued by _____.
- a) The government
 - b) Central bank
 - c) High-creditworthy companies
 - d) Individuals
- 9) Rolling settlement means shares are delivered and paid for _____.
- a) Right away
 - b) On a specific day after the trade (T+2)
 - c) Whenever the investor wants
 - d) Only for cash purchases
- 10) What do Money Market instruments primarily facilitate?
- a) Long-term investment
 - b) Short-term borrowing and lending
 - c) Real estate transactions
 - d) International trade finance
- 11) A mutual fund is essentially a _____.
- a) Pool of savings from various investors Correct
 - b) Single company stock
 - c) Government bond
 - d) Fixed deposit
- 12) SIP allows for _____.
- a) One-time lump sum investment
 - b) Regular investment at fixed intervals
 - c) No investment until maturity
 - d) All of the above
- 13) SIP facilitates the transfer of investments from _____.
- a) One mutual fund scheme to another
 - b) Stocks to mutual funds
 - c) Debentures to equity funds
 - d) Savings account to mutual funds

- 14) SWP allows investors to _____.
- Withdraw a fixed amount from their mutual fund at intervals
 - Invest a fixed amount at intervals
 - Neither invest nor withdraw funds
 - Close their mutual fund account
- 15) NAV represents the _____.
- Initial investment amount per unit
 - Market value of the fund's assets per unit
 - Annual return of the fund
 - Expense ratio of the fund
- 16) Mutual funds do not offer _____.
- Investment advice
 - Convenience of investing in a diversified portfolio
 - Guaranteed returns
 - SIP facility

Q.2 Answer the following questions. (Short answer/Short problem) 16

- Explain, Custodian Bank & Investment Bank.
- Explain Underwriter and IPO requirement for new issues.

Q.3 Answer the following questions. (Short answer/Short problem) 16

- Explain the term Money Market.
- Explain the term Future and Option Derivative.

Q.4 Answer the following questions in detail. (Any One) 16

- Brief note on Financial Derivatives.

OR

- Brief note on short term financial instruments.

Q.5 Answer the following case study. 16

Rahul, a technology enthusiast, recognized the burgeoning potential of the technology sector. He decided to invest in a sectoral mutual fund focused exclusively on technology companies. His research and belief in the sector's growth prospects paid off handsomely. Over time, Rahul's investment witnessed substantial appreciation, and he realized impressive gains as the technology sector flourished. Rahul's success underscores the significance of aligning investments with personal insights and capitalizing on emerging opportunities. Rahul seeking help from you to understand mutual fund investment benefits with diversified Portfolio.

Questions:

- Analyze the case.
- Provide the benefits of Mutual Fund.
- Provide the various types of Mutual Fund.
- Provide the Pros and Cons of Mutual Fund.

Seat No.	
----------	--

Set	P
-----	---

**M.B.A. (Semester - IV) (CBCS) Examination:
October/November - 2025
Production and Materials Management
Industrial Engineering (20407412)**

Day & Date: Friday, 21-11-2025
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Multiple Choice Questions.

16

- 1) The average time recorded by work study man for an operation is called _____.
 - a) Standard time
 - b) Normal time
 - c) Representative time
 - d) None of these
- 2) What does symbol O imply in work study?
 - a) Operation
 - b) Inspection
 - c) Transportation
 - d) Delay
- 3) How can employers prevent/reduce ergonomic hazards?
 - a) Engineering Controls
 - b) Administrative Controls
 - c) Personal Protective Equipment
 - d) All of the above
- 4) The following chart(s) record the movements _____.
 - a) Operation process chart
 - b) Flow process chart
 - c) Both 'a' and 'b'
 - d) None of the above
- 5) What does symbol 'D' imply in work study?
 - a) Operation
 - b) Inspection
 - c) Transportation
 - d) Delay
- 6) There are various methods to reduce cost of production except _____.
 - a) Increase in production output
 - b) Reduction in number of rejections
 - c) Maintaining maximum inventory levels
 - d) Producing Standardized products

- 7) The correct order of procedure in method study is _____.
a) Select - Record - Examine - Develop - Define - Install - Maintain
b) Select - Define - Examine - Develop - Record - Install - Maintain
c) Select - Record - Develop - Examine - Define - Install - Maintain
d) Select - Record - Examine - Define - Develop - Install - Maintain
- 8) A diagram showing the path followed by men and materials while performing a task is known as _____.
a) String Diagram
b) Flow process chart
c) Travel chart
d) Flow diagram
- 9) Productivity increases when _____.
a) inputs increase while outputs remain the same
b) inputs decrease while outputs remain the same
c) outputs decrease while inputs remain the same
d) inputs and outputs increase proportionately
- 10) Productivity is the _____ of production system.
a) Measurement
b) Efficiency
c) Both a and b
d) None of the above
- 11) Travel charts are used to _____.
a) analyse material handling
b) determine inventory control difficulties
c) plan material handling procedure and routes
d) All of these
- 12) Work study examines _____.
a) Method
b) Duration of work
c) Both a and b
d) None of the above
- 13) String diagram is used for _____.
a) For checking the relative values of various layouts
b) When a group of workers are working at a place
c) Where processes require the operator to be moved from one work place to another
d) All of the above
- 14) In outline process chart, the horizontal lines represent _____.
a) General flow of process
b) Materials being introduced
c) Both a and b
d) None of the above
- 15) The basic definition of Ergonomics is?
a) Using relaxed posture
b) Fitting the employee to the workstation
c) Fitting the workstation to the employee
d) Either b or c
- 16) Work study is done with the help of _____.
a) Process chart
b) Material handling
c) Stop watch
d) All of the above

Q.2 Answer the following. **16**
a) Types of Allowances
b) Write short note Socio-technical System.

Q.3 Answer the following. **16**
a) Explain the objectives of the work study.
b) Principles of Motion Economy.

Q.4 Answer the following long answers. (Any One) **16**
a) Define Business Process Re-engineering. Explain the process of Business process Engineering in detail.
OR
b) Define the concept of productivity? Explain various factors affecting Productivity. What are different kinds of productivity measures?

Q.5 Case study: **16**

In the mid-1990s, India's largest multi utility vehicle (MUV) and tractor manufacturer M&M was facing serious problems at its Igatpuri and Kandivili plants in Maharashtra. The plants were suffering from manufacturing inefficiencies, poor productivity, long production cycle and sub-optimal output.

The reason: highly under-productive, militantly unionized and bloated workforces. The company had over the years been rather lenient towards running the plants and had frequently crumbled under the pressure of union demands. The work culture was also reportedly very unhealthy and corruption was widespread in various departments. Alarmed at the plant's dismal condition, Chairman Keshub Mahindra tried to address the problem by sacking people who allegedly indulged in corrupt practices. M&M also tried to implement various voluntary retirement schemes (VRS), but the unions refused to cooperate and the company was unable to reduce the labor force. During this period, M&M was in the process of considering the implementation of a Business Process Reengineering (BPR) program throughout the organization including the manufacturing units. Because of the problems at the Igatpuri and Kandivili plants, M&M decided to implement the program speedily at its manufacturing units. The program, developed with the help of the UK-based Lucas Engineering Systems, was first implemented on an experimental basis at the engine plant in Igatpuri. Simultaneously, an exercise was initiated to assess the potential benefits of implementing BPR and its effect on the unions.

M&M's management was not surprised to learn that the unions expressed extreme displeasure at the decision to implement BPR and soon went on a strike. However, this time around, the management made it clear that it would not succumb to union demands. Soon, the workers were surprised to see the company's senior staff come down to the plant and work in their place. With both the parties refusing to work out an agreement, observers began casting doubts on the future of the company's grand plans of reaping the benefits of BPR.

Questions:

- a)** Analyse the case.
- b)** Identify problem.
- c)** Suggest alternatives and identify best alternative.

Seat No.	
----------	--

Set **P**

**M.B.A. (Semester - IV) (CBCS) Examination:
October/November - 2025
International Business Management
International Marketing (20407418)**

Day & Date: Friday, 21-11-2025
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Choose the correct alternatives from the options below.

16

- 1) A global marketing strategy attempts to:
 - a) Treat every country differently
 - b) Seek economies of scale via standardized offerings
 - c) Limit operations to few countries
 - d) Abandon local responsiveness

- 2) Which is not a direct exporting channel?
 - a) Company sales office abroad
 - b) Foreign distributors
 - c) Export management company
 - d) Domestic retailer

- 3) Dumping in international trade refers to: _____.
 - a) Selling goods below cost in foreign markets
 - b) Disposing of obsolete inventory domestically
 - c) Overproducing goods
 - d) None of the above

- 4) A marketing communication adaptation can be due to: _____.
 - a) Cultural differences
 - b) Legal restrictions on advertising
 - c) Language differences
 - d) All of above

- 5) Forward integration as an entry strategy implies: _____.
 - a) Owning upstream suppliers
 - b) Owning downstream distribution or retail units abroad
 - c) Licensing manufacturing
 - d) Using independent agents

- 6) Which is not part of the “uncontrollable environment” in international marketing?

a) Economic forces	b) Competitive forces
c) Marketing mix decisions	d) Cultural force

- 7) Which is an indirect export method?
- a) Export merchant
 - b) Company sales branch abroad
 - c) Foreign joint venture
 - d) Foreign subsidiary
- 8) The “stages of international involvement” model typically begins with: _____.
- a) Multinational stage
 - b) Domestic marketing stage
 - c) Global stage
 - d) Regional stage
- 9) In cost-based transfer pricing, internal charges between divisions are based on: _____.
- a) Standard market rates
 - b) Incremental cost
 - c) Full cost plus markup
 - d) Negotiated price
- 10) Which is not an advantage of local production in foreign markets?
- a) Lower transportation costs
 - b) Import duty avoidance
 - c) Better adaptation to local market
 - d) Guaranteed high quality control
- 11) The term “cultural distance” refers to: _____.
- a) Physical distance between countries
 - b) Differences in culture, norms, values
 - c) Currency exchange differences
 - d) Legal structural difference
- 12) Skimming pricing in international markets means: _____.
- a) Starting with low price then raising it
 - b) Stalling with high price then lowering it
 - c) Matching competitor’s price
 - d) Subsidizing price
- 13) Which factor is not relevant when choosing a country for expansion?
- a) Market size
 - b) Political stability
 - c) Distance from home country
 - d) Religious holidays
- 14) In communication decisions, country clusters are often grouped by: _____.
- a) Geographical proximity only
 - b) Regulatory similarity only
 - c) Cultural, linguistic, and media similarity
 - d) GDP per capita

- 15) The principal risk of wholly owned subsidiary entry is: _____.
- Loss of control
 - Low investment
 - High resource commitment and risk
 - Inflexibility
- 16) Which is an example of reverse innovation in international marketing?
- Developed country innovation first, then in emerging markets
 - Innovation in emerging markets adapted to developed markets
 - Innovation only for domestic market
 - Innovation using domestic resources only

Q.2 Write short notes on: **16**

- Explain Global Segmentation.
- Factors Affecting International Price Determination.

Q.3 Answer the following questions. **16**

- Explain the benefits and challenges of using standardization in promotion across countries.
- What is transfer pricing and why is it important in multinational companies?

Q.4 Answer the following questions in detail. (Any One) **16**

- Elaborate the process and stages of international market research and its challenges.

OR

- 'Evaluate the strategic issues in international distribution channels and logistics.

Q.5 Case Study **16**

Eco Wear Ltd. is a European company known for producing sustainable activewear, including yoga and sports clothing made from eco-friendly materials such as bamboo fibers, organic cotton, and recycled polyester. The company has built a strong brand image in Europe through its focus on environmental responsibility, comfort, and stylish design.

Now, Eco Wear plans to expand into Latin American markets — particularly Brazil, Mexico, and Colombia — due to growing interest in fitness, healthy living, and sustainability among middle-class consumers. However, the company faces several challenges in executing this plan.

The first challenge is local competition. These countries already have established sportswear and fashion brands that understand local tastes and offer affordable pricing. Competing with them requires Eco Wear to find a way to differentiate its brand while keeping costs under control.

The second challenge involves import tariffs and trade barriers, import duties on apparel can make Eco Wear's products significantly more

expensive than local alternatives, especially in Brazil. The management is considering whether to export from Europe or to manufacture locally in Latin America to reduce costs.

Another concern is cultural and climatic differences. Consumers in Latin America often prefer vibrant colors, lighter fabrics, and modern styles, unlike the minimalist European designs that Eco Wear currently offers. Therefore, the company must consider product adaptation to suit regional tastes and climates.

Additionally, marketing communication needs localization. While European customers are drawn to minimalist sustainability messages, Latin American consumers respond better to emotionally appealing and aspirational campaigns. Eco Wear must find a balance between maintaining its eco-friendly identity and connecting with local audiences effectively.

Questions:

- 1) How should Eco Wear identify and prioritize which Latin American market to enter first?
- 2) What market entry mode should Eco Wear adopt for Brazil, Mexico, and Colombia, and why?
- 3) How can Eco Wear adapt its products and marketing strategies to match local preferences and cultural values?
- 4) What pricing approach should Eco Wear take to remain competitive while sustaining its premium, eco-friendly brand image?

Seat No.	
-----------------	--

Set	P
------------	----------

**M.B.A. (Semester - IV) (CBCS) Examination:
October/November – 2025
Agriculture & Co-operative Management
Agricultural Production Management (20407427)**

Day & Date: Friday, 21-11-2025
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Multiple choice questions:

16

- 1) Farm Management deals with _____.
 - a) Judicious Decision
 - b) Use of scarce resources
 - c) Profit Maximization
 - d) All of these
- 2) Farm Planning means _____.
 - a) Farm Budgeting
 - b) Cropping Sequence
 - c) Type Enterprise
 - d) None of the above
- 3) Which of the following is not system of farming?
 - a) Dairy Farming
 - b) Co-operative Farming
 - c) State Farming
 - d) Collective farming
- 4) The relationship between cost function and production function is _____.
 - a) Positive
 - b) Negative
 - c) Increase
 - d) None of these
- 5) In peasant farming the owner of the land is _____.
 - a) Government
 - b) Company
 - c) National bank
 - d) Farmer
- 6) When the Land Reform Act was passed?
 - a) 1950
 - b) 1953
 - c) 1952
 - d) 1957
- 7) Which irrigation practice leads to maximum water conservation?
 - a) Water wheel
 - b) Tube -well
 - c) Drip Irrigation
 - d) Sprinkle
- 8) Which one of the following is not an object of farm management?
 - a) Minimisation of losses and damages
 - b) Minimisation of inefficiency
 - c) Maximisation of profit
 - d) Maximisation of costs

- 9) Another name of production function is _____.
a) Factor and factor relationship
b) Factor and resource relationship
c) Factor and product relationship
d) None of the above
- 10) In a production function, which of the following is not a factor of production?
a) Output
b) Land
c) Labour
d) Capital
- 11) To increase the production of goods and services, the producers have to _____.
a) Rely on agriculture
b) Increase the labour force
c) Study traditional means of production
d) Adopt new technology
- 12) Which colour is associated with the revolution in fertilisers?
a) Pink
b) Golden
c) Black
d) Grey
- 13) Which type of farming is practiced in areas of high population pressure on land?
a) Extensive subsistence farming
b) Commercial Farming
c) Primitive subsistence farming
d) Intensive Subsistence farming
- 14) In which Indian State is bamboo drip irrigation system a very Old Practice?
a) Chhattisgarh
b) Meghalaya
c) Telangana
d) Maharashtra
- 15) The region where farmers specialize in vegetables only, this type of farming is known as _____.
a) Co-operative farming
b) Mixed Farming
c) Truck farming
d) Collective farming
- 16) _____ is the primary sector of the Indian Economy.
a) Banking
b) Information and technology
c) Agriculture
d) Judiciary

Q.2 Write short notes.

- a) Depreciation
b) Co-operative farming

- Q.3 Write Short notes.** **16**
- a) Management and Technology Changes
 - b) Farm inventory
- Q.4 Answer the following questions in detail. (Any One)** **16**
- a) Explain the Land Tenure system in India.
- OR**
- b) Explain the special features of agri-culture.
- Q.5 Answer the following questions in detail.** **16**
- What is Co-operative Farming? Explain the special features of Co - Operative Farming.

Seat No.	
-------------	--

Set	P
-----	---

**M.B.A. (Semester - IV) (CBCS) Examination:
October/November - 2025
Human Resource Management
Industrial Relations and Labor Laws (20407415)**

Day & Date: Saturday, 22-11-2025
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Select the right option for each of the following from the choices given. 16

- 1) _____ is something paid as a gesture of goodwill.
 - a) Wages
 - b) Salaries
 - c) Bonus
 - d) Increment
- 2) The Payment of wages act came into force from _____.
 - a) 28th March 1937
 - b) 28th March 1938
 - c) 28th March 1936
 - d) 28th March 1939
- 3) Following is not a benefit under The ESIC Act 1948 _____.
 - a) Accident benefit
 - b) Sickness benefit
 - c) Disablement benefit
 - d) Medical benefit
- 4) Workers get compensation for injury caused by accident in _____.
 - a) Workmen's Compensation Act 1923
 - b) ESIC Act 1948
 - c) Factories Act 1948
 - d) The Maternity Benefit Act
- 5) Provident fund is the result of equal contribution by the _____.
 - a) employer and trade union
 - b) employer and employee
 - c) employer and government
 - d) employee and government
- 6) _____ is paid as post-retirement benefit without any contribution from the employees.
 - a) Provident fund
 - b) Gratuity
 - c) Pension
 - d) Compensation
- 7) The workman's compensation is a _____ legislation.
 - a) Wage legislation
 - b) Factory legislation
 - c) Social security legislation
 - d) Compensation legislation

Q.4 Answer Any One of the following. **16**

a) Define workers participation in management. Explain various forms and levels of workers participation in management.

OR

b) Define industrial disputes. Explain its causes and types.

Q.5 Attempt the following case study. **16**

Hindustan Textile Mills is a spinning unit of 50,000 spindles. The main product is cotton yarn of 40 counts. The mill is situated in central India. Mr. T Patel who is the General Manager of the plant manages the unit. He is a B. Tech of 1960 batch and is associated with the organization for the last 15 years. The plant started its production in the year 1989. The total strength the worker is 1750. All the workers are on the regular rolls of Hindustan Textile Mills and majority of them belong to Bihar. The workers are not unionized but strong groups from particular regions have influence on the workforce from a particular area.

Mr. Pramod Mishra joined the Mill on 01.12.1995 as Trainee and he was promoted as Tester from 8.8.2000 in the ring department. He belongs to Chappra district of Bihar. On 25.9.2001, Pramod Mishra was taking charge of the night shift and there was some argument that took place with the evening shift, Mr. Babloo. Mr. Mahesh, shift officer intervened in the matter and the issue was resolved. Babloo is a resident of Balia in U.P. On 10.10.2001, in the night shift at around 1:30 am, Rakesh Kumar working as Tester in blow room met with an accident. His right arm came in to contact with the machine and he shouted for help. Pramod Mishra rushed to the spot and meanwhile 3 other workers of Speed frame and draw frame also reached the spot and started their effort to pull Rakesh from the machine, Mr. Mahesh, the shift officer with the timekeeper Mr. Kanhaiya Lal also joined them. There was blood all around. Mr. Mahesh intervened in between and took charge of the machine along with Mr. Gyan Singh, maintenance foreman. They were able to pull Rakesh Kumar out of the machine and in the meanwhile, there were group pf 50 workers gathered on the spot.

Kanhaiya took Rakesh to the hospital. Meanwhile there was an argument that started between Mr. Pramod Mishra and shift officer Mr. Mahesh that the machines are not safe and the management is not keen about the safety of workers. Mr. Radhey, Mr. Deendayal, Mr. Prabhu Prakash also joined Mr. Pramod Mishra. Pramod Mishra took an iron rod from the blow room and started shouting to all the workers to stop at the plant. He along with Mr. Radhey, Mr. Deendayal and Mr. Prabhu forced all workers to come out of the plant and damaged window glasses of the main hall. The whole issue took an ugly turn.

You are the Personnel Manager. How will you handle the situation and describe the legal as well as other actions to resolve the issue.

Q.4 Answer the following questions in detail. (Any One) 16

a) Write an explanatory note on eco housekeeping. Enumerate its importance in hotel industry.

OR

b) What are the duties and responsibilities of house keeping department?

Q.5 Answer the following questions in detail. 16

Prepare a questionnaire for identifying the customer needs for hotel stay.

Seat No.	
-------------	--

Set	P
-----	---

**M.B.A. (Semester - IV) (CBCS) Examination:
October/November – 2025
System Management
Relational Database Management System (20407424)**

Day & Date: Monday, 24-11-2025
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Select the right option for each of the following from the choices given: 16

- 1) A Subquery is _____.
 - a) a 'select _____ from _____ where _____' expression that is nested within another query
 - b) any query that is nested within another query
 - c) a relation specified externally used to handle data in queries
 - d) a condition to exclude invalid tuples from the database

- 2) The _____ clause allows you to form groups based on the specified condition.

a) Order by	b) Group by
c) Having	d) CEIL

- 3) The _____ between two union compatible relations contains all those tuples in the first relation that are not present in the second relation.

a) Union	b) Difference
c) Intersection	d) Cartesian product

- 4) The _____ clause of SELECT statement filters the required records depending on one or more conditions.

a) GROUP BY	b) ORDER BY
c) HAVING	d) WHERE

- 5) _____ is a DDL command.

a) SELECT	b) DELETE
c) ALTER	d) GRANT

- 6) One of the objectives of _____ is to ensure that there are no orphan records in transaction tables of the database.

a) primary key	b) Normalization
c) referential integrity	d) unions and joins

- 7) Which of the following is not Constraint in SQL?

a) Primary Key	b) Not Null
c) Check	d) Union

- 8) The ORDER BY Clause assumes ____ order by default if not specified.
- ASC
 - DESC
 - Mandatory to mention ASC or DESC
 - Order of Primary key field is used
- 9) A table is in the _____ Normal Form if all its non key fields are fully functionally dependent on the whole key.
- First
 - Second
 - Third
 - Forth
- 10) ERD stands for _____.
- Error Rectification Diagram
 - Entity Relationship Diagram
 - Entity Rational Diagram
 - Entity Ratio Diagram
- 11) _____ function is used to remove unnecessary spaces before the text.
- trim
 - ltrim
 - remove
 - None of the above
- 12) SQL Views are also known as _____.
- simple Tables
 - virtual tables
 - complex tables
 - actual tables
- 13) Composite key is the _____ that is selected to identify every Tuples in a relation independently.
- composition of all keys
 - unique single candidate key
 - Primary key that consists of two or more attributes
 - None of the above
- 14) Which of the following describe the properties of entities in a database?
- Groups
 - Attributes
 - Switchboards
 - Table
- 15) Which of the following is an aggregate function in SQL?
- Union
 - Select
 - Cascade
 - Average
- 16) The _____ clause of SELECT statement filters the required records depending on one or more conditions.
- GROUP BY
 - ORDER BY
 - WHERE
 - DISTINCT

Q.2 Answer the following.

16

- Discuss different Data types of RDBMS.
- Advantages and limitations of RDBMS.

- Q.3 Write Short Notes on the following. 16**
a) Differentiate between Hierarchical and Relational Database Models.
b) Role of Data Base Administrator.

- Q.4 Answer Any one of the following. 16**
a) Explain Entity Relationship Diagram in detail along with its components and relationships.

OR

- b) Discuss Codd's rules with respect to RDBMS.

- Q.5 Analyse the following case, and answer the questions given below: 16**

A database is to be designed for a Car Rental Co. (CRC). The information required includes a description of cars, subcontractors (i.e. garages), company expenditures, company revenues and customers. Cars are to be described by such data as: make, model, year of production, engine size, fuel type, number of passengers, registration number, purchase price, purchase date, rent price and insurance details. It is the company policy not to keep any car for a period exceeding one year. All major repairs and maintenance are done by subcontractors (i.e. franchised garages), with whom CRC has long-term agreements. Therefore the data about garages to be kept in the database includes garage names, addresses, range of services and the like. Some garages require payments immediately after a repair has been made; with others CRC has made arrangements for credit facilities. Company expenditure is to be registered for all outgoings connected with purchases, repairs, maintenance, insurance etc. Similarly the cash inflow coming from all sources - car hire, car sales, insurance claims - must be kept in file. CRC maintains a reasonably stable client base. For this privileged category of customers special credit card facilities are provided. These customers may also book in advance a particular car. These reservations can be made for any period of time up to one month. Casual customers must pay a deposit for an estimated time of rental, unless they wish to pay by credit card. All major credit cards are accepted. Personal details (such as name, address, telephone number, driving licence, number) about each customer are kept in the database.

Questions:

- 1) Identify the various entities in the database.
- 2) Describe the attributes of identified entities.

- 8) _____ is a major factor encouraging organized retail growth in India?
 a) Population decline b) Government ban on malls
 c) Growing middle class d) Reduced FDI inflow
- 9) When two or more retail outlets are under a common ownership it is called retail _____.
 a) Franchise b) Chain
 c) Department d) None of these
- 10) McDonald's, Domino's, Zodiac are the examples of _____.
 a) Malls b) Retail Franchising
 c) Hypermarket d) Specialty stores
- 11) Why is window display important in store design?
 a) For storage
 b) To attract passing customers and encourage entry
 c) To protect from sunlight
 d) To block competitor view
- 12) _____ store design element contributes most to brand identity.
 a) Color schemes and signage b) Staff behavior
 c) Payment process d) Return policy
- 13) _____ is the primary goal of merchandise planning?
 a) Reduce product quality
 b) Minimize sales
 c) Maximize return on investment through optimal product selection
 d) Increase employee turnover
- 14) _____ is the first step in merchandise planning?
 a) Purchase order placement b) Analyzing past sales data
 c) Vendor selection d) Advertising
- 15) Private labels are also known as _____.
 a) National brands
 b) Premium brands
 c) Store brands or in house brands
 d) Wholesale brands
- 16) A key component of Category Management is _____.
 a) Random stocking b) Brand loyalty elimination
 c) Consumer-centric approach d) Cutting marketing budgets

Q.2 Answer the following questions. 16
 a) Distinction between services & goods.
 b) Explain store layouts with examples.

Q.3 Answer the following questions. 16
 a) Explain educational services in India.
 b) Explain concept of private Labels.

Q.4 Answer the following questions in detail. (Any One) **16**

a) Drivers of retail change in India.

OR

b) Reasons for growth of the service economy.

Q.5 Solve the Case Study. **16**

The first McDonald restaurant the opened on April 15th 1955 in Illinois, America. Today it is. The world's largest food service system, with more than 31000 restaurants in 120 countries serving 50 million customers each day in India was one of the first foreign chain. To venture into the business of food service. The first outlet opened in 1996 in Mumbai and 1.5 km long queue garlanded the opening of outlet in Delhi, Vasant Kunja Bihar. Thereafter, outlets were opened in Pune Ahmedabad bar, Bangalore, Ludhiana, Jaipur and Delhi Mthura highway.

In a survey carried out by AC Nelson, identity factor which indicates following things. The preference of quick service restaurants over others give the following information. 66% of Indian consumers consider hygiene and cleanliness as the most important criteria while selecting the McDonald's. 24% of consumers visit the fast food brand due to service as decision-making criteria.

Retail consultancy KSA techno park Estimates that ₹40000 cr. eating out growing annually at 20% while. 2500 cr, urban fast food service segment has been growing 40% per year. McDonald's used the location strategy as the key ingredient for establishing itself. As the world's leading fast food chain. The outlets are located in such a premises, which are very convenient to the customer. To encourage consumers to go for impulse buying. for example, outlets on linking road of Bandra forum and Bangalore are very busy shopping areas. The idea is that if shopper get hungry, they should have the option of eating at McDonald's. McDonald has focused on localising the menu.

Respect for the Indian Customs and Culture: McDonald's worldwide is well known for the high degree of respect to the local culture. McDonald's has developed a menu especially for India with vegetarian selections to suit Indian tastes and culture. In line with its respect for local culture, India is the first country in the world where McDonald's does not offer any beef or pork items. McDonald's has also reengineered its operations to address the special requirements of vegetarians. Special care is taken to ensure that the vegetable products are prepared separately, using dedicated equipment and utensils. This separation of vegetarian and non-vegetarian food products is maintained throughout the various stages of procurement, cooking and serving. So much so that the mayonnaise and the soft serve are also 100% vegetarian. Also in India, only vegetable oil is used as a cooking medium. Nearly 80% of its product has been cooked, keeping Indian culinary and religious sentiments in the mind. The third reason for the success of McDonald it started offering affordable menu. Call the

happy price menu where 4 of its products were available at ₹20. Due to this 25% footfall has been increased.

McDonald have Ronald seated outside the outlets along with toy display, which is usually an instant hit with the children designed their stores. By changing the look and feel in the store along with additional facilities like videos, strip boxes, which help customer to listen to their music for their choice. Catering to both their loyal fan base of both adults and children, the new elements offer bold colours, diverse tables, and chairs as well as bold and comfortable lighting.

McDonald's strategy, in near future will be to introduce full format restaurants in secondary towns and cities.

Answer the following questions.

- | | |
|--|----|
| a) Suggest title for the case. | 02 |
| b) Explain the reasons behind success of McDonald in India. | 06 |
| c) Explain how and why location is important for McDonald success. | 06 |
| d) Explain the importance of McDonald interior and how it has affected its sale. | 02 |

Seat No.	
-------------	--

Set	P
-----	---

**M.B.A. (Semester - IV) (CBCS) Examination:
October/November – 2025
Financial Management
Investment Management (20407407)**

Day & Date: Wednesday, 26-11-2025
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Choose the correct alternative.

16

- 1) Most investors are risk averse which means _____.
 - a) They will assume more risk only if they are compensated by higher expected return
 - b) They will always invest in the investment with the lowest possible risk
 - c) They actively seek to minimize their risks
 - d) They avoid the stock market due to the high degree of risk

- 2) Total return is equal to _____.
 - a) Capital gain + price change
 - b) Yield + income
 - c) Capital gain – loss
 - d) Yield + price change

- 3) Technical indicators help _____.
 - a) To find out the present state of the stock market
 - b) To estimate the growth of the stock market
 - c) To indicate the economic activity
 - d) To show the direction of the overall market

- 4) Financial assets permits all of the following except _____.
 - a) Consumption timing
 - b) Allocation of risk
 - c) Separation of ownership and control
 - d) Elimination of risk

- 5) _____ are not financial assets.
 - a) Bonds
 - b) Machines
 - c) Stocks
 - d) Equities

- 6) Which of the following is not normally one of the reasons for a change in investor's circumstances?
 - a) Change in market conditions
 - b) Change in legal considerations
 - c) Change in time horizon
 - d) Change in tax circumstances

- 7) Speculator is a person _____.
 a) Who evaluates the performance of the company
 b) Who uses his own funds only
 c) Who is willing to take risk for high return
 d) Who considers here says and market behaviors
- 8) The Markowitz model identifies the efficient set of portfolios, which offers the _____.
 a) Highest return for any given level of risk or the lowest for any given level of return
 b) Least-risk portfolio for a conservative middle-aged investor
 c) Long run approach to wealth accumulation for a young investor
 d) Risk free alternative for risk averse investors
- 9) The open -ended scheme of mutual funds is _____.
 a) Open on a continuous basis
 b) Open for a particular period
 c) Having a fixed period of maturity
 d) Interest earning scheme
- 10) The last step in fundamental analysis is _____.
 a) Economic analysis b) Industry analysis
 c) Company analysis d) Technical analysis
- 11) If an investor searches for patterns in security returns by examining various techniques applied to a set of data, this is known as _____.
 a) Fundamental analysis b) Technical analysis
 c) Data mining d) Random walk theory
- 12) Interest rate risk is a _____.
 a) Systematic risk b) Unsystematic risk
 c) Internal risk d) Market risk
- 13) Speculation can be denoted as _____.
 a) Non- productive b) Buying low and selling high
 c) Making larger capital gain d) Short term investment
- 14) The financial meaning of investment means money put in for _____.
 a) Productive use
 b) Purchase of second hand instruments
 c) Pension benefits
 d) Dividend
- 15) Which of the following is true regarding the expected return of a portfolio?
 a) It is a weighted average only for stock portfolios
 b) It can only be positive
 c) It can never be above the highest individual return
 d) All of the above are true
- 16) The Markowitz model assumes most investors are _____.
 a) Risk averse b) Risk neutral

c) Risk seeks

d) Risk moderators

Q.2 Answer the following questions. 16

- a) Weak form of efficiency market.
- b) Types of bonds.

Q.3 Answer the following questions. 16

- a) Capital Asset Pricing Model.
- b) Elements of risk.

Q.4 Answer the following questions in detail. (Any One) 16

- a) Explain the concept of fundamental and technical analysis. Briefly discuss about commonly used charts in technical analysis.

OR

- b) There are two alternatives available for investment. Mr. Jay is planning for investing in one of these securities. With the help of given information select the best alternative on the basis of expected rate of return and standard deviation.

Outcome	Company A		Company B	
	Expected return	Probability	Expected return	Probability
1	6	0.3	8	0.2
2	10	0.5	14	0.5
3	12	0.2	18	0.3

Q.5 Answer the following questions in detail. 16

Mr. Manish Sharma a young executive with a promising future is an ambitious twenty-eight years of age. He is a postgraduate from a prestigious business school. He is working as a credit officer in a multinational bank drawing a salary of Rs. 40,000 per month after all deductions. Mr. Manish expects his earning to rise substantially over the time as his career advances. His wife Mrs. Manisha is also a smart, knowing her responsibility in the family. She is currently working as a teacher in the private coaching classes. She is earning net amount of Rs. 8,000 per month from this source. Mr. and Mrs. Sharma are having the only son-Manas, who is just two years of age.

At present they are living in the old house which was constructed by father of Mr. Manish 25 years ago. However, Mr. Manish recently inherited legacy of Rs. 5 lakhs from his grandfather's state. Both Mr. and Mrs. Sharma have the amount of Rs. 1 lakh out of their previous earnings, which is deposited in the bank saving account. Since the obligations are limited at present, they decided to go for investment. They want to build a suitable investment plan for their future so as to achieve financial freedom to retire early and pursue other interest in life.

You have been assigned the task of developing an appropriate investment plan for Mr. and Mrs. Sharma.

Seat No.	
-----------------	--

Set **P**

**M.B.A. (Semester - IV) (CBCS) Examination:
October/November – 2025
Production and Materials Management
Quality Management (20407413)**

Day & Date: Thursday, 27-11-2025
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) All questions carry equal marks.

Q.1 Multiple choice questions.**16**

- 1) The frequency distribution of a numerical data can be graphically represented by a _____.
 - a) Histogram
 - b) Telegram
 - c) Monogram
 - d) Anagram
- 2) A scatter diagram represents the relationship between _____ and _____.
 - a) Cause, effects
 - b) Cause, problem
 - c) Effects, output
 - d) Production, productivity
- 3) _____ is not an attribute of Quality circle.
 - a) It is a form of participation management
 - b) It is a human resource development technique
 - c) It is a problem-solving technique
 - d) It is not a human resources development technique
- 4) _____ is not benchmarking?
 - a) Systematic search for best practices
 - b) Systematic search for innovative ideas
 - c) Systematic search for highly effective operating procedures
 - d) Systematic search for imitating competitors
- 5) Which of the following represents India in ISO?
 - a) PFRDA
 - b) BIS
 - c) FSSAI
 - d) BCCI
- 6) _____ was first given in the year 1992.
 - a) Rajiv Gandhi National Quality Award
 - b) Malcolm Baldrige National Quality Award
 - c) Deming Prize quality award
 - d) EFQM award

- Q.2 Write short notes.** **16**
- a) IMC Ramakrishna Bajaj National Quality Awards.
 - b) Over control and under control consequences.
- Q.3 Write Short notes.** **16**
- a) Quality Function Deployment.
 - b) Importance of Quality in modern business.
- Q.4 Define quality. Explain Juran's quality philosophy.** **16**
- Q.5 Define benchmarking. Explain how benchmarking is quality control tool.** **16**

Seat No.	
-----------------	--

Set	P
------------	----------

**M.B.A. (Semester - IV) (CBCS) Examination:
October/November – 2025
International Business Management
EXIM Management (20407419)**

Day & Date: Thursday, 27-11-2025
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Choose the right Answer.

16

- 1) Which of the following is the primary focus of India's "Foreign Trade Policy"?
 - a) To regulate import duties
 - b) To set targets for export growth and facilitate export promotion
 - c) To ensure domestic market protection
 - d) To set currency exchange rates
- 2) The "Export Promotion Capital Goods" (EPCG) Scheme under the EXIM Policy allows exporters to _____.
 - a) Import capital goods at concessional duty to enhance export capacity
 - b) Avoid payment of customs duties for any imports
 - c) Obtain interest-free loans for export activities
 - d) Get additional tax exemptions on their profits
- 3) EPCG stands for _____.
 - a) Electoral Programme Catering Trades
 - b) Export Program Capital Goods
 - c) Export Promotion Capital Goods
 - d) Export Program Chief Guests
- 4) Export of goods help in _____.
 - a) Production on large scale
 - b) Facilities economic growth
 - c) Cope up with adverse balance of payment position
 - d) All of the above
- 5) What is meaning of ASEAN?
 - a) Association of South East Asian Nations
 - b) Association of Southern and East African Nations
 - c) Association of scientific and East African Nations
 - d) Association of South East Afghanistan Nature club

- 6) Exporter can spread the risk by _____.
a) Increasing scale of production
b) Reducing price
c) Finding new international market
d) Improving quality
- 7) International political and cultural relations can be maintained by _____.
a) Quality control
b) Export marketing
c) Credit policy
d) Branding
- 8) Under the EXIM Policy, the Foreign Trade Policy is revised every _____ years.
a) 2
b) 3
c) 4
d) 5
- 9) Trade barriers are imposed on _____.
a) Exports and imports
b) Surplus production
c) Opening stock
d) New product
- 10) Tariff barrier includes _____.
a) Customs regulations
b) Consular formalities
c) Anti-dumping duties
d) Foreign exchange regulations
- 11) India is one of the founder members of _____.
a) ASEAN
b) WTO
c) GATS
d) EOUs
- 12) Quota refers to _____.
a) Raw material restrictions
b) Quantitative restrictions
c) Foreign exchange restriction
d) Credit restrictions
- 13) What is the meaning of SEZ?
a) Secretariat of Export Zone
b) Special Economic Zone
c) Special Export Zone
d) Secretariat of Economics Zone
- 14) What is the purpose of a Letter of Credit in export transactions?
a) Ensures timely shipment
b) Provides payment guarantee
c) Facilitates packaging
d) Reduces customs duty
- 15) EXIM policy is prepared and announced by Central Government's _____.
a) Ministry of Finance
b) Ministry of Commerce and Industry
c) Reserve Bank of India
d) Ministry of Foreign affairs

16) Before shipping goods, what certificate ensures the quality of the goods?

- a) Insurance Certificate
- b) Certificate of Inspection
- c) Certificate of Origin
- d) Bill of Entry

Q.2 Answer the following questions. 16

- a) Objectives of new foreign trade policy.
- b) Export finance.

Q.3 Answer the following questions. 16

- a) Import Documentation.
- b) Documents relating to Letter of Credit.

Q.4 Answer the following questions in detail. (Any One) 16

- a) Define FEMA. Explain various objectives and scope of FEMA in detail.

OR

- b) Write various objectives and functions of EXIM bank of India.

Q.5 Explain functions and composition of Export Development Authority in detail. 16

Seat No.	
-----------------	--

Set	P
------------	----------

**M.B.A. (Semester - IV) (CBCS) Examination:
October/November – 2025
Banking Management
Marketing of Financial Services (20407422)**

Day & Date: Thursday, 27-11-2025
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Multiple Choice Questions:

16

- 1) _____ is a technique by which a financing agency discounts an export bill and pays ready cash to the exporter.
 - a) Mutual fund
 - b) Leasing
 - c) Forfeiting
 - d) Securitization of fund

- 2) A letter of credit is opened on behalf of _____.
 - a) Exporter Customer
 - b) Importer Customer
 - c) Any party wishing to make payment abroad
 - d) None of the above

- 3) Buying a company's accounts receivable on a non-recourse basis is known as _____.
 - a) Trading
 - b) Billing
 - c) Factoring
 - d) Forfeiting

- 4) _____ is regarded as the fourth element of the financial system.
 - a) Financial services
 - b) Financial markets
 - c) Financial instruments
 - d) Financial institutions

- 5) In Loan Syndication, who shares a Loan?
 - a) Homeowners
 - b) Banks
 - c) Renters
 - d) None of the Above

- 6) The small investors' gateway to enter into big companies is _____.
 - a) Mutual Fund
 - b) Equity Share
 - c) Debentures
 - d) Preference share

- 7) Which one of the following is not the fund based activities?
 - a) Underwriting
 - b) Credit rating
 - c) Hire purchase
 - d) Housing finance

Q.4 Answer the following questions in detail. (Long Answer) (Any One) 16

a) What is Financial Services? Explain different types of Financial Services.

OR

b) Explain the features of International Bank Marketing.

Q.5 Answer the following questions in detail. (Short notes) 16

Explain the significance of Financial Services.

Seat No.	
----------	--

Set	P
-----	---

**M.B.A. (Semester - IV) (CBCS) Examination:
October/November – 2025
Agriculture & Co-operative Management
Agro-Processing Industries & Rural Industrialization (20407428)**

Day & Date: Thursday, 27-11-2025
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Multiple Choice Question:

16

- 1) The co-operative movement for the sugar industry started in Maharashtra.
 - a) 1960
 - b) 1965
 - c) 1970
 - d) 1991
- 2) Non- Institutional sources of agriculture finance includes _____.
 - a) Money lender
 - b) Co-operation Societies
 - c) RBI
 - d) NABARD
- 3) Credit Taken for a period of 15 years is known as _____.
 - a) Short term Credit
 - b) Long term Credit
 - c) Middle term Credit
 - d) All of the above
- 4) As per Government of India Size of small scale industry can be decided on the basis of _____.
 - a) Number of employees working
 - b) Volume of Output
 - c) Power consumed for business
 - d) Investment of plant and Machinery
- 5) Limit of Investment in small scale industry is _____.
 - a) One Crore
 - b) Ten Crore
 - c) Two Crore
 - d) Five Crore
- 6) When did the World Trade Organisation come into effect?
 - a) March 6, 1996
 - b) April 8, 1994
 - c) February 5, 1994
 - d) January 1, 1995
- 7) Which of the following is a main problem for small business?
 - a) Raw material
 - b) Finance
 - c) Managerial Skills
 - d) All of the above
- 8) Co-Operative society is _____ Sources of Credit.
 - a) Institutional
 - b) Non-Institutional
 - c) Both a and b
 - d) None of the above

Q.5 Answer the following questions in detail. (Any One)

16

a) Explain the role and problems of small-scale Industries.

OR

b) What is Rural Indebtedness? Explain the Causes of Rural indebtedness.

Seat No.	
-----------------	--

Set	P
------------	----------

**M.B.A. (Semester - IV) (CBCS) Examination:
October/November – 2025
Human Resource Management
Competence based HRM. (20407416)**

Day & Date: Friday, 28-11-2025
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Multiple choice questions:

16

- 1) Competency management is about identifying, developing, assessing, and optimizing employees' _____.
 - a) Skills
 - b) Abilities
 - c) Behaviors
 - d) All of the above
- 2) A _____ is a comprehensive and organized collection or list of competencies relevant to a particular organization or industry.
 - a) Competency Dictionary
 - b) Job rotation
 - c) Compensation system
 - d) Succession planning
- 3) _____ is a type of competency which focuses on specific skills and knowledge required for a job.
 - a) Behavioral competency
 - b) Technical competency
 - c) Knowledge-based competency
 - d) All of the above
- 4) A competency model is defined as _____.
 - a) A written description of the capabilities and abilities required for successful performance
 - b) A list of all employee skills they possess currently
 - c) A training program completed by all employees
 - d) A performance appraisal system for employees
- 5) _____ is the primary goal of Human Resource Development.
 - a) To reduce employee compensation
 - b) To increase employee productivity
 - c) To increase training costs
 - d) To improve morale of superior level employees only

- 6) Availability of talent impact HRD in _____ way.
- a) It makes it easier to fill open positions with no training.
 - b) It increases the need for more targeted recruitment and retention strategies.
 - c) It reduces the need for competitive compensation and benefits.
 - d) It helps in decreasing the salaries of employees.
- 7) The primary goal of a training needs analysis is to _____.
- a) Determine the training program for newly selected candidates only
 - b) Develop a comprehensive training curriculum for middle level managers only
 - c) Identify the skills and knowledge gaps that impact performance of every employee
 - d) Motivate only highly paid employees to participate in training
- 8) _____ is the primary goal of team training.
- a) To increase individual skills only.
 - b) To improve group dynamics and collaboration.
 - c) To teach specific technical skills only.
 - d) To focus on leadership development only.
- 9) _____ helps new employees understand the organization, their roles, and company policies.
- a) Leadership training
 - b) In-service training
 - c) Competency training
 - d) Orientation training
- 10) _____ of the following is a direct outcome of performance appraisal.
- a) Increased employee turnover
 - b) Increase in grievances
 - c) Reduced productivity
 - d) Development of skills
- 11) Performance standards should be aligned with _____.
- a) Employee preferences
 - b) Organizational goals and values
 - c) Personal ambitions
 - d) Peer opinions
- 12) _____ should be a key focus of an appraisal interview.
- a) Past mistakes and failures of existing employee.
 - b) Future goals and development opportunities.
 - c) Comparing the employee to colleagues.
 - d) Only highlighting mistakes of an employee
- 13) _____ is the legally mandated lowest hourly rate an employer can pay.
- a) Fair wages
 - b) Living wages
 - c) Minimum wages
 - d) Monthly wages

- 14) _____ is not true about fringe benefits and incentives.
- Incentives are typically performance-based rewards
 - Fringe benefits are non-wage perks provided regardless of performance
 - Helps to motivate employees to improve their performance and achieve desired outcomes
 - Fringe benefits and incentives are mandatory components of a compensation package
- 15) HRMS stands for _____.
- Human Recruitment Management System
 - Human Research Management System
 - Human Resource Management System
 - Human Report Manpower System
- 16) _____ is the impact of an HR portal on the performance management process.
- It enables managers to track employee performance and provide feedback more effectively.
 - It allows employees to track their own performance and set goals.
 - It provides a centralized location for performance reviews and evaluations.
 - All of the above

Q.2 Write short answer. 16

- State the meaning of HRD, explain how HRD functions are aligned with business goals, and identify the challenges faced by HRD.
- Write the components of remuneration considering financial and non-financial aspects, and identify the factors influencing compensation levels.

Q.3 Write Short answer. 16

- Discuss emerging trends in the use of Information Technology in human resource management and examine how it improves various HR functions.
- Evaluate 'Indian companies appraising potential'.

Q.4 Answer the following questions in detail. (Any One) 16

- Explain the concept of competency management and describe competency-based HR processes. Also determine the role of assessment and development centers in employee development.

OR

- Discuss the training objectives and identify the right conditions for training. Also discussion 'Selection of the right type of training methodology'.

Q.5 Analyze the following case study.

Shakti Tools Pvt. Ltd., a small manufacturing company in Maharashtra, has about 100 workers and staff. The company decided to start a performance appraisal system to reward hardworking employees and improve productivity. However, many workers were confused about the purpose of the appraisal. Some thought it was only for promotions, while others feared it would be used to remove staff.

The HR manager quickly realized that the company had no proper performance standards. There were no clear goals or targets for workers to follow. Supervisors were giving ratings based on personal opinion, which led to complaints about favouritism. Also, no one was trained to do the appraisals properly, and many employees were unhappy with their ratings.

The company also did not check if the appraisal process followed labour laws, such as fairness, documentation, and giving employees a chance to respond. There was a risk of legal trouble if any worker filed a complaint. The HR team understood the need to develop a more fair and transparent appraisal system that followed the rules and treated everyone equally.

Now, the company is working on a better system. They want to set simple performance standards like attendance, quality of work, and teamwork. They are also thinking about who should do the appraisals — only the supervisors, or with help from HR. The goal is to create a system that is clear, fair, and legal, and that helps both the company and the employees grow.

Attempt following:

- a) What could be the long-term impact on employees if they feel the appraisal system is unfair at Shakti Tools Pvt. Ltd?
- b) Who should be responsible for conducting appraisals - supervisors, HR, or both?
- c) How can performance appraisals help in the overall growth of both employees and the company?
- d) How can HR become more positive in building his/her competency in handling grievances and disputes related to performance appraisals?

Seat No.	
-------------	--

**M.B.A. (Semester - IV) (CBCS) Examination:
October/November – 2025
System Management
Security And Control Information System (20407425)**

Day & Date: Saturday, 29-11-2025
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Choose correct alternatives given below.

16

- 1) A network of computers belonging to an organization and using the internet technologies for communication is known as _____.
 - a) Internet
 - b) WAN
 - c) LAN
 - d) Intranet
- 2) Find the Odd Term out of-the following: _____.
 - a) Thumb impression
 - b) Voice Verification
 - c) Swipe Cards
 - d) Ratina identification
- 3) The data which, if disclosed/compromised with, may cause serious damage to the organization in terms of loss of an opportunity or an edge over the competition or achieving leading position in the market, can be classified as: _____.
 - a) Unclassified
 - b) Confidential
 - c) Secret
 - d) Top secret
- 4) Protocols are _____.
 - a) Software
 - b) Type of Security
 - c) Antivirus Programs
 - d) Communication Rules
- 5) From the options below, which of them is not a vulnerability to information security?
 - a) Flood
 - b) without deleting data, disposal of storage media
 - c) Unchanged default password
 - d) Latest patches and updates not done
- 6) In Information Security, DOS means _____.
 - a) Disk Operations System
 - b) Denial of Service
 - c) Disk Operating Software
 - d) Disk Omission Software
- 7) PAP is _____.
 - a) Protection for Authenticated Protocols
 - b) Post Assess Protocol
 - c) Password Authentication Protocol
 - d) None of these

- 8) The science of breaking secure communication using detailed analysis is known as _____.
a) Cryptography
b) Cryptology
c) Cryptanalysis
d) Cryptographic Algorithm
- 9) Installing best antivirus software is a onetime process which ensures 100% security for all times without any modifications required to be made.
a) True
b) False
c) Not Sure
d) Depends
- 10) IETF is _____.
a) Internet Emerging Task Force
b) Internet Engineering Task Force
c) Intranet Engineering Tarmac Force
d) Internet Electronic Task Force
- 11) From the options below, which of them is not a vulnerability to information security?
a) Flood
b) without deleting data, disposal of storage media
c) unchanged default password
d) latest patches and updates not done
- 12) The data which, if disclosed/Compromised with, may cause serious damage to the organization in terms of loss of an opportunity or an edge over the competition or achieving leading position in the market, can be classified as : _____.
a) Unclassified
b) Confidential
c) Secret
d) Top Secret
- 13) Which software is mainly used to help users detect viruses and avoid them?
a) Antivirus
b) Adware
c) Malware
d) None of the above
- 14) Actions which can be taken to protect buildings, property and assets against intruders are categorised as _____.
a) Logical security
b) internet security
c) Personal Security
d) Physical security
- 15) Which of the following is not a Logon Security feature?
a) Mandatory Logon
b) Lock and Cabinet system
c) Password Restrictions
d) Account Expiry
- 16) Find the Odd one out of the following _____.
a) Subject
b) Authentication Database
c) Object
d) Password

- Q.2 Write Short Notes.** **16**
- a) Security Policy.
 - b) Virus Threats and Protection.
- Q.3 Answer the following.** **16**
- a) Discuss meaning of malicious software and its threat to information system.
 - b) Explain Database security.
- Q.4 Attempt the following (Any One)** **16**
- a) Discuss the concept of Security of information resources along with different types of security risks.
- OR**
- b) Explain the concept of Security Audit and Administrative security in detail along with organizational security policies.
- Q.5 Analyse the following case, identify the problem, provide alternative solutions and justify the best solution** **16**
- XYZ is major airline company that is based in Mumbai. It has a computer system dedicated to reservations and ticketing operations. More than 1000 terminals scattered throughout India are connected to the mainframe computer in the company's head office.
- Mr. Sinha, a member of the audit team was amazed to find the system did not use passwords to prevent unauthorised access to the system. When the enquired with information system manager he informed Mr. Sinha that passwords are unnecessary. He explains that each terminal connected to the computer is given a unique identification number. This number is stored in a table within a secure area of the operating system. A terminal must supply this identification number with each message it sends and the system will respond only to a valid identification number. The identification number is sent automatically by a terminal because it is hard wired into the terminal.
- He Further explains that a password system had been tried previously and abandoned. Each reservation and ticketing clerk had been given a unique password. Because multiple clerks often used a single terminal, however, the system was too awkward and unwieldy as clerks had to continuously sign on and sign off the system. Major problems occurred with the system during rush periods.
- Finally the information systems manager was surprised about Mr. Sinha's concerns. Under the current system, he argues unauthorised removal of assets cannot occur. Moreover he points out that the previous auditor had never expressed concerns about the system.

Seat No.	
-------------	--

Set **P**

**M.B.A. (Semester - IV) (CBCS) Examination:
October/November - 2025
Tourism and Hospitality Management
Facility and Security Management (20407410)**

Day & Date: Monday, 29-12-2025
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions carry equal marks.
2) All questions are compulsory.

Q.1 Multiple choice questions.**16**

- 1) _____ is not a part of first aid safety kit in hotels.
 - a) Bandages
 - b) Medical prescription
 - c) Ice pack
 - d) Solutions
- 2) Following pollution causes hearing loss: _____.
 - a) Noise
 - b) Air
 - c) Water
 - d) All of above
- 3) Which of the following is the main reason for producing the atmospheric greenhouse effect?
 - a) Absorption and re-emission of ultraviolet radiations by the atmosphere
 - b) Absorption and re-emission of infrared radiations by the atmosphere
 - c) Absorption and re-emission of visible light by the atmosphere
 - d) None of the above
- 4) Which of the following is the cause of soil pollution?
 - a) Ozone
 - b) Aerosol
 - c) Acid rain
 - d) None of the above
- 5) Any adulterated elements leak into the ground, filtration, and are carried into a groundwater reservoir is known as _____.
 - a) Land contamination
 - b) Noise pollution
 - c) Water pollution
 - d) Air pollution
- 6) _____ following options is correct when we only accomplish two out of three pillars of sustainable development?
 - a) Economic + Environmental sustainability = Viable
 - b) Social + Environmental sustainability = Bearable
 - c) Social + Economic sustainability = Equitable
 - d) All of the above

- 7) The word 'sustainable development' came into existence in the year _____.
- a) 1992
 - b) 1978
 - c) 1980
 - d) 1987
- 8) Which of the following options is not incorporated as sustainable development parameters?
- a) Gender disparity and diversity
 - b) Inter and intra-generational equity
 - c) Carrying capacity
 - d) None of the above
- 9) Which of the following is correct, if we only achieve two out of three pillars of Sustainable Development?
- a) Social + Economic Sustainability = Equitable
 - b) Social + Environmental Sustainability = Bearable
 - c) Economic + Environmental Sustainability = Viable
 - d) All of the above
- 10) In _____ the owner agrees to pay a definite stated sum upon completion of the work.
- a) Lump sum contract
 - b) Unit price contract
 - c) Cost plus contract
 - d) Cost plus fee contract
- 11) _____ is performed when a piece of equipment or a facility component has reached the end of its useful life.
- a) Repair
 - b) Replacement
 - c) Maintenance
 - d) Overhauling
- 12) FSSAI stands for _____.
- a) Food Safety and Standards Authority of India
 - b) Food Safety Satisfy All India
 - c) Food Safety Storage Authority of India
 - d) Food Storage Safety Authority of India
- 13) HACCP certificate in hotels stands for _____.
- a) Hazard Analysis and Critical Control Point
 - b) Hazard Analysis and Crucial Control Point
 - c) Health Analysis and Critical Control Point
 - d) Health Analysis and Crucial Control Point
- 14) _____ is not a part of maintenance of a hotel.
- a) Plumbing work
 - b) Electric work
 - c) Civil work
 - d) Cleaning of guest room
- 15) In HVAC 'V' stands for _____.
- a) Venture
 - b) Vending
 - c) Ventilation
 - d) Vacuum

- 16)** Which of these is the first material that starts to burn in a fire caused by smoking?
- a) Wastebasket contents
 - b) Bedding
 - c) Mattress
 - d) Upholstered furniture

Q.2 Write short notes. **16**

- a) Personal related Court Mandated Standards.
- b) Building design for safety and security.

Q.3 Write Short notes. **16**

- a) Laundry system.
- b) Maintenance emerging trends.

Q.4 Answer the following questions in detail. (Any One) **16**

- a) Explain various types of maintenance and repair in hotel.

OR

- b) Explain the lighting and laundry system in hotel industry.

Q.5 Answer the following questions in detail. **16**

Write an explanatory note on water and noise pollution in hotel industry.

Seat No.	
-------------	--

Set **P**

**M.B.A. (Semester - IV) (CBCS) Examination:
October/November – 2025
Marketing Management
International Marketing (20407405)**

Day & Date: Tuesday, 30-12-2025
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Multiple Choice Questions. Select the Right Option. 16

- 1) Which of the following best describes the concept of Holistic Marketing?
 - a) Focusing solely on attracting new customers
 - b) A comprehensive approach that considers all aspects of a business's marketing activities
 - c) A strategy that emphasizes advertising over all other marketing efforts
 - d) A way of understanding the market that excludes competitor analysis

- 2) What does "Market Space" refer to?
 - a) The physical location of a business.
 - b) The area where people engage in online transactions.
 - c) The area where businesses compete with each other.
 - d) The area where products are produced

- 3) What is the primary goal of the Value Chain?
 - a) To reduce costs at all stages of the supply chain.
 - b) To increase profits at all stages of the supply chain.
 - c) To add value at each stage of the supply chain.
 - d) To eliminate competition in the supply chain.

- 4) A modern marketing information system (MIS) primarily focuses on:

_____.

 - a) Providing historical sales data
 - b) Analyzing competitor performance
 - c) Gathering, storing, analyzing, and distributing information to marketing decision-makers
 - d) Managing the supply chain

- 5) Which of the following is a factor influencing consumer buying behaviour?

a) Cultural factors	b) Social factors
c) Personal factors	d) All of the above

- 6) Which of the following is generally considered the first stage in the Consumer Buying Decision Process?
- a) Information Search
 - b) Need Recognition
 - c) Evaluation of Alternatives
 - d) Purchase Decision
- 7) Which of the following best describes a market nicher?
- a) A firm with the largest market share.
 - b) A firm that attacks the market leader.
 - c) A firm that serves a small, specialized segment.
 - d) A firm that imitates the leader's actions.
- 8) The primary goal of a loyalty program is to: _____
- a) Attract new customers.
 - b) Increase employee satisfaction.
 - c) Encourage repeat purchases and build customer loyalty.
 - d) Reduce operational costs
- 9) Which of the following is an example of a modern distribution channel structure?
- a) Manufacturer -> Wholesaler -> Retailer -> Consumer
 - b) Manufacturer -> Consumer (online)
 - c) Manufacturer -> Agent -> Wholesaler -> Consumer
 - d) All of the above are modern channel structures depending on the industry and market
- 10) Which of the following is a common role of an intermediary in international markets?
- a) Providing market information
 - b) Handling customs procedures
 - c) Providing warehousing and logistics
 - d) All of the above
- 11) A key function of a foreign distributor is to: _____.
- a) Manufacture the product locally.
 - b) Take title to the goods and resell them in their market.
 - c) Provide consulting services to the manufacturer.
 - d) Manage the manufacturer's global marketing strategy.
- 12) What is a major concern related to international transportation?
- a) Limited shipping options
 - b) Consistent and predictable delivery times
 - c) Lower costs compared to domestic shipping
 - d) Easy tracking and visibility of goods
- 13) Which of these is NOT a promotional measure under India's EXIM policy?
- a) Trade fairs and exhibitions
 - b) Government subsidies for exporters
 - c) Restricting imports of competing goods
 - d) providing market intelligence

- 14) Export-Oriented Units (EOUs) are primarily designed to: _____.
 a) Encourage domestic production
 b) Promote import substitution
 c) Facilitate exports through tax benefits and incentives
 d) Facilitate international trade negotiations
- 15) Which document serves as proof of ownership or right to transport goods?
 a) Commercial Invoice b) Bill of Lading
 c) Packing List d) Certificate of Origin
- 16) Which of these is a key characteristic of mobile marketing?
 a) Primarily focused on desktop users
 b) Limited to SMS advertising
 c) Ability to reach consumers anytime, anywhere
 d) Exclusively for large businesses

Q.2 Answer the following questions. 16
 a) Explain key documents in Export and Import.
 b) Explain factors of International marketing environment.

Q.3 Answer the following questions. 16
 a) Explain International pricing process.
 b) Explain competitive market strategies.

Q.4 Answer the following questions in detail. (Any One) 16
 a) Discuss the key factors that influence a company's decision to standardize or adapt its product for international markets. Provide examples to illustrate your points.

OR

b) Define "International Promotion Strategy" and explain the various promotional tools at the global level.

Q.5 Read the Case carefully and answers the Questions. 16

Starbucks' global expansion has been undeniably successful, yet it hasn't been without its distribution challenges. One of the persistent problems, particularly in international markets, is maintaining supply chain consistency and efficiency across diverse geographies. Sourcing high-quality coffee beans from various regions globally, transporting them to roasting facilities, and then distributing them to thousands of stores in different countries with varying infrastructure and logistical capabilities presents a complex challenge. Issues like port congestion, customs delays, varying transportation costs, and maintaining optimal storage conditions in different climates can disrupt the flow of products and impact the freshness and quality of the coffee served in stores.

Another significant problem for Starbucks' international distribution is adapting to local regulations and infrastructure. Each country has its own

set of rules regarding food safety, imports, exports, and transportation. Navigating these diverse regulatory landscapes requires considerable effort and can sometimes lead to delays or increased costs. Furthermore, the quality and availability of transportation infrastructure vary greatly between developed and developing markets. In some regions, inadequate roads, limited access to reliable transportation, or a lack of sophisticated warehousing facilities can make efficient distribution a significant hurdle.

Starbucks has addressed these challenges through a multifaceted approach to international distribution decisions. Early in its international expansion, the company often mitigated risk and leveraged local expertise by entering markets through licensing agreements and joint ventures. This strategy, seen in early entries into Japan and the UK, allowed them to rely on the established distribution networks and logistical capabilities of their local partners. This approach helped overcome initial hurdles related to understanding local supply chains and navigating regulatory complexities, albeit at the cost of some control over operations and profit sharing.

As Starbucks gained experience and confidence in specific international markets, particularly those with strong economic growth and a receptive consumer base, they transitioned towards direct investment and establishing wholly-owned subsidiaries. This approach, exemplified by their operations in China and Canada, provides Starbucks with greater control over their entire supply chain, from sourcing to in-store distribution. Direct ownership allows them to implement their global best practices for logistics, warehousing, and inventory management, aiming to improve efficiency and consistency. While this strategy requires a higher initial investment, it allows for better optimization of the distribution network and greater control over the final product delivered to the customer.

However, Starbucks continues to employ a flexible approach, recognizing that direct ownership is not always feasible or the most effective strategy. In markets with unique political or economic instability, cultural sensitivities, or complex regulatory environments, they may still opt for licensing agreements or joint ventures. This pragmatic approach allows them to enter and operate in challenging markets while sharing the risks and leveraging the local knowledge of partners. This demonstrates that Starbucks' international distribution strategy is not static but adapts to the specific problems and opportunities presented by each individual market, utilizing a combination of approaches to optimize their reach and operational efficiency.

Questions:

- a)** Analyze the case. **04**
- b)** What are the primary problems Starbucks faces in maintaining a consistent and efficient supply chain for its international distribution? **06**
- c)** Which different distribution strategies used by Starbucks and how they help to solve the problems faced in the international distribution? **06**

Seat No.	
----------	--

Set	P
-----	---

**M.B.A. (Semester - IV) (CBCS) Examination:
October/November – 2025
Financial Management
International Finance (20407408)**

Day & Date: Wednesday, 31-12-2025
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Select the correct alternative.

16

- 1) Type of contract which involves future exchange of assets at a specified price is classified as _____.
 - a) Future contracts
 - b) Present contract
 - c) Spot contract
 - d) Forward contract
- 2) Foreign Exchange rates in India are determined by _____.
 - a) Finance Ministry
 - b) RBI
 - c) FEDAI
 - d) Market forces of demand/supply
- 3) Who regulates the foreign trade in India _____.
 - a) RBI
 - b) DGFT
 - c) FEDAI
 - d) SEBI
- 4) An exporter is categorised as a Star Export House, if the export performance / turnover in at least 2 out of 4 years is around _____.
 - a) Rs.20 Crore
 - b) Rs. 500 Crores
 - c) Rs.100 Crores
 - d) Rs. 2500 Crores
- 5) Balance of Trade means _____.
 - a) Net position of capital account
 - b) Current account balance
 - c) Imports less exports
 - d) Exports less imports
- 6) A contract which affords adequate protection to an exporter or an importer against exchange risk is _____.
 - a) Hedging
 - b) Guarantee
 - c) Letter of Credit
 - d) Forward Contract
- 7) According to the Purchasing Power Parity theory, the value of a currency should remain constant in terms of what it can buy in different countries of _____.
 - a) Bonds
 - b) Stocks
 - c) Goods
 - d) Labor

- 8) The statement “the yen rose today from 121 to 117” makes sense because _____.
a) The U.S. gains when Japan loses.
b) These numbers measure yen per dollar, not dollars per yen.
c) These numbers are indexes, defined relative to a base of 100.
d) These numbers refer to time of day that the change took place.
- 9) The price at which one can enter into a contract today to buy or sell a currency 30 days from now is called a _____.
a) Reciprocal exchange rate b) Effective exchange rate
c) Exchange rate option d) Forward exchange rate
- 10) Expected cash flows are calculated as _____.
a) Sum of likely cash flow of the project
b) Sum of likely cash flow of project multiplied by probability of cash flow
c) Sum of likely cash flow of project divided by probability of cash flow
d) None of the above
- 11) Variance Measures _____.
a) How far each number in the set is from the mean
b) The mean of a given data set
c) Return on Investment
d) Level of risk borne for every percent of expected return
- 12) Certainty Equivalent _____.
a) Is a guaranteed return from an Investment after adjusting for risk
b) Is the return that is expected over the lifetime of a project
c) Is equivalent to Net Present Value
d) Is an important component in Decision Tree Analysis
- 13) Calculation of Coefficient of Variance depends on _____.
a) Standard Deviation b) Expected Return
c) Expected cash flow d) All of the above
- 14) Scenario Analysis is considered under scenarios such as _____.
a) Worst Case Scenario b) Base Case Scenario
c) Best Case Scenario d) All of the above
- 15) Sensitivity analysis is useful in decision making because _____.
a) It shows the probabilities associated with each outcome
b) It tells the user how much critical each input is for the Output value
c) It allows to calculate the probable results under different scenarios
d) The results of Sensitivity Analysis are reliable
- 16) When the risk is high, the certainty equivalent coefficient is _____.
a) Higher b) Lower
c) No impact d) None of the above

Q.2 Answer the following questions. 16
 a) International capital budgeting.
 b) Types of transactions.

Q.3 Answer the following questions. 16
 a) Factors influencing Exchange rates.
 b) The spot exchange rate between Indian rupee and US dollar in 1995 was Rs. 30/US\$ when the price index in both the countries was 100. By 2000, rupee was devalued to 45/US\$ and at the same time, the price index moved up during this period in India and USA to 110 and 125 respectively. Find out the extent of change in nominal and real exchange rates.

Q.4 Answer the following questions. (Any One) 16
 a) Goals of International Finance.

OR

b) Explain Methods to correct adverse balance of payment.

Q.5 Answer the following questions in detail. 16

Year	Machine A	Machine B
	\$	\$
1	24,000	8,000
2	32,000	24,000
3	40,000	32,000
4	24,000	48,000
5	16,000	32,000

A company is considering whether to purchase a new machine. Machines A and B are available for \$80,000 each. Earnings after taxation are as follows:

Required: Evaluate the two alternatives using the following:

- a) Payback method,
- b) Rate of return on investment method, and
- c) Net present value method. You should use a discount rate of 10%

Seat No.	
----------	--

Set	P
-----	---

**M.B.A. (Semester - IV) (CBCS) Examination:
October/November - 2025
Production and Materials Management
World Class Manufacturing (20407414)**

Day & Date: Thursday, 04-12-2025
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Select the correct alternative.

16

- 1) Which was the first company to adopt SIX SIGMA?
 - a) Motorola
 - b) Fuji
 - c) General Electric
 - d) Suzuki

- 2) Which of the following is a pull factor in emigration?
 - a) Political Crisis
 - b) Job opportunities
 - c) Food shortage
 - d) War

- 3) _____ typically offer more flexibility in international markets.
 - a) SME's
 - b) LSE's
 - c) MNE's
 - d) None of the above

- 4) Capacity = _____.
 - a) (Average production rate/Hour) x (Number of hours worked/Period)
 - b) (Maximum production rate/Hour) x (Number of hours worked/Period).
 - c) (Maximum production rate/Hour) x (Period/Number of hours worked)
 - d) None of the above

- 5) Which is/are the benefit of Automated material handling systems?
 - a) Improved Quality Control
 - b) Better workplace safety
 - c) Faster time to market
 - d) All of the above

- 6) Strategic benchmarking deals with _____.
 - a) Management
 - b) Managers
 - c) Workers
 - d) All of the above

- 7) Process of studying and collecting information about a job is known as _____.
 - a) HRP
 - b) Job design
 - c) Job analysis
 - d) Job evaluation

- 8) _____ arranges the job in numerical order from highest rank to lowest rank on the basis of duties and responsibilities.
- a) Ranking method
 - b) Grading method
 - c) Point rating method
 - d) Factor comparison method
- 9) _____ is a performance measure of both efficiency and effectiveness.
- a) Organisational behaviour
 - b) Organisational citizenship
 - c) Employee productivity
 - d) None of these
- 10) _____ is a performance appraisal technique in which appraisers rate critical employee behaviour.
- a) MBO
 - b) BARS
 - c) BOS
 - d) BOSS
- 11) DMPO stands for _____.
- a) Defects per meter opportunities
 - b) Defects per million opportunities.
 - c) Defects per month of opportunities
 - d) Defects per millimeter of opportunities
- 12) The combination of Six Sigma and lean manufacturing is known as _____.
- a) Lean Sigma
 - b) Lean Two Sigma
 - c) Lean Six Sigma
 - d) Lean Three Sigma
- 13) System reliability for components kept in parallel _____ as the number of components increases.
- a) Increases
 - b) Decreases
 - c) Remains unchanged
 - d) Cannot be determined
- 14) Reliability is the probability of a system or service to perform its intended function satisfactorily over a specific period of time under specific conditions.
- a) True
 - b) False
 - c) Cannot say
 - d) None of the above
- 15) A Flexible Manufacturing System (FMS) is a group of _____, interconnected by a central control system.
- a) Special purpose machines
 - b) Numerically-controlled machine tools.
 - c) General purpose machines
 - d) Any of the above
- 16) Which one of the following is not normally a pollutant?
- a) Carbon dioxide
 - b) Carbon monoxide
 - c) Sulphur dioxide
 - d) Hydrocarbons

Q.2 Answer the following questions.**16**

- a) Write Short Note on Maintainability.
- b) Discuss about Strategic Decisions in Manufacturing Management.

- Q.3 Answer the following questions. 16**
- a) Write Short Note on- Role of IT in World Class Manufacturing.
 - b) Write short Note on - Benchmarking and best practices.

- Q.4 Answer the following questions in detail. (Any One) 16**
- a) Discuss role of Human Resource Management in World Class Manufacturing.

OR

- b) What are the factors causing pollution? What tools are used to the control environmental pollution.

- Q.5 Answer the following question. 16**
- Discuss the concept of Choice of technology, Capacity and layouts with respect to world class manufacturing environment in your own words.

Seat No.	
----------	--

Set	P
-----	---

**M.B.A. (Semester - IV) (CBCS) Examination:
October/November – 2025
International Business Management
Internationals Logistics (20407420)**

Day & Date: Thursday, 04-12-2025
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Select the correct alternative.

16

- 1) What does a freight forwarder do?
 - a) Manufactures goods for export
 - b) Handles the shipping and logistics for cargo
 - c) Provides loans to exporters
 - d) Inspects goods at customs

- 2) What does the term "containerization" refer to?
 - a) Packing goods in small boxes
 - b) Using standardized containers for transporting goods
 - c) Using custom containers for fragile goods
 - d) Loading goods directly onto ships without packing

- 3) Which document provides details about the quantity and type of goods being shipped?

a) Bill of Lading	b) Packing List
c) Commercial Invoice	d) Export License

- 4) What is the most significant advantage of sea transport?
 - a) Speed
 - b) Cost-effectiveness for heavy goods
 - c) Flexibility
 - d) Door-to-door delivery

- 5) Which of the following is / are considered as logistics cost?

a) Transportation cost	b) Warehousing cost
c) Customs duties	d) All of these

- 6) What is a major disadvantage of air transport?

a) High cost	b) Slow delivery
c) Limited routes	d) Environmental damage

- 7) What does the term "freight" mean?
- a) Passengers travelling on international planes
 - b) Goods transported from one place to another
 - c) Extra charges for shipping
 - d) Insurance for goods
- 8) Which term describes a tax imposed on imported goods?
- a) Freight charges
 - b) Tariff
 - c) Exchange rate
 - d) Premium
- 9) _____ refers to the ability to track goods in real-time during transit?
- a) Intermodal logistics
 - b) Reverse logistics
 - c) Logistics visibility
 - d) Just-in-time inventory
- 10) Which of the following refers to "intermodal transport"?
- a) Using a single mode of transport throughout the supply chain
 - b) Switching between two or more transportation modes for efficiency
 - c) Transporting goods directly to consumers by air
 - d) Limiting the transport of goods to only domestic regions
- 11) Which of the following increases the complexity of international logistics?
- a) Homogenous global laws
 - b) Time zone differences, cultural barriers, and regulations
 - c) Fixed exchange rates
 - d) Lack of demand for international goods
- 12) _____ organization regulates international air transportation.
- a) IATA (International Air Transport Association)
 - b) IMO (International Maritime Organization)
 - c) WTO (World Trade Organization)
 - d) FIATA (International Federation of Freight Forwarders Associations)
- 13) _____ document is primarily used to confirm the receipt of goods by the carrier in international shipping?
- a) Bill of Lading
 - b) Commercial Invoice
 - c) Certificate of Origin
 - d) Letter of Credit
- 14) _____ is an example of a value-added service in international logistics.
- a) Customs clearance
 - b) Packaging
 - c) Warehousing
 - d) All of the above
- 15) What is the main goal of international logistics?
- a) To manufacture goods
 - b) To move goods from one country to another efficiently
 - c) To handle customer complaints
 - d) To market products internationally
- 16) _____ is commonly used for long-distance transportation of goods between countries.
- a) Airplanes
 - b) Trains
 - c) Trucks
 - d) Ships

- Q.2 Answer the following.**
- a) Basis for International Trade. **08**
 - b) Types of Boxes and Container. **08**
- Q.3 Answer the following.**
- a) Functions of warehousing. **08**
 - b) Symptoms of poor Inventory Management. **08**
- Q.4 Answer the following. (Any One)** **16**
- a) What is Inland Container Depot (ICD)? Explain its Roles and functions in detail.
- OR**
- b) Define Packaging. Explain kinds and functions Packaging in detail.
- Q.5 Answer the following question.** **16**
- Explain Various Modes of Transport in International Logistics. Write Choice and Issues for Each Mode in detail.

Seat No.	
----------	--

Set	P
-----	---

M.B.A. (Semester - IV) (CBCS) Examination: October/November 2025
Banking Management
Retail and Universal Banking (20407423)

Day & Date: Thursday, 04-12-2025
 Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
 2) Figures to the right indicate full marks.

Q.1 Select the correct alternative.

16

- 1) Retail banking, also known as _____.
 a) Consumer Banking b) Branch Banking
 c) Unit Banking d) Universal Banking
- 2) _____ refers to banking services sold to large clients, such as corporations, other banks, and government agencies.
 a) Universal Banking b) Wholesale banking
 c) Unit Banking d) Relationship Banking
- 3) The main aim of a banker for performing the subsidiary services is to earn a _____ of the customers.
 a) Goodwill b) Business
 c) Accounts d) Customers
- 4) _____ management is important functions of Bank management.
 a) Risk b) Loan
 c) Debt d) Recovery
- 5) Universal banking combines the services of a _____.
 a) Commercial bank
 b) Investment bank
 c) Providing all services from within one entity
 d) All of these
- 6) If a borrower is unable to make loan payments, financial institutions have various methods to attempt recovery. These methods include _____.
 a) Non-Judicial Route b) Judicial Processes
 c) Both A and B d) None of these
- 7) DRT stand for _____.
 a) Debt Recovery Tribunal b) Debt Recovery Department
 c) Department Rate Tribunal d) Department of Recovery Tribe
- 8) Which card is known as 'Check Card' _____.
 a) Debit Card b) Credit Card
 c) Both of The above d) None of The above

- 9) PIN stands for _____.
 a) Portable Identification Number
 b) Permanent Identification Number
 c) Personal Identification Number
 d) None of The Above
- 10) "RuPay" debit card is similar to _____.
 a) Singapore's NETS
 b) China's UnionPay
 c) Both of The Above
 d) None of The Above
- 11) The Debts recovery Tribunals (DRTs) and Debts Recovery Appellate Tribunal (DRATs) have been established under _____.
 a) RBI Act 1935
 b) RDB Act 1993
 c) Contract Act 1982
 d) None of these
- 12) DRT: Handles recovery cases of both secured and unsecured loans where the amount is more than _____.
 a) ₹20 Lakhs
 b) 15 lakhs
 c) 10 lakhs
 d) 12 lakhs
- 13) Tele banking is based on _____.
 a) Voice Processing
 b) e- banking
 c) Unit Banking
 d) Branch Banking
- 14) _____ that lets cardholders borrow funds with which pay for goods and services.
 a) Debit Card
 b) Credit Card
 c) ATM Card
 d) Smart Card
- 15) _____ of individual increased by using Credit Card.
 a) Loan
 b) Limit
 c) Purchasing power
 d) Bank balance
- 16) A Debit card holder make payment for purchase _____.
 a) After 15 days
 b) After 20 days
 c) After a month
 d) Immediately through his account

Q.2 Write short answer. 16
 a) Internet Banking.
 b) Stages in CRM process.

Q.3 Answer the following. 16
 a) Process of using the cards.
 b) Importance and Scope of Universal Banking.

Q.4 Answer the following question. (Any One) 16
 a) Explain RBI guidelines for Loan Recovery Agents.

OR

b) Comparison of Commercial Banking and Development banking.

Q.5 Answer the following question.

16

What is Customer Relationship Management? Explain the Role and impact of customer relationship management.

Seat No.	
----------	--

Set	P
-----	---

**M.B.A. (Semester - IV) (CBCS) Examination:
October/November –2025
Agriculture and Co-operative Management
International Trade and Agriculture (20407429)**

Day & Date: Thursday, 04-12-2025
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Select the correct alternative.

16

- 1) AGMARK is related to _____.
 - a) Industry
 - b) The Indian Railway
 - c) Agriculture Goods
 - d) Agriculture finance
- 2) The international Bank for Reconstruction And development is also known as _____.
 - a) World Bank
 - b) International Monetary Fund
 - c) World Trade Organisation
 - d) None of the above
- 3) Special Drawings Rights (SDRs) is related to _____.
 - a) World Bank
 - b) Reserve bank of India
 - c) World Trade Organisation
 - d) International Monetary Fund
- 4) How is comparative advantage defined?
 - a) You produce the things you are especially good at, and buy from others, the goods you are less efficient in producing.
 - b) To produce and consume all goods without trade.
 - c) How the world actually works.
 - d) Globalization, growing economic linkages among countries.
- 5) _____ Is the largest producer of pulses in the world.
 - a) India
 - b) United States
 - c) Canada
 - d) China
- 6) The headquarters of International Monetary Fund (IMF) is located at _____.
 - a) Geneva
 - b) London
 - c) Paris
 - d) Washington D.C
- 7) Bilateral Trade means _____.
 - a) The trade between two nations
 - b) The trade between three or more nations
 - c) The trade among many nations
 - d) None of the above

Q.4 Answer the following question. (Any One) **16**
a) Explain the Import and Export Procedure.

OR

b) Explain Strategies to boost Export.

Q.5 Answer the following question. **16**
Explain the objectives of International Monetary Fund (IMF).

Seat No.	
-----------------	--

Set	P
------------	----------

**M.B.A. (Semester - IV) (CBCS) Examination:
October/November - 2025
Human Resource Management
International Human Resource Management (20407417)**

Day & Date: Friday, 05-12-2025
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Select the correct alternative.

16

- 1) _____ of the following is the best approach to managing a culturally diverse workforce in an international HRM context.
 - a) Implementing uniform HR policies across all subsidiaries, regardless of cultural context.
 - b) Developing a global HR strategy that recognizes and accommodates cultural differences.
 - c) Focusing solely on technical skills and ignoring the cultural context of the workforce.
 - d) Ignoring cultural diversity and expecting employees to adapt to the company's culture.

- 2) _____ from the following is inapplicable to term "Expatriate".
 - a) Expatriates in case of MNCs comprise of Host country nationals only
 - b) Expatriate is an employee working and living in a foreign country where he/she is a non-citizen
 - c) Expatriates in case of MNCs comprise of Home country nationals, Host country nationals and Third country nationals
 - d) "Expatriate" is an employee who has been sent by his or her organization to work in a different country

- 3) _____ of the following describes an 'Ethnocentric' approach to staffing.
 - a) Locals fill managerial positions in national subsidiaries
 - b) Filling all key positions with parent country nationals
 - c) Dividing operations into several geographical regions and freely transferring staff between each region
 - d) Host country nationals fill managerial positions at headquarters

- 4) _____ of the following is a common technique used to assess a candidate's adaptability for an overseas assignment.
 - a) Technical skills testing
 - b) Language proficiency interview
 - c) Cross-cultural suitability assessment
 - d) Academic qualification verification

- 5) _____ is not true about performance appraisal in case of MNCs.
- Measurement of employee performance in MNCs is comparatively more complicated than in the domestic company
 - This process is about assessment, development and improvement
 - Most of the times MNCs use multiple appraisers and many of the them do not directly supervise the performance of the employee
 - In case of MNCs performance of employee is appraised by the immediate supervisors only
- 6) _____ is a key difference between Domestic HRM and International HRM.
- Domestic HRM deals with all types of employees globally
 - International HRM only focuses on home-country employees
 - Domestic HRM operates within a single national context, while International HRM handles operations across multiple countries
 - There is no real difference between the two
- 7) _____ is the primary reason for a company to send an expatriate to a foreign subsidiary.
- To gain international experience
 - To transfer skills and expertise
 - To manage the local workforce
 - To explore new markets
- 8) _____ international staffing approach prioritizes hiring individuals from the host country, believing they best understand the local market and culture.
- | | |
|-----------------|----------------|
| a) Ethnocentric | b) Polycentric |
| c) Regiocentric | d) Geocentric |
- 9) _____ of the following is not a key concept in cross-cultural training for International HRM.
- Understanding cultural dimensions.
 - Learning effective communication strategies.
 - Mastering a new language.
 - Developing a global mindset.
- 10) _____ is the primary goal of international team training in IHRM.
- To improve individual performance in a specific job role
 - To enhance cross-cultural understanding and communication within global teams
 - To reduce turnover rates among expatriate employees
 - To improve managerial skills among local employees
- 11) Pre-departure training for expatriates refers to _____.
- Teaching the basics of the local language to help expatriates communicate more effectively.
 - Informing expatriates about the host country's legal, financial, and employment regulations, including visa, tax laws, and healthcare.
 - Clarifying job expectations, responsibilities, and reporting structures for the expatriate's role in the foreign setting.
 - All of the above

- 12) _____ of the following best demonstrates cultural sensitivity by an HR manager.
- Applying a universal dress code to all offices
 - Encouraging employees to ignore local customs
 - Adapting management styles to suit the host country culture
 - Enforcing home-country holidays worldwide
- 13) _____ of the following is a primary concern of trade unions in multinational companies.
- Standardization of salaries across countries
 - Protection of local employees' rights and benefits
 - Improving management's decision-making processes
 - Expansion of the MNC's global operations
- 14) _____ of the following is a primary goal of participative management in international HRM.
- To centralize decision-making and minimize employee influence
 - To reduce the number of employees working in multinational companies
 - To increase employee involvement in decision-making processes across various cultural settings
 - To establish strict hierarchical structures in multinational teams
- 15) _____ of the following is most critical for ensuring success in multinational team collaborations.
- Having all team members speak a single language
 - Maintaining rigid hierarchical structures in the team
 - Fostering an environment of cultural respect and inclusive collaboration
 - Focusing on individual performance rather than team performance
- 16) In the context of International HRM, _____ of the following best describes organizational role expectations.
- The role of HR manager related to the local labour market and wage levels specifically
 - The roles and responsibilities that an organization expects its employees to fulfill while working international or global setting
 - The role of HR in process of only recruiting employees from the home country for foreign subsidiaries
 - The role of HR manager to observe the challenges an organization faces in conducting training activities at head-quarts only.

Q.2 Write short answer.

16

- Provide an overview on 'Shifts in Industrial Relations in the global context'.
- Identify the challenges of international performance management and analyze the key areas to be appraised to mitigate the challenges.

Q.3 Write short notes. 16

- a) Define the 'International Compensation'. Explain in detail the components involved in international compensation packages.
- b) Elucidate meaning and importance of 'Global Training'. Also discuss 'Global Mindset Training'.

Q.4 Answer the following question. (Any One) 16

- a) Comment on 'International recruitment' and discuss the various recruitment techniques at the micro level. Also examine the causes of expatriate failure.

OR

- b) Explain the meaning and concept of "IHRM". Discuss Hofstede's four cultural dimensions model.

Q.5 Analyze the following case study. 16

Global IT Solutions, a multinational technology company, operates in over 20 countries and has a diverse workforce. As the company expanded globally, it faced significant challenges in developing and managing an equitable and competitive compensation system for its employees across different regions. One of the main issues was the disparity in compensation between employees in developed countries like the United States and those in emerging markets like India and Brazil. While employees in the U.S. received higher salaries and more benefits, employees in developing regions felt that their compensation was not aligned with their skills and the company's overall performance.

Another major issue faced by Global IT Solution was the complexity of designing a compensation structure that was both competitive and compliant with the local labour laws in various countries. The company struggled with creating a system that could accommodate currency fluctuations, cost of living differences, and tax implications in different regions. Additionally, the company had to balance the desire for standardization in compensation packages with the need to remain competitive in diverse labour markets. This challenge became particularly evident when it came to offering expatriate packages for employees working in foreign locations, where cost of living adjustments were required but often led to dissatisfaction among employees.

Global IT Solutions also faced a problem with performance-based compensation. Employees in different regions had different expectations when it came to incentives, and there was inconsistency in how performance bonuses were structured. Some regions emphasized individual performance, while others prioritized team-based goals. This discrepancy led to confusion and sometimes dissatisfaction among employees who felt that the incentive structures were either too difficult to

achieve or not aligned with their work culture. The company struggled to find a balance between global performance standards and regional preferences.

Finally, Global IT Solution's communication strategy regarding

compensation also presented challenges. Many employees in foreign subsidiaries were unaware of the benefits and incentives available to them, as these packages were not well communicated or tailored to local needs. The lack of clear communication caused frustration and mistrust, especially in countries where employees felt they were being treated unfairly in comparison to their international counterparts. The company realized that without a clear, transparent compensation communication strategy, employee morale and retention could be at risk.

Attempt the following

- a) What are the key issues Global IT Solutions faces in this case?
- b) If you were HR Manager of 'Global IT Solution' what strategies do you suggest to address employee dissatisfaction without compromising its global competitiveness?

Seat No.	
-----------------	--

Set	P
------------	----------

**M.B.A. (Semester - IV) (CBCS) Examination:
October/November - 2025
Tourism and Hospitality Management
Hospitality and tourism Marketing (20407411)**

Day & Date: Saturday, 06-12-2025
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Select the correct alternative.

16

- 1) _____ is not an example of push marketing strategy used for tourism products.
 - a) Trade shows
 - b) Personal selling
 - c) Designing of tourism packages
 - d) Advertisement

- 2) _____ is not the example of using a pull marketing.
 - a) Social media
 - b) Advertising
 - c) Billboards
 - d) Personal selling

- 3) Developing promotional objectives is one of the steps of _____.
 - a) Procedure of promotional plan
 - b) Pricing
 - c) Physical distribution
 - d) Product designing

- 4) Selecting suitable promotional mix elements _____ sales of tourism products.
 - a) Aids in increasing
 - b) Aids in decreasing
 - c) Does not affect
 - d) Aids in maintaining

- 5) Additional 3 Ps such as _____, along with 4Ps (Product, Price, Place, Promotion) of marketing mix are applicable for tourism.
 - a) Prosperity, Peace, Power
 - b) Promising, Purpose, Perfect
 - c) Positive, Permanent, Principle
 - d) People, Process, Physical evidence

- 6) For effective marketing of tourism products, Tourism Promotional Plan should be implemented at _____.
 - a) National level
 - b) Regional level
 - c) State level
 - d) All level

Q.4 Answer the following question. (Any One) 16

a) Define pricing. What are major pricing strategies for products of tourism industry?

OR

b) What is the role of Travel Agency and Tour Operator as intermediaries of Tourism Industry?

Q.5 Answer the following question. 16

What are tangibles and physical facilities in customer service in Hospitality Industry?

Seat No.	
-----------------	--

Set	P
------------	----------

**M.B.A. (Semester - IV) (CBCS) Examination:
October/November – 2025
System Management
Programming Concepts and Practices (20407426)**

Day & Date: Saturday, 06-12-2025
Time: 11:00 AM To 02:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) Figures to the right indicate full marks.

Q.1 Select the right option for each of the following from the choices given. 16

- 1) Which of the following is a loop construct in programming?
 - a) For
 - b) While
 - c) Do While
 - d) All of the above

- 2) An expression that compares two operands uses _____ operators.
 - a) Arithmetic
 - b) relational
 - c) Logical
 - d) conditional

- 3) A function may or may not take _____ from the calling function.
 - a) variables
 - b) parameters
 - c) instructions
 - d) inputs

- 4) The type of programming that proposes logically structured programs with top-down approach is known as _____.
 - a) structured programming
 - b) object oriented programming
 - c) algorithm
 - d) None of the Above

- 5) What is the term used for a block of code that is executed repeatedly until a certain condition is met?
 - a) Function
 - b) Loop
 - c) Condition
 - d) Variable

- 6) A variable declared inside the function is called _____.
 - a) private variable
 - b) function variable
 - c) local variable
 - d) complex variable

- 7) '=' operator is a _____ type of operator.
 - a) Arithmetic
 - b) Logical
 - c) Assignment
 - d) Relational

Q.4 Answer the following: (Any One) 16

a) Discuss in detail types of operators and function of different operators. Also discuss their precedence.

OR

b) Describe various types of functions viz. Inbuilt, user defined, recursive, with parameters, without parameters. Explain the difference between with parameter and without parameter functions.

Q.5 Explain in detail concept of Branching & Looping Constructs 16

Seat No.	
----------	--

Set **P**

**M.B.A. (Semester - III) (CBCS) Examination: October/November – 2025
Entrepreneurship Development (20407303)**

Day & Date: Saturday, 06-12-2025
Time: 03:00 PM To 06:00 PM

Max. Marks: 80

Instructions: 1) All questions are compulsory.
2) All questions carry equal marks.

Q.1 Choose the correct alternatives given below.**16**

- 1) _____ Quality involves the ability to think creatively and solve problems innovatively.

a) Conformity	b) Innovation
c) Tradition	d) Rigidity

- 2) _____ is a key characteristic of entrepreneurship.

a) Risk aversion	b) Innovation
c) Procrastination	d) All of above

- 3) _____ is a common characteristic of successful entrepreneurs in terms of risk.

a) Risk aversion	b) Fear of uncertainty
c) Risk tolerance	d) Risk indifference

- 4) _____ entrepreneur is characterized by starting multiple businesses over their career.

a) Novice entrepreneur	b) Serial entrepreneur
c) Corporate entrepreneur	d) Social entrepreneur

- 5) _____ entrepreneur focuses on bringing innovations to established companies rather than starting their own?

a) Social entrepreneur	b) Corporate entrepreneur
c) Entrepreneur	d) Lifestyle entrepreneur

- 6) An individual who initiates, creates and manages a new business can be called _____.

a) A leader	b) A manager
c) A professional	d) An entrepreneur

- 7) The application for registration of a small scale unit should be submitted to the _____.

a) General Manager, DIC.	b) Director, DIC.
c) General Manager. NSIC	d) Director, NSIC

- 8) District Industries Centers are located _____.

a) In each district	b) In each state
c) Only in selected districts	d) Only in selected states

- 9) Basic problems of women entrepreneur in India is _____.
a) lack of education skill b) male dominating society
c) lack of financial strength d) All of above
- 10) The idea generation process of entrepreneurship are _____.
a) Germination b) Preparation
c) Incubation d) All of these
- 11) DIC is headed by General Manager in the rank of _____.
a) Joint Director of industries b) Assistant Director of industries
c) Non-departmental officer d) Departmental officer
- 12) The process of Entrepreneurship is divided into two parts & they are _____.
a) Idea Generation and Feasibility study
b) Innovation generation and Distribution Channel
c) Creativity and Development
d) Profit and Economic Development
- 13) The idea generation process of entrepreneurship are _____.
a) Germination b) Preparation
c) Incubation d) All of these
- 14) Innovation theory was propounded by _____.
a) Knight b) Schumpeter
c) Maslow d) McClelland
- 15) Entrepreneurship consists _____.
a) Knowledge-based behavior
b) Universal activity
c) Management is the vehicle of entrepreneurship
d) All of the above
- 16) The social responsibility towards business includes _____.
a) Responsibilities of owners towards Entrepreneur
b) Responsibilities of consumers towards Entrepreneur
c) Responsibilities of employees towards Entrepreneur
d) All of the above

Q.2 Write short notes on. 16

- a) Theory of High Achievement by McClelland
b) Sources of Innovation

Q.3 Attempt the following question. 16

- a) National Entrepreneurship Development Board
b) Woman Entrepreneurship

Q.4 Attempt the following question. (Any One) **16**

a) Briefly explain startups. What are the elements of business plan.

OR

b) Explain social entrepreneurship in details with example.

Q.5 Attempt the following case. **16**

Women entrepreneurship in India

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

Women entrepreneurs have a tremendous potential in empowering and transforming society, thus synthesizing social progress and economic development. Jaishree’s dynamic and adaptive team generates 20 to 25 samples every day and chums out 2 to 3 catalogues every month, each catalogue having 12 to 18 designs. They claim that none of their designs are ever repeated. At any given time 6 to 7 teams are working on separate mandates. Each such team comprises of sketchers, punchers and fashion designers. The sketcher puts the ideas on paper, the puncher converts the image on paper into electronic format on computer and the designer then assembles all the creative ideas on the computer into a coherent design for printing. All this work is related to just one product, dress material, basically for Punjabi suits. In market parlance, it is known as SKD (salwar kameez dupatta set). Women are now proving to the world that their role in the society is no more limited to that of a consumer but they can also play a major role as an enabler to bring those products and services to the consumer, which has been very ably proved by Jaishree’s design studio, a part of Kothari Silk Mills. Increased opportunities for women have provided them with skills which have resulted in more opportunities to pursue economic independence. Entrepreneurship match between the entrepreneur’s time span of comfort and the time span demands of the Endeavour will contribute to the potential success or failure of the Endeavour, as well as indicate when measures of success should be taken in an entrepreneurship with clear vision. Entrepreneurs, strategies of industrialization often depend upon the emergence & development of entrepreneurial skills and appropriate environment.

Questions:

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