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M.B.A. (Semester - I) (CBCS) Examination: March/April - 2026
Principles of Management (20407101)

Day & Date: Saturday, 16-05-2026
 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.

16

- 1) Top management is concerned with formulation of _____.
 a) guidelines for supervisors b) long-term plans
 c) short-term plans d) None of these
- 2) Management is essential for _____ type of the organizations.
 a) Non-profit organizations b) Service organizations
 c) Social organizations d) All of the above
- 3) Henry Fayol laid down _____.
 a) 12 principles b) 13 principles
 c) 14 principles d) 15 principles
- 4) The first and foremost function of management is _____.
 a) planning b) Organizing
 c) controlling d) Coordination
- 5) An identified group of people contributing their efforts towards the attainment of goals is called an _____.
 a) organization b) business
 c) management d) department
- 6) The first step in the decision-making process is which of the following?
 a) Developing decision criteria
 b) Allocating weights to the criteria
 c) Analyzing alternatives
 d) Identifying a problem
- 7) Delegation is _____.
 a) Getting things done by others
 b) Fixing of responsibility
 c) Assigning the task
 d) Unity of command

- 8) The poor quality of selection will mean extra cost on _____ and supervision.
- a) Training
 - b) Recruitment
 - c) Work quality
 - d) None of the above
- 9) Which among the following is not a quality for a leader?
- a) Charming personality
 - b) Ability to take decision
 - c) Communication skill
 - d) Lazy attitude
- 10) Controlling function of management is _____.
- a) forward looking
 - b) backward looking
 - c) forward as well as backward looking
 - d) None of the above
- 11) _____ is the set of forces that energize, direct, and sustain behavior.
- a) Motivation
 - b) Expectancy
 - c) Empowerment
 - d) Socialization
- 12) Management is a _____ Activity.
- a) single
 - b) group
 - c) both group and single
 - d) None
- 13) _____ control mechanism solve problems after they happen.
- a) Concurrent control
 - b) Feedback control
 - c) Feed forward control
 - d) None
- 14) Which of the following is a financial incentive _____.
- a) promotion
 - b) stock incentive
 - c) job security
 - d) employee's participation
- 15) Under which style of leadership the leader completely delegate the authority to the subordinates?
- a) Free rein leadership
 - b) Paternalistic leadership
 - c) Participative leadership
 - d) Authoritarian leadership
- 16) Establishing standards, comparing actual results with standards and taking corrective, actions are the steps included in the process of _____.
- a) controlling
 - b) directing
 - c) planning
 - d) organizing

Q.2 Answer the following.

- a) Explain styles of leadership. **08**
- b) Explain theory X & Y of motivation. **08**

Q.3 Answer the following.

- a) Explain in detail Management thoughts by F. W. Taylor. **08**
- b) Comment on types of Departmentation. **08**

Q.4 Answer the following Long answer. (Any One)**16****a) Explain in detail Staffing process.****OR****b) Explain in detail Planning Process.****Q.5 Solve the Case Study.****16**

Zenith Electronics Pvt. Ltd., a fast-growing Indian consumer electronics company, had expanded rapidly over the past five years. With a workforce of 1,200 employees, the company had a mix of young tech professionals, experienced engineers, and front-line factory workers. Despite robust business growth, the HR department observed increasing levels of dissatisfaction among employees, frequent absenteeism, and a growing number of resignations.

The new HR Director, Mr. Rajeev Mehta, initiated a detailed organizational study. The result showed that while employees were paid industry-average salaries, many felt undervalued, overworked, and disengaged from the company's vision. Rajeev decided to implement a new motivation framework based on Maslow's Hierarchy of Needs, aiming to address each level systematically.

1. Rajeev ensured that all employees received competitive salaries, regular pay, clean workspaces, and sufficient breaks. The canteen was upgraded, and transport allowances were revised.
2. Zenith introduced better job security measures, including clear employment contracts, health insurance coverage for employees and their families, and improved workplace safety protocols, especially in the production units.
3. To foster camaraderie, HR launched team-building activities, celebration of festivals, and created internal social platforms. Cross-functional collaboration was encouraged to reduce departmental silos.
4. A new recognition program was introduced where high performers were acknowledged in monthly meetings. Employees received certificates, monetary rewards, and public appreciation for their contributions.
5. The company invested in professional development programs, online learning courses, leadership workshops, and allowed employees to take initiative on new projects. A "Create and Lead" program allowed employees to pitch new ideas, some of which were implemented and scaled.

Results

Over the next 18 months, Zenith saw a significant drop in employee turnover (from 22% to 12%), a 30% improvement in employee engagement scores, and greater participation in innovation and leadership programs. Employee feedback showed that they felt more valued and aligned with the company's goals.

Rajeev's strategy proved that structured motivation based on psychological needs could drive not just employee satisfaction but also organizational success.

Discussion Questions:

- a)** Identify how each level of Maslow's Hierarchy was addressed in the case. **04**
- b)** Which level do you think is the most difficult for companies to implement and why? **04**
- c)** How would motivation differ across departments (e.g., factory workers vs. R&D staff)? **04**
- d)** Suggest additional initiatives Zenith could take to support employee self-actualization. **04**

Day & Date: Monday, 18-05-2026
Time: 11:00 AM To 02:00 PM

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

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- 8) Patents, Copyrights and Trademarks are _____.
a) Current assets b) Fixed assets
c) Intangible assets d) Investments
- 9) The process of entering all transactions from the journal to ledger is called _____.
a) Posting b) Entry
c) Accounting d) Trial balance
- 10) Interest on loan paid by business is an example of _____.
a) Revenue expense b) Income
c) Asset d) Return outward
- 11) Which of the following account will be credited, if business bought goods on credit from Mrs. Pooja?
a) Purchases account b) Mrs. Pooja account
c) Cash account d) Sales account
- 12) _____ is a specialized branch of accounting that keeps track of a company's financial transactions.
a) Cost Accounting b) Management Accounting
c) Financial Accounting d) Corporate Accounting
- 13) An informal accounting statement that lists the ledger account balances at a point of time and compares the total of debit balances with the total of credit balances is known as _____.
a) Income statement b) Balance sheet
c) Trial balance d) Cash Book
- 14) Double entry accounting system includes _____.
a) Accrual accounting only
b) Cash accounting only
c) Both cash and accrual accounting
d) None of the above
- 15) Which of the following cashbook is similar to a cash account?
a) Double column cashbook b) Triple column cashbook
c) Petty cashbook d) Single column cashbook
- 16) Which is not a benefit of financial accounting?
a) Maintaining systematic records
b) Protecting and safeguarding business assets
c) Historical in nature
d) Facilitates rational decision making

Q.2 Attempt the following Questions.**16**

- a) Users of accounting information
- b) X company purchased new machinery on 1st July, 2022 for Rs. 2,75,000 and spent Rs. 20,000 for reconditioning and Rs. 5,000 for installation. Another machine was purchased on 1st October, 2023 for Rs. 2,00,000 which includes installation charges of Rs. 10,000. On 1st July, 2024 the first machine was sold for Rs. 1,50,000 and on the same date another machine was purchased for Rs. 1,00,000. Company follows written down value method of depreciation @15%. Prepare machinery account for 3 years considering that company closes its books of accounts on 31st March every year.

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

- a) Benefits of Tally software in financial accounting
- b) Journalize the following transactions in the books Mr. Mohan.
2025 April
 - 02 Mohan commenced business with cash Rs. 10,000 and furniture Rs. 5,000
 - 04 Took loan from Ajay Rs. 5,000
 - 07 Purchased goods from Anand Rs. 7,000 and from Soham Rs. 3,000
 - 11 Sold goods to Arvind for cash Rs. 2,000 and on credit Rs. 3,000
 - 12 Paid Soham on account by cheque Rs. 3,000
 - 15 Received a cheque from Arvind and deposited the same into bank Rs. 2,000
 - 18 Commission due to Sunil Rs. 100
 - 21 Drawn Rs. 500 from bank for office use
 - 27 Paid salary Rs. 500, Rent Rs. 800 & Electricity Charges Rs. 200
 - 30 Arvind is declared insolvent and 50 Paise in the rupee is received in full settlement

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

- a) Briefly explain various accounting concepts and conventions.

OR

- b) Following transactions is provided by Mr. Raj, who has started the business from June, 2024

Date	Particulars
1	Commenced business with cash in hand Rs. 1,50,000 and cash in bank Rs. 2,00,000
2	Incurrd expenses of Rs. 5,000 on account of audit fees
3	Paid into bank account Rs. 35,000
7	Paid to Rohit by cheque Rs. 64,500 after receiving discount of Rs. 500

- 10 Brought furniture of Rs. 10,000 and payment made through bank
- 11 Received cheque from Vinay Rs. 23,600 after allowing discount of Rs. 400
- 13 Sold goods of Rs. 40,000 to Sachin
- 15 Cash sales of Rs. 25,000 made by Raj
- 18 Deposited a cheque of Rs. 20,000 received from Aniket
- 19 Purchased goods of Rs. 15,000 and payment done through bank
- 22 Withdrawn Rs. 20,000 from bank account for office use
- 23 Received commission of Rs. 1,500
- 25 Paid advertisement expenses of Rs. 12,000
- 26 Rs. 10,000 deposited into bank account
- 27 Received cheque from Sachin after allowing discount of 1%
- 28 Salaries paid through bank Rs. 80,000
- 29 Paid Rs. 5,000 as rent and Rs. 2,000 as printing and stationery
- 30 Rs. 10,000 withdrawn from bank for personal use

Prepare cash book with bank and discount column.

- Q.5** From the following trial balance of Mr. Vicky, prepare Trading and Profit and Loss A/c for year ended 31st March 2025 and the balance sheet as on that date after taking into account the adjustments given. **16**

Debit Balances	Rs.	Credit Balances	Rs.
Vicky's drawings	4,500	Vicky's Capital	24,000
Purchases	20,000	Sales	30,500
Return inwards	1,500	Discount	1,900
Stock (1.4.2024)	8,000	Sundry Creditors	10,000
Salary	4,200	Bills Payable	2,500
Wages	1,200		
Rent	350		
Bad Debts	400		
Discount	700		
Sundry debtors	14,000		
Cash in Hand	260		
Cash at Bank	5,940		
Insurance	400		
Trade Expenses	300		
Printing	150		
Furniture	2,000		
Machinery	5,000		
	68,900		68,900

Additional information:

- i) Closing Stock was valued at Rs. 7000
- ii) Insurance was prepaid to the extent of Rs. 60
- iii) Outstanding liabilities were, salary Rs. 200 and wages Rs. 200

- iv) Make provision for doubtful debts at 5% on sundry debtors.
- v) Calculate interest on capital 5% p.a.
- vi) Depreciation is to be provided at 5% on machinery and 10% on furniture
- vii) Provide for discount on creditors at 1%

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Set **P**

M.B.A. (Semester - I) (CBCS) Examination: March/April – 2026
Managerial Economics (20407103)

Day & Date: Tuesday, 19-05-2026
 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.**16**

- 1) Gross Domestic Product includes _____.
 a) Income from abroad
 b) Only foreign investments
 c) Income generated within country
 d) Only agricultural output
- 2) Which of the following is not a method of measuring national income?
 a) Production method
 b) Inflation method
 c) Income method
 d) Expenditure method
- 3) Which organization replaced the Planning Commission?
 a) SEBI
 b) NITI Aayog
 c) RBI
 d) NABARD
- 4) Monetary policy is formulated by _____.
 a) Ministry of Finance
 b) NITI Aayog
 c) RBI
 d) SEBI
- 5) Fiscal policy deals with _____.
 a) Credit control
 b) Government revenue and expenditure
 c) Bank rate
 d) Inflation control only
- 6) Balance of Payment includes _____.
 a) Only exports and imports
 b) Only current account
 c) Only capital account
 d) All international transactions
- 7) WTO was established in the year _____.
 a) 1991
 b) 1995
 c) 1985
 d) 2001

- 8)** Which of the following can help reduce a BOP deficit?
- a) Increase imports
 - b) Promote tourism and IT exports
 - c) Encourage gold purchases
 - d) Currency appreciation
- 9)** Which method is a quantitative method of demand forecasting?
- a) Expert opinion
 - b) Delphi method
 - c) Regression analysis
 - d) Consumer interview
- 10)** Cross elasticity of demand is positive when _____.
a) Goods are substitutes b) Goods are complements
c) Goods are unrelated d) Income rises
- 11)** Demand forecasting helps in _____.
a) Reducing product quality
b) Increasing demand
c) Planning production and inventory
d) Increasing taxes
- 12)** If price changes by 10% and quantity supplied changes by 20%, elasticity of supply is _____.
a) 0.5 b) 1
c) 2 d) 10
- 13)** Economies of scale refer to _____.
a) Increase in cost with increase in output
b) Decrease in cost with increase in output
c) Constant cost regardless of output
d) Government subsidies
- 14)** Market equilibrium occurs when _____.
a) Demand exceeds supply
b) Supply exceeds demand
c) Government fixes prices
d) Quantity demanded = Quantity supplied
- 15)** Price discrimination is possible only when _____.
a) The market has perfect competition
b) There is a single price
c) Consumers are identical
d) Markets can be separated and have different elasticities
- 16)** Selling a product at a lower price abroad is known as _____.
a) Exporting b) Bargaining
c) Dumping d) Hoarding

Q.2 Answer the following questions. (Short Note) 16

- a) Define and differentiate between Total Revenue (TR), Average Revenue (AR), and Marginal Revenue (MR). Explain their relationships.
- b) How does Managerial Economics help in solving business problems? Give suitable examples.

Q.3 Answer the following. (Short Notes) 16

- a) Explain the concept of Elasticity of Demand. What are the different types of elasticity?
- b) Discuss the characteristics of the following market structures:
 - o Perfect Competition
 - o Monopoly
 - o Monopolistic Competition
 - o Oligopoly

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

- a) Define Inflation and Deflation. Discuss their types, causes, effects, and control measures.

OR

- b) Define Budget. Discuss different types of budgets used by the government.

Q.5 CASE STUDY 16**Pricing Dilemma at Fresh Fizz Beverages Pvt. Ltd.****Background:**

FreshFizz Beverages is a start-up that manufactures fruit-based carbonated drinks. They recently launched a new line of low-sugar, organic soda targeting health-conscious youth in metropolitan cities. The product was initially priced at ₹90 per bottle.

Despite high-quality ingredients and attractive packaging, sales remained stagnant, and many retailers refused to stock the product due to low demand. A competitor launched a similar product at ₹60, quickly gaining market share.

The management is now facing a dilemma: Should they lower the price to match the competition or maintain premium pricing to reflect their product's quality?

To assist in this decision, the marketing team conducted a demand survey, which showed:

- At ₹90, the estimated demand is 10,000 bottles/month.
- At ₹70, demand could rise to 25,000 bottles/month.
- At ₹60, projected demand is 40,000 bottles/month.

Their cost structure shows:

- Fixed costs = ₹4,00,000/month
- Variable cost per unit = ₹40

Organizational Dilemma:

- Should FreshFizz reduce the price to increase sales volume.
- Will the increased sales volume cover the drop in per-unit margin.
- How will pricing affect brand perception?

Managerial Economics Concepts Involved:

- Price elasticity of demand
- Break-even analysis
- Marginal cost and marginal revenue
- Demand forecasting
- Pricing strategy (penetration vs. premium)

ANSWER FOLLOWING QUESTIONS:

- a) Calculate the total revenue and profit at all three price points.
- b) Analyze the price elasticity of demand between ₹90 and ₹60.
- c) Based on the data, what pricing strategy should Fresh Fizz adopt?
- d) How can Managerial Economics tools assist in making this pricing decision?
- e) Should the company consider non-price factors (e.g., branding, promotion, packaging) instead of reducing the price?

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Set **P**

M.B.A. (Semester - I) (CBCS) Examination: March/April – 2026
Organizational Behavior (20407104)

Day & Date: Wednesday, 20-05-2026
 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 Choose the correct alternatives from the options: **16**

- 1) Ivan Pavlov has developed the learning theory of _____.
 a) Operant Conditioning b) Classical Conditioning
 c) Cognitive Learning d) None of the above

- 2) "The combination of characteristics or qualities that form an individual's distinctive character" is the definition of _____.
 a) Personality b) Motivation
 c) Attitude d) Behavior

- 3) _____ prefers private reflection, self-examination, and self-discovery. They hide their feelings, prefer to work alone, and learn by watching.
 a) Private personalities b) Introverts
 c) Extroverts d) None of the above

- 4) MBTI stands for _____.
 a) Myers- Briggs Test indicator b) Myers- Briggs Test investigator
 c) Myers- Briggs Type indicator d) Myers- Briggs Type investigator

- 5) Stress can be reduced with the help of _____.
 a) Over time b) Hard work
 c) Meditation d) All of the above

- 6) A pervasive underlying set of beliefs, assumptions, values shared feelings and perception, which influences the actions and decisions taken by an organization is known as _____.
 a) Organizational development b) Organizational culture
 c) Organizational change d) Social culture

- 7) _____ Is the systematic study of attitudes, actions and behavior of individuals and groups in Organization.
 a) Organizational behavior b) Individual behavior
 b) Group behavior d) Social behavior

- 8) A study of the culture and practices in different societies is called _____.
 a) Personality b) Anthropology
 c) Perception d) Attitudes

- 9) Organizational behavior focuses at 3 Levels _____.
a) Individuals, Organization, Society
b) Society, Organization, Nation
c) Employee, Employer, Management
d) Individual, Groups, Organization
- 10) A Process of receiving, selecting, organizing, interpreting, checking and reacting to sensory stimuli or data so as to form a meaningful and coherent picture of the world is _____.
a) Attitude
b) Thinking
c) Perception
d) Communication
- 11) The destructive forms of conflict that hinder group performance are called _____ conflicts.
a) Functional
b) Dysfunctional
c) Perceived
d) Latent
- 12) Trust, nature, cooperative is part of _____ Personality Trait as per big 5 personality Trait.
a) Agreeableness
b) Emotional Stability
c) Openness to experience
d) Introversion
- 13) At the norming stage, the team is involved in defining _____.
a) Goals
b) Roles
c) Relations
d) None of the above
- 14) The group formed by an organization to accomplish narrow range of purposes within a specified time is a _____.
a) Formal Group
b) Task Group
c) Interest Group
d) Functional Group
- 15) Linking rewards with willingness to change and punishment with unwillingness to change is accomplished by _____.
a) Refreezing
b) Enforcing
c) Changing
d) Unfreezing
- 16) Which of the following is not a symptom of employee resistance to change?
a) increase in employee absenteeism
b) non-participative and indifferent behavior
c) increase in performance and productivity
d) unprofessional conduct

Q.2 Answer the following short answers.**16**

- a) Process of Organizational Change
b) Types of teams

Q.3 Answer the following short answers.**16**

- a) Big five model of personality
b) Stages of group development

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

- a) What is stress management? Explain factors causing stress and consequences of stress.

OR

- b) Define the term Individual behavior and Explain in detail factors affecting individual behavior.

Q.5 Case Study:**16**

Mr. Arvind Patil, plant manager of frame manufacturing company, is the chairperson of the ad hoc committee for space utilization. The committee is made up of various departmental heads of the company. The general manager of the company has given Patil the responsibility for seeing whether the various office, operations and warehouse facilities of the company are being optimally utilized. The company is beset by rising costs and the need for more space. However, before approving an expensive addition to the plant, the general manager wants to be sure that the currently available space is being utilized properly. Patil opened up the first committee meeting by reiterating the charge of the committee. Then Patil asked the members if they had any initial observations to make. The first to speak was the office manager. He stated "well I know we are using every possible inch of room that we have available to us. But when I walk out into the plant, I see lot of open spaces. We have people piled on top of one another, but out in the plant there seems to be plenty of room." the production manager quickly replied, "We do not have a lot of space. Your office people have the luxury facilities. My supervisors don't even have room for descend a file cabinet. I have repeatedly told the plant manager we need more space. After all, our operation determines whether this plant succeeds or fails, not like you people in the front office pushing paper around." Patil interrupted at this point and said, "Obviously we have different interpretations of the space utilization around here. Before further discussion I think it would be best if we have some objective facts to work with. I am going to ask the industrial engineer to provide us with some statistics on plant and office layouts before our next meeting. Today's meeting is adjourned.

Questions:

- a) What perceptual principles are evident in this case?
- b) What concept was brought out when the production manager labelled the office personnel bunch of "paper pushers"?
- c) Do you think that Patil's approach to getting "objective facts" from statistics on plant and office layout will affect the perceptions of the office and production managers?
- d) If you were in Patil's position, how would you have handled the situation?

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Set **P**

M.B.A. (Semester - I) (CBCS) Examination: March/April - 2026
Business Statistics (20407105)

Day & Date: Thursday, 21-05-2026
 Time: 11:00 AM To 02:00 PM

Max. Marks: 80

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

Q.1 Choose the correct alternatives from the questions. 16

- 1) Quartiles are the values dividing a given set of observations into _____.
 a) Two Equal Parts b) Four Equal Parts
 c) Ten Equal Parts d) Hundred Equal Parts
- 2) What is the modal value for the numbers 5,8,6,4,10,15,18,10?
 a) 18 b) 10
 c) 15 d) 8
- 3) If there are two groups containing 30 and 20 observations and having 50 and 60 as arithmetic means then the combined Arithmetic Mean is _____.
 a) 55 b) 56
 c) 54 d) 52
- 4) Measures of Central Tendency for a given set of observations measures _____.
 a) The Scatterness of the Observations
 b) The Central Location of the Observations
 c) Both a) and b)
 d) None of the Above
- 5) Which of the following is not Measure of Central Tendency?
 a) Mean b) Median
 c) Standard Deviation d) Mode
- 6) If the Mean of a data is 20 and there are 10 observations, then what is the sum of all the observations?
 a) 200 b) 100
 c) 220 d) 20
- 7) What is the Median for the following observations?
 5,8,6,9,11,4
 a) 7 b) 7.5
 c) 6 d) 8

- 8) What is Combined Mean?
- a) Mean of Two or More Individual Groups considered together
 - b) Weighted Average of Individual Observations.
 - c) The sum total of all the observations divided by the total number of the observations.
 - d) None of the above
- 9) Which measure is used when data has different importance?
- a) Arithmetic Mean
 - b) Weighted Mean
 - c) Combined Mean
 - d) None of the above
- 10) The class having maximum frequency is called as ____.
- a) Modal Class
 - b) Median Class
 - c) Mean Class
 - d) None of the Above
- 11) What is the coefficient of Range for the following wages of 8 workers? 80,65,90,60,75,70,72,85
- a) 20
 - b) 30
 - c) 150
 - d) 500
- 12) The Standard Deviation of 10,16,10,16,10,10,16,16 is ____.
- a) 4
 - b) 6
 - c) 3
 - d) 0
- 13) Paasche Index is based on ____.
- a) Base Year Quantities
 - b) Current Year Quantities
 - c) Average Current and Base Year
 - d) None of the Above
- 14) Rank Correlation Coefficient lies between ____.
- a) 0 to 1
 - b) -1 to +1 Inclusive of these values
 - c) -1 to 0
 - d) 0
- 15) There is ____ correction between the 'Unemployment Index and Purchasing Power of the Common Man'
- a) Positive
 - b) Negative
 - c) Zero
 - d) None of the Above
- 16) There is ____ correction between the 'Demand for good and their prices under normal times'
- a) Positive
 - b) Negative
 - c) Zero
 - d) None of the Above

Q.2 Answer the following:**16**

- a) Explain the Importance of Statistics.
- b) Explain the types of Index Numbers.

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

- a) Find the Standard Deviation of the following distribution.

Weights	50-52	52-54	54-56	56-58	58-60
No. of Students	17	35	28	15	5

- b) Calculate Karl Pearson Correlation Coefficient from the following table by using Assumed Mean Method.

Roll No. of the Students	1	2	3	4	5
Accountancy Marks	48	35	17	23	47
Statistics Marks	45	20	40	25	45

Q.4 Answer the following:**16**

- a) Compute 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

QR

- b) You are required to calculate all the Quartiles and the Quartile Deviation from the following data.

Wages	0-10	10-20	20-30	30-40	40-50	50-60
No. of Workers	6	9	17	11	5	2

Q.5 Answer the following:**16**

Find the Mean, Median and Mode from the following data

Marks	Less than 10	Less than 20	Less than 30	Less than 40	Less than 50
No. of Students	5	13	23	27	30

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Set **P**

M.B.A. (Semester - I) (CBCS) Examination: March/April - 2026
Computer Operations and Management (20407107)

Day & Date: Friday, 22-05-2026
 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:**16**

- 1) Google Chrome and Firefox is an example of?
 - a) ISP
 - b) Website
 - c) Web Browser
 - d) Web page
- 2) In MS excel the intersection of a row and column is called.
 - a) Cell
 - b) Sheet
 - c) Table
 - d) Theme
- 3) A software which is used to access WWW or the Web is called?
 - a) Website
 - b) Web page
 - c) Web Browser
 - d) All options
- 4) OS stands for.
 - a) Operating Server
 - b) Operating system
 - c) Operating Software
 - d) Online System
- 5) Which of the following is not a disadvantage of wireless LAN?
 - a) Slower data transmission
 - b) Higher error rate
 - c) Interference of transmissions from different computers
 - d) All of the above
- 6) Each component of computer either _____.
 - a) Application software
 - b) Software or CPU/RAM
 - c) Input devices or output devices
 - d) Hardware or software
- 7) What part of the computer provides only temporary storage of files?
 - a) Processor
 - b) Hard drive
 - c) ROM memory
 - d) RAM memory
- 8) _____ software helps the user to do his/her work.
 - a) Computer
 - b) Utility
 - c) System
 - d) Application

- 9) A computer system is the integration of physical entities called _____ and non-physical entities called _____.
 - a) Network, Hub
 - b) Free wave, Share wave
 - c) Hardware, Software
 - d) None of these
- 10) The _____ comes under the System Software category.
 - a) Utility System
 - b) Working System
 - c) Operating System
 - d) None
- 11) To open a new file in MS Word, the shortcut key is _____.
 - a) Ctrl + N
 - b) Ctrl + V
 - c) Ctrl + Y
 - d) Ctrl + X
- 12) The basic goal of computer process is to convert data into _____.
 - a) Graphs
 - b) Files
 - c) Tables
 - d) Information
- 13) Effects provided to an object in a power point presentation is called _____.
 - a) transition
 - b) animation
 - c) theme
 - d) None of above
- 14) The difference between memory and storage is that memory is _____ and storage is _____.
 - a) Temporary, permanent
 - b) Permanent, temporary
 - c) Slow, fast
 - d) All of above
- 15) Which is the highest form?
 - a) Data
 - b) Information
 - c) Knowledge
 - d) All of above
- 16) Web cam is an _____.
 - a) Input unit device
 - b) Output unit device
 - c) Processing device
 - d) Input and Output device

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

- a) IT applications in management
- b) Concept of Spreadsheet using MS Excel

Q.3 Write Short Notes. 16

- a) Types of Information System
- b) Meaning and functions of windows operating system

Q.4 a) Discuss Networking Types, protocols and explain the concept of Internet, Intranet and Extranet. **16**

OR

- b) Discuss characteristics of information system and components of information system.**

Q.5 Case Study**16**

14 Green Car Ltd., is a new entrant in the automotive sector, manufacturing electric car. The organization has collaborated with a Japanese company. The CEO Mr. L. Prasad, of Green Car Ltd., is convinced to go ahead for the 'Management Information System'. Green Car Ltd. has grown steadily in size and stature and evolved into a group that occupies a premier position in the automotive industry. The group's history is studded with milestones-each one taking the group forward. In fact, today, its total turnover is about 1 billion dollars. Mr. Prasad has appointed a junior software person, Mr. Raju, to take care of the automation of the business processes. Raju enthusiastically has accepted the responsibility to deploy the necessary hardware and software. He made a budget for Rs. 25 Lacs and has gone ahead to purchase the IT infrastructure. While preparing the budget he could not meet the CFO, Mr. Shah because he was very busy with expansion program. When the Computer Servers were installed, Raju gave common password to all the users with a common login id. Raju felt that users were not IT savvy and therefore the planned training schedule to make sure users use the MIS. He asked each department to depute two persons for training. Since the training was announced suddenly, no senior person came forward for the training. Only juniors were sent for training. During the training they were allowed to use mobile. While deploying the information system, it was observed that production manager, Mr. Murthy, was not able to use computers at all. He continued using the legacy method of keeping the information about the daily production. There was no time for the parallel run and the entire system was deployed without testing. After going live, it was found that some changes were required in the software. Raju frantically asked for additional budget to carry out modification in the system. Mr. Shah did not sanction additional budget. Users could not use the system. Head of Departments were happy using traditional method to manage day-to-day activity. They did not cooperate with Mr. Raju. This was brought to notice of the President. Mr. L. Prasad was busy with foreign tours and could not even open the email sent by Mr. Raju.

- 1) Analyze the following case
- 2) Identify the problem
- 3) Provide alternate
- 4) Best solution for the same

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Set **P**

M.B.A. (Semester - I) (CBCS) Examination: March/April – 2026
Disaster Management (20407109)

Day & Date: Saturday, 23-05-2026
 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) Which of the following is a natural disaster?
 - a) Chemical spill
 - b) Flood
 - c) Industrial explosion
 - d) Urban fire
- 2) Manmade disasters are caused by _____.
 - a) Natural phenomena
 - b) Human negligence or activities
 - c) Earth's tectonic movements
 - d) None of these
- 3) Artificial flooding in urban areas is an example of _____.
 - a) Natural disaster
 - b) Human-induced disaster
 - c) Climatic change
 - d) Ecological hazard
- 4) Forest fires are most common in _____.
 - a) Coastal plains
 - b) River deltas
 - c) Mountainous regions
 - d) Urban areas
- 5) Which of the following is an economic impact of a disaster?
 - a) Unemployment and loss of income
 - b) Soil erosion
 - c) Flooding of rivers
 - d) Psychological stress
- 6) Climate change has led to _____.
 - a) Reduction in disaster frequency
 - b) Elimination of natural hazards
 - c) Increase in extreme weather events
 - d) Decrease in sea levels
- 7) Hazard refers to _____.
 - a) The potential threat or dangerous event
 - b) Only natural disasters
 - c) The ability to recover from damage
 - d) Human response to disasters

- 8) Risk is a combination of _____.
 a) Hazard × Vulnerability b) Hazard + Capacity
 c) Vulnerability – Prevention d) Impact + Recovery
- 9) Prevention refers to _____.
 a) Measures taken after the disaster
 b) Relocation of affected people
 c) Activities to avoid the occurrence of disasters
 d) Emergency rescue operation
- 10) Urbanization without planning leads to _____.
 a) Controlled flooding
 b) Reduction in heat islands
 c) Artificial flooding and infrastructure strain
 d) Sustainable living
- 11) 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
- 12) A _____ is a dangerous phenomenon, substance, human activity or condition.
 a) Hazard b) disaster
 c) Flood d) Urban fire
- 13) Climatological hazards includes _____.
 a) Drought b) Extreme heat/heat wave
 c) Extreme cold/cold wave d) All of these
- 14) Technological and man-made hazards includes _____.
 a) Nuclear emergency/hazard
 b) Radiological emergency/hazard
 c) Chemical emergency/hazard
 d) All of these
- 15) Risk is dynamic and can change based on _____.
 a) Exposure time b) Activity
 c) Control measures d) All of the above
- 16) _____ means the act of reducing the severity, danger, or harmfulness of something.
 a) Mitigation b) Hazard
 c) Disaster d) Risk

Q.2 Write Short Answer.

16

- a) Explain impact of disasters on society.
 b) Write short notes on environmental modifications and vulnerability.

Q.3 Answer the following. 16

- a)** Discuss the environmental, social, and economic impacts of disasters.
- b)** Examine the health and psycho-social problems faced by disaster-affected populations.

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

- a)** Explain the classification of disasters with suitable examples.

OR

- b)** Explain the role of community participation in disaster management.

Q.5 Answer the following. 16

Suggest preventive measures to reduce the impact of urban floods.

Seat No.	
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Set P

M.B.A. (Semester - I) (CBCS) Examination: March/April - 2026
Business Law (20407108)

Day & Date: Monday, 25-05-2026
 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:

16

- 1) _____ is subordinate to and controlled by the memorandum of association.
 - a) Prospectus
 - b) Statement in lieu
 - c) Articles of Association
 - d) None of the above
- 2) _____ is a shorter version of the prospectus and contains all the salient features of a prospectus that forms a part of the memorandum.
 - a) Deemed Prospectus
 - b) Abridged prospectus
 - c) Red herring prospectus
 - d) Shelf prospectus
- 3) The meetings of a company can be classified as _____.
 - a) Meetings of the shareholders
 - b) Meetings of debenture holders
 - c) Meetings of directors
 - d) All of the above
- 4) A contract is discharged by the breach when a party to a contract _____.
 - a) Refuses to perform his promise
 - b) Fails to perform his promise
 - c) Disables himself from performing his part of the promise
 - d) All of the above
- 5) A contract of sale may be _____.
 - a) Oral
 - b) Written
 - c) Always expressed
 - d) Either (a) & (b)
- 6) Under the Consumer Protection Act, complainant means _____.
 - a) Central or state government
 - b) Legal representative of the deceased consumer
 - c) Both (a) & (b)
 - d) Neither (a) nor (b)

- 7) Goods are referred as _____.
a) An identifiable physical entity
b) An act, which is 'performed'
c) (A) and (B) both true
d) None is true
- 8) Intellectual Property Rights (IPR) protect the use of information and ideas that are of _____.
a) Ethical value
b) Commercial value
c) Social value
d) Moral value
- 9) A copyright owner can give authority to anyone to _____.
a) Duplicate intellectual property
b) Process intellectual property
c) Copy intellectual property
d) Sell intellectual property
- 10) The Competition Act, 2002 regulates the various forms of business combinations through _____.
a) Reserve Bank of India
b) SEBI Regulation
c) Competition Commission of India
d) All of the above
- 11) GST was introduced in India with effect from _____.
a) 1.1.2017
b) 1.4.2017
c) 1.1.2018
d) 1.7.2017
- 12) Shares received from the new company are recorded at _____.
a) Face value
b) True value
c) Market value
d) Real value
- 13) When two or more companies carrying on similar business decide to combine, a new company is formed, it is known as _____.
a) amalgamation
b) absorption
c) liquidation
d) new
- 14) Offer to perform is called _____.
a) attempted performance
b) caveat emptor jus in rem
c) jus in personam
d) jus in rem caveat emptor
- 15) When a person invites the other party to make an offer, he is said to make a/an?
a) proposal
b) offer
c) invitation to offer
d) acceptance
- 16) The altered memorandum must be filed with the registrar within _____.
a) 30 days
b) three months
c) 60 days
d) six months

- Q.2 Write Short Notes.** **16**
- a) Prospectus
 - b) Cyber Laws in India
- Q.3 Write Short Notes.** **16**
- a) The Trade Marks Act, 1999
 - b) Objectives and Need of the Competition Act, 2002
- Q.4 Answer the following. (Any One)** **16**
- a) Explain briefly sale of goods act. What are the rights of unpaid seller.
- OR**
- b) Define contract. Explain the remedies for breach of contract.
- Q.5 Attempt the following cases:** **16**
- a) A Spiritual Guru announces among his disciples that he can make any one meet god provided that there is a surrender of all the property they possess to his trust. Suppose Karamjit transfers his property to meet god but later approaches the court to set aside the transfer of property. Will he succeed.
 - b) Dharmodas Ghose, a minor mortgaged his property to the moneylender Brahmo Dutt for getting a loan of Rs. 20,000/- The respondent declared his age of majority in the deed of mortgage. The respondents' mother Mohiri Bibi sent a letter to Brahmo Dutt stating that her son, the defendant is a minor. The contract is made between Dharmodas Ghose and Brahmo Dutt to mortgage the property. The respondents' mother filed a suit for setting aside the mortgage deed. Do you think that she would have succeeded in the given case.
 - c) Chris bought a bun from a local bakery shop. In his last bite he got a piece of stone that broke one of his teeth. He took his broken teeth and the stone to the shop claiming for some remedy. Decide can Chris receive any such remedy under the Contract of Sales goods Act.
 - d) Edward Stratemeyer is a well-known publisher and author for his creation named 'Nancy Drew'. His book revolves around his lady hero Nancy and her mysterious stories. Alexander, a movie producer uses one of the mysterious stories of Nancy for one of his film without permission from Edward. He filed a suit against Alexander. Identify the type of damage done to the rights of Edward? What remedy does he have against Alexander under copy right act?

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M.B.A. (Semester - I) (CBCS) Examination: March/April – 2026
Banking Operations & Services (20407110)

Day & Date: Tuesday, 26-05-2026
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 Choose the correct alternative from the option below.

16

- 1)** The first bank established in India was _____.
a) SBI b) Bank of Hindustan
c) PNB d) RBI
- 2)** The RBI was established in the year _____.
a) 1935 b) 1947
c) 1950 d) 1969
- 3)** Which of the following is not a function of a commercial bank?
a) Accepting deposits b) Granting loans
c) Tax collection d) Agency functions
- 4)** NBFC stands for _____.
a) Non-Banking Financial Corporation
b) Non-Banking Finance Company
c) National Bank for Finance & Credit
d) None
- 5)** Which deposit is repayable after a fixed period?
a) Savings b) Fixed deposit
c) Current d) Recurring
- 6)** The process of granting loans is called _____.
a) Lending b) Depositing
c) Investing d) Financing
- 7)** NPA stands for _____.
a) Non-Performing Assets b) National Product Assets
c) Nominal Profit Account d) None
- 8)** NEFT stands for _____.
a) National Electronic Fund Transfer
b) Network Electronic Fund Transfer
c) National Exchange Fund Transfer
d) None

- 9) RTGS minimum transfer limits is _____.
 - a) ₹1 lakh
 - b) ₹2 lakh
 - c) ₹5 lakh
 - d) No limit
- 10) ATM stands for _____.
 - a) Automatic Teller Machine
 - b) Automated Teller Machine
 - c) Advanced Teller Machine
 - d) None
- 11) CRR refers to _____.
 - a) Cash Reserve Ratio
 - b) Capital Reserve Ratio
 - c) Credit Reserve Ratio
 - d) None
- 12) SLR means _____.
 - a) Statutory Liquidity Ratio
 - b) Standard Lending Rate
 - c) Savings Liquidity Rate
 - d) None
- 13) Relationship between banker and customer is primarily that of _____.
 - a) Debtor and Creditor
 - b) Buyer and seller
 - c) Employer and Employee
 - d) None
- 14) Lien means _____.
 - a) Right to sell
 - b) Right to retain
 - c) Right to pledge
 - d) Right to mortgage
- 15) The Banking Ombudsman Scheme was introduced by _____.
 - a) NABARD
 - b) RBI
 - c) SEBI
 - d) IRDA
- 16) M-Banking means _____.
 - a) Money Banking
 - b) Mobile Banking
 - c) Micro Banking
 - d) Modern Banking

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

- a) Functions of Commercial Bank
- b) Types of NBFCs

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

- What is Priority Sector Lending? Explain its importance.
- Explain the difference between bank and NBFC.

Q.4 Long Answer Questions. 16

- a) Structure of Indian Banking System.**

OR

- b) Banking Sector Reforms in India.**

Q.5 Case Study.

Mr. Rajesh Sharma, a salaried professional, applied for a personal loan of ₹5 lakh at XYZ Bank to fund his home renovation. He submitted all the required documents, including salary slips, bank statements, identity proof, and address proof. After initial verification, the bank's loan officer noticed discrepancies in the salary slips. Some figures appeared inconsistent with the income mentioned in other documents. Due to these irregularities, the loan officer decided to reject Mr. Sharma's loan application, citing a failure to meet the bank's verification criteria.

Feeling that he was treated unfairly, Mr. Sharma approached the bank manager for clarification. He argued that the salary slips were genuine and that there might have been a clerical error. The bank manager explained the bank's verification process and the reasons for the rejection but could not provide any immediate resolution.

Unhappy with this response, Mr. Sharma lodged a formal complaint with the banking ombudsman, claiming that he had been denied the loan without proper justification and alleging unfair treatment.

This case raises important questions about customer rights, grievance redressal mechanisms, the role of the banking ombudsman, and the significance of maintaining high standards of customer service.

Questions:

- 1) What are the rights of the customer in such cases?
- 2) What should be the bank's responsibility while rejecting a loan?
- 3) What role does the Banking Ombudsman play here?
- 4) How can good customer service improve the situation?

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M.B.A. (Semester - I) (CBCS) Examination: March/April – 2026
Enhancing Business Communication Skills (20407106)

Day & Date: Wednesday, 27-05-2026
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 Choose the correct alternatives from the options. 16

- 1)** The word communication is derived from ‘Communis’ which is a _____.
a) Latin word b) Greek word
c) German Word d) Singaporean Word
- 2)** Posters fall under _____ Communication.
a) Oral b) Visual
c) Written d) Spoken
- 3)** _____ is done by drawing a list of the items of business to be transacted at the meeting.
a) Minutes b) Resolution
c) Invitation d) Agenda
- 4)** Advantage of written communication mainly is _____.
a) To save time
b) To save money
c) To maintain permanent record
d) To make it look neat
- 5)** Communication starts with _____.
a) Encoding b) Sender
c) Channel d) Feedback
- 6)** Receiving a sales order is an example of _____.
a) Horizontal communication b) Vertical communication
c) Internal communication d) External communication
- 7)** _____ is / are barriers to listening.
a) Sluggishness b) Premature evaluation
c) External distractions d) All of these
- 8)** Downward communication and upward communication is _____.
a) Vertical communication b) Horizontal communication
c) Internal communication d) External communication

- 9) A summary of an educational and academic background, research experience, publications, presentations, awards, honors and affiliations is _____.
 - a) Curriculum Vitae
 - b) Application Letter
 - c) Hands Out
 - d) Business Letter
- 10) _____ is not a compulsory part of a business letter.
 - a) Salutation
 - b) Close
 - c) Attention Line
 - d) Body
- 11) Transactional analysis was developed by _____.
 - a) Elton Mayo
 - b) Weber
 - c) Maslow
 - d) Eric Berne
- 12) _____ is NOT one of the purposes for giving oral presentations.
 - a) To persuade
 - b) To Debate
 - c) To Build Goodwill
 - d) To inform
- 13) _____ is also referred to as critical / judgmental listening.
 - a) Discriminative listening
 - b) Biased listening
 - c) Evaluative listening
 - d) Appreciative listening
- 14) Zoom / Google Meet App is mainly used for _____.
 - a) Group Videoconferencing and presentations
 - b) Individual Presentations with audience
 - c) Group Presentations with audience
 - d) All of the above
- 15) In Group Discussion, it's assumed that members should be _____ while giving chance to others to speak.
 - a) Humble
 - b) Aggressive
 - c) Fighting
 - d) Arrogant
- 16) _____ cannot be the part of presentation.
 - a) Planning
 - b) Organizing
 - c) Rehearsing
 - d) Disputing

Q.2 Write Short Notes.

16

- a)** Nonverbal Communication
- b)** Email

Q.3 Write Short Notes.

16

- a) Effective presentation prerequisites
- b) Types of Interviews

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

16

- a) What are the types of Reports, Write on all of them in detail.

OR

- b) What are the Channels of Communication, Describe all in detail.**

Q.5 Answer the following question.

16

- a)** What are the barriers to communication? Explain in detail.
- b)** Explain in detail the process of listening along with types of listening .

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M.B.A. (Semester - II) (CBCS) Examination: March/April – 2026
Marketing Management (20407201)

Day & Date: Thursday, 16-04-2026
 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) Holistic marketing incorporates _____, ensuring everyone in the organization embraces appropriate marketing principles.

a) Relationship marketing	b) Integrated marketing
c) Internal marketing	d) Performance marketing
- 2) Digital marketing includes _____.

a) Billboards	b) SEO and Social Media
c) Direct Mail	d) Magazine ads
- 3) Marketing channels perform the function of _____.

a) Information	b) Promotion
c) Matching and Negotiation	d) All of these
- 4) Agents and Brokers differ from Wholesalers because they _____.

a) do not take title to the goods
b) have more employees
c) sell only to consumers
d) are more expensive
- 5) Dividing a market into distinct groups of buyers with different needs is called _____.

a) Targeting	b) Positioning
c) Segmentation	d) Differentiation
- 6) A "Market" consists of _____.

a) Potential sellers	b) Actual and potential buyers
c) Government regulators	d) Middlemen
- 7) Which factor influencing consumer behavior includes "Culture and Sub-culture"?

a) Psychological	b) Personal
c) Socio-cultural	d) Economic
- 8) Green marketing focuses on _____.

a) Green colored products	b) Sustainability
c) Fresh vegetables	d) New employees

- 9) "Personal Selling" is most effective for _____.
 - a) Cheap candy
 - b) Complex industrial machinery
 - c) Daily newspapers
 - d) Soft drinks
- 10) The "Scope" of marketing includes the marketing of _____.
 - a) Goods and Services
 - b) Experiences and Events
 - c) Persons and Places
 - d) All of these
- 11) Cost-Plus pricing is also known as _____.
 - a) Markup pricing
 - b) Target profit pricing
 - c) Skimming
 - d) Penetration
- 12) New Product Development begins with _____.
 - a) Concept testing
 - b) Idea generation
 - c) Business analysis
 - d) Market testing
- 13) The process of putting thoughts into symbolic form is _____.
 - a) Decoding
 - b) Encoding
 - c) Feedback
 - d) Response
- 14) Analyzing competitors' strengths and weaknesses is part of _____.
 - a) Market potential
 - b) Competition Analysis
 - c) Micro-environment
 - d) Holistic marketing
- 15) Which strategy involves serving one specific segment with one specific product?
 - a) Product specialization
 - b) Market specialization
 - c) Single-segment concentration
 - d) Full market coverage
- 16) In the Marketing Mix (4Ps), "Promotion" primarily deals with _____.
 - a) Communication
 - b) Delivery
 - c) Value capture
 - d) Product features

Q.2 Answer the following. 16

a) Market Positioning Strategies

b) Scope of Marketing

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

a) Promotion mix

b) Factors influencing Channel Decision

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

a) What is Market Segmentation? Why there is need of Market Segmentation? Explain the Bases for Segmentation in detail.

OR

b) What is Distribution Channel? Write major types of Distribution Channel in detail with appropriate examples.

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

PureStream is a mid-sized beverage company that originally started by selling premium bottled mineral water. Over the last decade, the company has seen the market shift from simple hydration to "functional wellness." To stay competitive, PureStream decided to overhaul its entire product and pricing strategy.

PureStream's original Product Mix was narrow, consisting only of mineral water. Two years ago, they initiated a New Product Development (NPD) process to launch "PureStream+, " an electrolyte-enhanced water with vitamins. During the Introduction stage of the Product Life Cycle, they focused on high-end gyms and organic grocery stores. As the product entered the Growth stage, PureStream made critical Branding and Packaging decisions. They moved from standard clear plastic to eco-friendly, minimalist glass bottles with a distinct matte finish to signal "premium quality."

Initially, PureStream used a Price Skimming approach for PureStream+, setting a high price to capture health-conscious early adopters. However, as competitors like Coca-Cola and Pepsi launched similar functional waters, PureStream had to re-evaluate its Pricing Objectives. They shifted toward Value-Based Pricing, justifying their higher cost through superior sustainable packaging and "clean" ingredient labels. They also introduced Product Line Pricing, offering a "Value Pack" of 12 bottles at a slightly lower per-unit cost to encourage bulk purchases.

Questions:

- a) Analyse the case and write its summery in your own words.
- b) Identify primary roles that pricing plays in PureStream's overall marketing mix.
- c) Briefly outline the stages of New Product Development that PureStream likely followed before launching PureStream+.
- d) Suggest two marketing strategy shifts the company should make to sustain its market share against larger competitors.

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Set **P**

M.B.A. (Semester - II) (CBCS) Examination: March/April - 2026
Financial Management (20407202)

Day & Date: Friday, 17-04-2026
 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) In working capital management, net working capital refers to _____.
 - a) Total assets minus Fixed assets
 - b) Current assets minus Inventories
 - c) Current assets minus Current liabilities
 - d) Current assets
- 2) While calculating current ratio, current assets are measured against _____.

a) Current profit	b) Fixed assets
c) Current liabilities	d) Equity share capital
- 3) Collection of debtors result in _____.

a) decreases current ratio	b) has no effect on current ratio
c) increases current ratio	d) None of the above
- 4) The cash discount (also known as purchase discount or sale discount) is given to customers for _____.

a) Frequent purchases	b) Bulk purchases
c) Good business relations	d) Early payments
- 5) One of the motives of the buyer to defer the payment against the purchase made by him is _____.
 - a) To increase the time value of money
 - b) To decrease the time value of money
 - c) Nothing to do with the time value of money
 - d) None of the above
- 6) In the formula to calculate the maximum length of the credit period, 'N' stands for?
 - a) Net Present Value at debit period
 - b) Maximum length of credit period
 - c) Credit period before the NPV becomes negative
 - d) Net Present Value at credit period

- 7) The trade terms "5/15, net 35" indicates that _____.
a) 5% discount is permitted if payment is made within 15 days
b) 15% discount is permitted if payment is made within 35 days
c) 5% discount is permitted if payment is made within 35 days
d) 35% discount is permitted if payment is made within 15 days
- 8) The finance manager is accountable for _____.
a) Earning capital assets of the company
b) Effective management of a fund
c) Arrangement of financial resources
d) Proper utilization of funds
- 9) The capital budget is associated with _____.
a) Long terms and short terms assets
b) Fixed assets
c) Long terms assets
d) Short term assets
- 10) The excess of the present value of benefits over the present value of costs of a course of action is called as _____.
a) Payoff
b) Benefits
c) Wealth
d) All of these
- 11) The method that converts the amount of present cash into an amount of cash of equivalent value in future is _____.
a) Budgeting
b) Discounting method
c) Both
d) Compounding method
- 12) Which of the following is not followed in capital budgeting?
a) Cash flows Principal
b) Interest Exclusion Principle
c) Accrual Principal
d) Post-tax Principle
- 13) Suppliers and Creditors of a firm are interested in _____.
a) Profitability Position
b) Liquidity Position
c) Market Share Position
d) Debt Position
- 14) The ideal level of liquid ratio is _____.
a) 3:3
b) 4:4
c) 5:5
d) All of the above
- 15) What will be the Gross Profit if, total sales are Rs. 2,60,000, cost of net goods sold is Rs. 2,00,000 and sales return is Rs. 10,000?
a) 13%
b) 28%
c) 26%
d) 20%
- 16) The type of stock that gets its dividend before the common stock gets its dividend is called _____ stock.
a) Preference Share
b) Equity Share
c) Debenture
d) None of these

Q.2 Answer the following.

- a) Objectives of Financial Management **08**
- b) A machine will cost ₹80,000 initially. It will also need a working capital of ₹20,000 at the zero period. The yearly profits before tax are expected to be ₹15,000 p.a. The machine has a life of 8 years and depreciation has been provided on straight line basis. The tax rate is 40%. Calculate the payback period for the machine. If the company has a policy of accepting only those projects which can be recouped in 5 years or less, should the company invest in this machine? **08**

Q.3 Answer the following.

- a) Difficulties in Capital Budgeting Decisions **08**
- b) Rs. 5000 is invested in a Term Deposit Scheme that fetches interest 6% per annum compounded quarterly. What will be the interest after one year? What is the Effective Rate of Interest? **08**

Q.4 Answer the following.**16**

- a) JBC Ltd. sells goods on a gross profit of 25%. Depreciation is considered as a part of cost of production. The following are the annual figures given to you:

Sales (2 months credit)	Rs. 18,00,000
Materials consumed (1 month's credit)	4,50,000
Wages paid (1 month lag in payment)	3,60,000
Cash manufacturing expenses (1 month lag in payment)	4,80,000
Administrative expenses (1 month lag in payment)	1,20,000
Sales promotion expenses (paid quarterly in advance)	60,000

The company keeps one month's stock each of raw materials and finished goods. It also keeps Rs. 1,00,000 in cash.

You are required to estimate the working capital requirements of the company on cash cost basis, assuming 15% safety margin.

OR

- b) Explain Determinants of Working Capital.

Q.5 Answer the following.**16**

The following Trading and Profit and Loss Account of Fantasy Ltd. for the year 31-3-2024 is given below:

Particular	Rs.	Particular	Rs.
To Opening Stock	76,250	By Sales	5,00,000
To Purchases	3,15,250	By Closing stock	98,500
To Carriage and Freight	2,000		
To Wages	5,000		
To Gross Profit b/d	2,00,000		
	5,98,500		5,98,500
To Administration expenses	1,01,000	By Gross Profit b/d	2,00,000
To Selling and Dist. expenses	12,000	By Non-operating incomes:	
To Non-operating expenses	2,000	By Interest on Securities	1,500
To Financial Expenses	7,000	By Dividend on shares	3,750
To Net Profit c/d	84,000	By Profit on sale of shares	750
	2,06,000		2,06,000

Calculate:

- 1) Gross Profit Ratio
- 2) Expenses Ratio
- 3) Operating Ratio
- 4) Net Profit Ratio
- 5) Operating (Net) Profit Ratio
- 6) Stock Turnover Ratio

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M.B.A. (Semester - II) (CBCS) Examination: March/April – 2026
Human Resource Management (20407203)

Day & Date: Saturday, 18-04-2026
 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) In _____ training, a training centre is set-up and actual job conditions are duplicated or simulated in it.
 - a) Classroom
 - b) Apprenticeship
 - c) Vestibule
 - d) Internship
- 2) Relative worth of a job is known by _____.
 - a) Job design
 - b) Job analysis
 - c) Job evaluation
 - d) Job change
- 3) _____ is a performance appraisal technique in which appraisers rate critical employee behaviour.
 - a) MBO
 - b) BARS
 - c) BOS
 - d) BOSS
- 4) Process of studying and collecting information about a job is known as _____.
 - a) HRP
 - b) Job design
 - c) Job analysis
 - d) Job evaluation
- 5) In an organisation initiating career planning, the career path model would essentially form the basis for _____.
 - a) Placement
 - b) Transfer
 - c) Rotation
 - d) All of the above
- 6) The unstructured interview is _____.
 - a) Infrequently conducted
 - b) Typically is unbiased
 - c) Typically is related to future
 - d) Typically biased job performance
- 7) _____ can be derived from Job Analysis.
 - a) Job Specification
 - b) Job Description
 - c) Job Requirement
 - d) Both a & b
- 8) Campus selection is a _____ source of recruitment.
 - a) external
 - b) internal
 - c) macro
 - d) None of the above

- 9) Identifying the source of potential candidates and _____ them to apply for the job is called Recruitment.
- a) Rejecting
 - b) Training
 - c) Attracting
 - d) All of the above
- 10) _____ is the Last stage in Career planning.
- a) Resignation
 - b) Resume building
 - c) Withdrawal
 - d) Negotiation
- 11) When an employee is appraised by all the members in the organization like superior, subordinate, peer, customer etc., is called as _____.
- a) Employee Self-Assessment
 - b) The 360-Degree Appraisal
 - c) Ranking Appraisal
 - d) Performance Appraisal
- 12) When an employee is trained for a key position in the organization is called _____.
- a) Talent Management
 - b) Replacement Planning
 - c) Leadership Development
 - d) Succession Planning
- 13) The employees appraised based on their reaction on critical situation is _____ performance appraisal method.
- a) Critical incident method
 - b) Critical appraisal method
 - c) Critical situation method
 - d) Critical performance method
- 14) Human resource management emphasis _____.
- a) Development of people
 - b) Punishment of people
 - c) Adoption of people
 - d) None of these
- 15) Operative functions of HRM includes _____.
- a) Procurement, development, compensation & motivation
 - b) Maintenance
 - c) Integration and emerging trends
 - d) All of these
- 16) The process of familiarizing the new employees to the organisation rules and regulations is known as _____.
- a) Placement
 - b) Induction
 - c) Recruitment
 - d) Selection

Q.2 Write short notes. 16

- a) Job Description and Job Specification
- b) Human Resource Development objectives

Q.3 Write short notes on: 16

- a) Induction and placement
- b) Use of career planning

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

- a) Define Human Resource Management. Explain the various functions of HRM.

OR

- b) Define training. Explain various on the job and off the job training methods.

Q.5 Analyse the following case and answer the questions.**16**

Uptron Electronics Limited is a pioneering and internationally reputed firm in the Electronics industry. It is one of the largest firms in the country. It attracted employees from internationally reputed institutes and industries by offering high salaries, perks, etc. It has advertised for the position of an Electronics Engineer recently. Nearly 150 candidates applied for the job. Mr. Ramesh, an Electronics Engineering Graduate from Indian Institute of Technology with 5 years working experience in a medium sized electronics firm, was selected from among the 130 candidates who took tests and interview. The interview board recommended an enhancement in his salary by 5,000 more than his present salary at his request.

Mr. Ramesh was very happy to achieve this and he was congratulated by a number of people including his previous employer for his brilliant interview performance, and wished him good luck. Mr. Ramesh joined Uptron Electronics Ltd., on 21st January, 2002, with great enthusiasm. He also found his job to be quite comfortable and a challenging one and he felt it was highly prestigious to work with this company during the formative years of his career.

He found his superiors as well as subordinates to be friendly and cooperative. But this climate did not live long. After one year of his service, he slowly learnt about a number of unpleasant stories about the company, management, the superior-subordinate relations, rate of employee turnover, especially at higher level. But he decided to stay on as he had promised several things to the management in the interview. He wanted to please and change the attitude of management through his diligent performance, firm commitment and dedication. He started maximising his contributions and the management got the impression that Mr. Ramesh had settled down and will remain in the company.

After some time, the superiors started riding rough-shod over Mr. Ramesh. He was overloaded with multifarious jobs. His freedom in deciding and executing was cut down. He was ill-treated on a number of occasions before his subordinates. His colleagues also started assigning their responsibilities to Mr. Ramesh. Consequently, there were imbalances in his family life, social life and organizational life. But he seemed to be calm and contented.

Management felt that Mr. Ramesh had the potential to bear with many more organisational responsibilities. So, the General Manager was quite surprised to see the resignation letter of Mr. Shashidhar along with a cheque equivalent to a month's salary one fine morning on 18th January, 2004. The General Manager failed to convince Mr. Ramesh to withdraw his resignation. The General Manager relieved him on 25th January, 2004.

The General Manager wanted to appoint a committee to go into the matter immediately, but dropped the idea later.

Questions:

- a)** What prevented the General Manager from appointing a committee?
- b)** What is wrong with the recruitment policy of the company?
- c)** Why did Mr. Ramesh's resignation surprise the General Manager?

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M.B.A. (Semester - II) (CBCS) Examination: March/April – 2026
Production Management and Operational Research (20407204)

Day & Date: Monday, 20-04-2026
 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) Which of the following functions of an organization consists of all activities directly related to production of a good or service?

a) Operations	b) Marketing
c) Accounting	d) Finance

- 2) Process layout is used for: _____.

a) Repetitive processing	b) Intermittent processing
c) Both (a) and (b)	d) Neither (a) nor (b)

- 3) Fixed position layout is the layout in which the product or project remains _____, and workers, materials and equipments are moved as needed.

a) Stationery	b) Flexible
c) Movable	d) All of the above

- 4) Regional factors for location planning include all of the following except _____.

a) Raw materials	b) Markets
c) Labor considerations	d) Attitudes

- 5) The role of a _____ manager is to sustain, protect, and project the company's operations side.

a) Project Manager	b) Operations Manager
c) Finance Manager	d) Marketing Manager

- 6) Production is the process by which raw materials and other inputs are converted in to _____.

a) finished product	b) services
c) Satisfaction	d) loyalty

- 7) Planning and controlling the quality of products and services is a type of _____ decision.

a) Control	b) operating
c) Strategic	d) organization

- 8) The advantage of locating a plant in urban (city) side is _____.
a) cheap availability of land
b) disposal of waste is easy
c) cost of operation is low
d) large markets for finished products
- 9) Ship Building and Aircraft manufacturing is an example of _____ type of layout.
a) combined
b) matrix
c) Fixed
d) group
- 10) In a Layout all machines or process of the same type are grouped together _____.
a) Fixed position
b) Factory
c) Process
d) Product
- 11) _____ may be defined as the ratio between output and input.
a) Production
b) Productivity
c) Batch production
d) Job production
- 12) Production planning and control starts with _____.
a) Routing
b) estimating
c) scheduling
d) expediting
- 13) Which of the following is defined as a set of activities which help to keep plant, machinery and other facilities in good working condition?
a) Management
b) Maintenance
c) Materials
d) Mechanic
- 14) The 4Ms does not include _____.
a) Men
b) Material
c) message
d) Machinery
- 15) _____ function develops a physical relationship between inputs and outputs.
a) Production
b) System
c) E-manufacturing
d) Assembly line
- 16) Operations management is applicable _____.
a) mostly to the service sector
b) to services exclusively
c) mostly to the manufacturing sector
d) to manufacturing and service sectors

Q.2 Answer the following questions. **16**

- a) What is operations Research? Discuss its applications.
- b) Define inventory management. Explain in detail different methods of inventory management.

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

- a) How should the jobs be assigned to the various machine so that the total cost is minimized.

	Machines			
Jobs	M1	M2	M3	M4
J1	5	7	11	6
J2	8	5	9	6
J3	4	7	10	7
J4	10	4	8	3

- b) Maximise
 $'Z' = 2x_1 + 3x_2$ (Subject to constraints)
 $x_1 + x_2 \leq 400$
 $2x_1 + x_2 \leq 600$
 $x_1, x_2 \geq 0$ (Non-negativity constraints)

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

- a) "First plan your work, then work your plan", explain this piece of advice given to the department of production planning and control, describe in detail the main functions involved in production planning and control.

OR

- b) Find the initial transportation cost for the transportation matrix given using North-West Corner method, Least cost method and Vogel's Approximation method.

Source	Destination				Supply
	D ₁	D ₂	D ₃	D ₄	
O ₁	11	13	17	14	250
O ₂	16	18	14	10	300
O ₃	21	24	13	10	400
Demand	200	225	275	250	

Q.5 Analyze the case:**16**

Preeti and her husband have a small, highly successful firm that serves a narrow niche of medical applications of laser technologies. The firm has only four customers, but each is leading player in the emerging medical electronics technology markets. Each firm has told Preeti that it is pleased with her product, service and ability to provide leading edge technology.

Preeti's problem begins in the form of a memo from one of her major customers who has just decided to seek ISO 9000 certification to effectively compete in international markets. Preeti understands this logic of her customer. As part of ISO 9000 certification process, the customer expects each of his key suppliers to become ISO 9000 certified. What she knows about ISO 9000 certification is that new requirement would pose enormous problems for Advanced Laser Technology which has only five employees including Preeti and her engineer husband. How will advance Laser Technology Inc., (ALT) be able to document all that it did? It seems to be a catch 22 situation. If Preeti and her husband divert their attention to document all the 20 aspects of section 4 of ISO 9000, then the firm risks losing its competitive edge on this fast-changing technological field. If ALT hires a consultant to help with this certification process. It risks diverting both management attention and critical cash resources to the certification process. As she reflects on this dilemma, Preeti wonders "How does this add value to ALT?"

Questions:

- a)** Analysis of the case.
- b)** Identification of the problem.
- c)** Suggest alternative solution.
- d)** Select best solution.

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M.B.A. (Semester - II) (CBCS) Examination: March/April – 2026
Research Methodology (20407205)

Day & Date: Tuesday, 21-04-2026
 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 from the options: **16**

- 1) _____ type of research is called as Pure Research.
 - a) Applied Research
 - b) Fundamental Research
 - c) Experimental Research
 - d) Descriptive Research
- 2) The good criteria of the research includes _____.
 - a) Clarity in the purpose of research
 - b) Logical approach in research study
 - c) Ability to replicate the research
 - d) All of the above
- 3) A _____ is a tentative statement that will either support or reject through the research.
 - a) Hypothesis
 - b) Data
 - c) Variable
 - d) Problem
- 4) In research the main aim of collecting information is _____.
 - a) To find problems only
 - b) To find solutions only
 - c) To gather the relevant information for analysis and decision making
 - d) None of the above
- 5) The method of engaging in one-on-one conversations to gather in-depth qualitative data and understand perspective is called as _____.
 - a) Interview
 - b) Solution
 - c) Observation
 - d) Writing
- 6) Primary data can be collected through _____.
 - a) Survey, Case Study, Observations, Focus Groups, Document Review
 - b) Survey, Snowball Techniques, Focus Groups, Document Review
 - c) Focus Groups, Survey, Observation, Questionnaire
 - d) Observation, Questionnaire, Govt, publications, Case Study

- 7) _____ is not true about the primary data.
- a) Degree of accuracy is very low
 - b) It shows data in great detail
 - c) It requires lot of labour, time and finance
 - d) In some enquires it is impossible to collect primary data
- 8) A purposive gathering of information relevant to subject matter of investigation from the units of population under investigation is termed as _____.
- a) Data cleaning
 - b) Data collection
 - c) Data Understanding
 - d) Data Analysis
- 9) _____ is a structured plan or blueprint that outlines the approach and methods used to conduct a research study.
- a) Sampling
 - b) Data analysis
 - c) Planning
 - d) Research design
- 10) A _____ is a type of research design in which data can be collected from many different individuals at a single point in time.
- a) Cross sectional study
 - b) Quantitative study
 - c) Statistical study
 - d) Case study
- 11) A Research design is that involves repeated observations of the same subjects or variables over a long period, is termed as _____.
- a) Data study
 - b) Method study
 - c) Longitudinal study
 - d) Hypothesis study
- 12) _____ is a research method used to investigate a problem when there is little to no existing research available.
- a) Experimental Research
 - b) Exploratory research
 - c) Explanatory research
 - d) Empirical research
- 13) _____ is the simplest form of scale which is used for labelling variables without any quantitative value.
- a) Ratio scale
 - b) Interval scale
 - c) Ordinal scale
 - d) Nominal Scale
- 14) Everyone in the population has an equal chance of getting selected is true about _____.
- a) Simple Random sampling
 - b) Snowball Sampling
 - c) Purposive sampling
 - d) Quota Sampling
- 15) Causes of Non-response error includes _____.
- a) Individuals selected for the survey decline to participate
 - b) Lack of interest or motivation to participate
 - c) Both A & B
 - d) Neither A nor B

- 16) In _____ the researcher selects participants who are easily accessible and available to participate in the study.
- a) Random sampling
 - b) Cluster sampling
 - c) Stratified sampling
 - d) Convenience sampling

Q.2 Answer the following. (Short answer) 16

- a) Write a short note on types of research and features of good research study.
- b) Explain the concept of Primary and Secondary data. Analyze the various collection methods of Secondary data.

Q.3 Answer the following. (Short answer) 16

- a) Structure of Research Report.
- b) Classification of Single item Scale and Multi item Scales.

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

- a) Discuss about Sampling and Sampling error. Also elucidate the characteristic of good sample.
- b) Write down the meaning of 'Research Design'. Discuss the 'Experimental Research Design'.

Q.5 Answer the following Case Study. 16

A) Title: Assessing the Environmental Impact of Switching to Bamboo Packaging in a Retail Chain

StarMart, a mid-sized retail chain in Northern parts of India, recently piloted bamboo-based packaging as an alternative to plastic in 5 of its 20 stores. The initiative is part of their broader sustainability commitment to reduce plastic waste by 70% by 2030. While bamboo is marketed as an eco-friendly material, management wants data to justify scaling it system-wide. But The Company lacks quantitative and qualitative data on the actual environmental benefits, operational feasibility of bamboo packaging and consumers perception towards bamboo packaging.

Answer the following.

- 1) Objective of the study.
- 2) Hypothesis.
- 3) Research design.

OR

B) Title: Evaluating the Long-Term Impact of a Digital Literacy Program on Rural Youth in India.

In 2021, 'Asha' a non-profit organization launched a digital literacy training program for youth aged 14-18 in rural India. The program provided basic computer skills, internet navigation, and online safety education. Now, three years later, the organization seeks to evaluate whether the program has led to improved educational or employment outcomes. The NGO has many success stories but lacks strong data to measure the long-term social impact of the initiative.

The NGO intended to-

- To assess the long-term educational and employment outcomes of participants.
- To evaluate changes in digital confidence and technology use behavior.
- To identify challenges and opportunities for scaling the program.

Answer the following.

- 1) Frame hypothesis for study (only two).
- 2) Prepare a questionnaire (minimum 10 questions) in concern with the research study.

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Set P

M.B.A. (Semester - II) (CBCS) Examination: March/April – 2026
Event Management (20407207)

Day & Date: Wednesday, 22-04-2026
 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 most important information a meeting planner can determine prior to an event is _____.
 a) Past events held by the group
 b) Expected attendance
 c) The budget
 d) Group demographics
- 2) _____ is the second stage in the event planning process.
 a) Planning
 b) Research
 c) Design
 d) Evaluation
- 3) Inspiring the staff is a good reflection of which type of skill?
 a) Negotiating
 b) Leadership
 c) Project management
 d) Budgeting
- 4) Budgeting an event, negotiating contracts, arranging the speaker, and organizing audio visual needs is part of _____ stage.
 a) Research
 b) Design
 c) Planning
 d) Coordinating
- 5) _____ is the most popular type of event site used.
 a) Hotel/resort
 b) Convention centre
 c) Banquet hall
 d) Club
- 6) _____ among the following is not an event planning tool?
 a) Maps
 b) Creative brief
 c) Models
 d) Run sheet
- 7) _____ is the primary objective of Public Relations?
 a) Increase product sales
 b) Build and maintain a positive image
 c) Train employees
 d) Develop pricing strategies

- 8)** Most important skill for event industry is _____.
a) Organisational skills b) Management skills
c) Marketing skill d) All of these
- 9)** Event marketing is a _____.
a) good b) Tangible
c) a service d) a product
- 10)** The main responsibility of a corporate event organizer is to _____.
a) Design product labels
b) Ensure the event aligns with corporate goals
c) Handle only entertainment
d) Conduct performance appraisals
- 11)** The purpose of entertainment in corporate events is to _____.
a) Spend excess budget
b) Distract guests from key messages
c) Engage, relax, and connect attendees emotionally
d) Reduce event duration
- 12)** _____ is a crucial factor to consider when setting the event budget?
a) Fixed income of guests
b) Weather forecast
c) Expected scale and purpose of the event
d) Competitor's budget
- 13)** _____ is the importance of having a contingency plan in event management?
a) To reduce decor costs
b) To attract media coverage
c) To address unexpected issues or emergencies
d) To extend the event duration
- 14)** Permission from local authorities is required to _____.
a) Avoid paying staff
b) Comply with legal and safety norms
c) Increase ticket price
d) Get tax refunds
- 15)** A blueprint in event planning refers to _____.
a) Technical drawing of the venue
b) Lighting diagram
c) Media invitation card
d) A detailed layout and plan of the event
- 16)** Brainstorming sessions in PR are used to _____.
a) Identify competitors
b) Develop creative messaging ideas
c) Write legal documents
d) File income tax returns

Q.2 Attempt the following. 16

- a) Define event. Explain role of Event planner.
- b) Define event management. Explain in detail Permissions required for an event.

Q.3 Attempt the following. 16

- a) What are the key factors that determine the successful conduct of an event.
- b) Define Public Relations and explain its importance in event management.

Q.4 Answer any one. 16

- a) Prepare an event Plan for Prize distribution in College with all details (Make some assumptions.)

OR

- b) Evaluate the role of utilities such as fire brigade, ambulance, catering, electricity, and water in managing events.

Q.5 Case study on LaunchX Annual Tech Conference - A Green Innovation Showcase. 16

LaunchX Innovations Pvt. Ltd. is a mid-sized technology firm based in India, known for its commitment to sustainable innovation and circular economy practices. Its latest venture involves a new line of sustainable consumer electronics - including eco-friendly smartphones, solar-powered smart watches, and modular laptops designed for longevity and easy reparability.

In the LaunchX Tech Conference, the company is introducing sustainable consumer electronics, which ties directly to modern business ethics, corporate responsibility, and green innovation - making it a timely and socially impactful event theme. The marketing, planning, and stakeholder engagement strategies would need to reflect these sustainable values. The event is of 3 days at Pune International Convention Centre. Expected Footfall will be 3,000 attendees (tech professionals, R&D experts, investors, media, government officials, CSR heads).

Questions:

- a) Write summary of case.
- b) Explain Event Planning Components.
- c) Challenges Encountered by event manager.
- d) What alternative strategies could have been used to manage the last-minute speaker cancellation?

Seat No.	
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Set **P**

M.B.A. (Semester - II) (CBCS) Examination: March/April - 2026
Hospitality & Tourism Management (20407208)

Day & Date: Thursday, 23-04-2026
 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) _____ is not a primary accommodation.
 - a) Hotels
 - b) Resorts
 - c) Motels
 - d) Complex
- 2) _____ can be regarded as the physical elements that are designed and erected to cater for visitors.
 - a) Tourism product
 - b) Tourism infrastructure
 - c) Tourism Marketing
 - d) Tourism Components
- 3) _____ in this chain provides destination access to tourists from the international and domestic markets, and includes roads, airports, and railways.
 - a) Tourist infrastructure
 - b) Environmental infrastructure
 - c) Social Infrastructure
 - d) Transport infrastructure
- 4) The components of tourism include _____.
 - a) Accessibility
 - b) Amenities
 - c) Attractions
 - d) All of above
- 5) Following is not a secondary accommodation _____.
 - a) Motels
 - b) Youth Hostels
 - c) Holiday Centers
 - d) Hotels
- 6) Beaches, Sea Bathing, Possibilities of Fishing, Opportunities of trekking are all _____ amenities.
 - a) Manmade
 - b) Natural
 - c) Artificial
 - d) Preserved
- 7) _____ does not come under the scope of tourism.
 - a) Hotel
 - b) Restaurant
 - c) Travel agency
 - d) Iron and steel
- 8) _____ industry is a service-oriented industry.
 - a) Hotel
 - b) iron and Steel
 - c) Cement
 - d) Shoe making

- 9) _____ is a person travelling to another location, away from their usual social environment, for business, pleasure or social reasons.
 - a) Tour operator
 - b) Tourist
 - c) Traveler
 - d) Visitor
- 10) Visit to holy places is _____.
 - a) Adventure tourism
 - b) Leisure tourism
 - c) Religious tourism
 - d) Wildlife tourism
- 11) The medical tourism industry in India is poised to become the next success story after software/IT industry.
 - a) Medical Tourism
 - b) Leisure tourism
 - c) Religious tourism
 - d) Wildlife tourism
- 12) According to definitions of the tourist what is the maximum allowable length of stay in destination before you cease to be counted as a tourist.
 - a) 1 month
 - b) 1 year
 - c) 6 months
 - d) 1 day
- 13) The first tourism policy was announced by the Government of India in the year _____.
 - a) 1986
 - b) 1982
 - c) 1985
 - d) 1980
- 14) World Tourism Day was observed on _____, 2017.
 - a) 27th September
 - b) 7th August
 - c) 25th September
 - d) 14th July
- 15) Incredible India Tourism Investor's Summit prompted how many investable projects from across the Country in 2016?
 - a) 690
 - b) 700
 - c) 790
 - d) 500
- 16) Travelling for the purpose of learning about cultures or aspects of cultures is _____.
 - a) Ethnic tourism
 - b) VFR
 - c) Mass Tourism
 - d) Cultural tourism

Q.2 Write short notes on.

16

- a) Inter-regional and intra-regional tourism
b) TAAI

Q.3 Write short notes on.

16

- a) Surface Transport
- b) Basic Travel Regulation

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

a) Write in detail about Evolution and Growth of Hospitality Industry, also explain the Importance of Hospitality Management in tourism.

OR

b) What is a house keeping department in a hotel explain the duties and responsibilities of house keeping staff in a hotel.

Q.5 Explain any four forms of tourism in details. 16

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M.B.A. (Semester - II) (CBCS) Examination: March/April – 2026
Logistics and Supply Chain Management (20407209)

Day & Date: Friday, 24-04-2026
 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) _____ type of logistics supports the flow of finished goods to the customer.
 - a) Inbound logistics
 - b) Internal logistics
 - c) Outbound logistics
 - d) Production logistics
- 2) _____ plays a role by Protecting goods during handling and transportation.
 - a) Marketing
 - b) Finance
 - c) Sales
 - d) Packaging
- 3) It is the phenomenon where demand variability amplifies as it moves upstream in the supply chain.
 - a) Halo effect
 - b) Bullwhip effect
 - c) Shrinking
 - d) Greenhouse
- 4) _____ is a one of the major components of logistics management.
 - a) Product design
 - b) Warehousing
 - c) Sales dumping
 - d) Production
- 5) _____ of the following is a key driver of supply chain management.
 - a) Inventory
 - b) Production
 - c) Product Research
 - d) Advertising
- 6) _____ of the following best describes reverse logistics.
 - a) Handling returns and recycling
 - b) Delivering goods to customers
 - c) Transporting employees
 - d) Managing financial documents
- 7) _____ of the following is/are activities included in the cycle of Supply chain.
 - a) Procurement
 - b) Manufacturing
 - c) Replenishment
 - d) All of these

- 8) Integrating environmentally sustainable practices into supply chain activities is known as _____. Supply Chain Management.
- a) Lean
 - b) cloud-based
 - c) Green
 - d) Digital
- 9) Which of the following is an attribute of good customer service?
- a) Inflexible return policies
 - b) Timely delivery
 - c) Product unavailability
 - d) Delayed response time
- 10) The process of delegating logistics functions to third-party providers is referred to as _____.
- a) Logistics Research
 - b) Logistics outsourcing
 - c) Licensing
 - d) Partnership
- 11) _____ manages the entire supply chain and multiple 3PLs.
- a) Purchase department
 - b) Store department
 - c) Production unit
 - d) 4PL
- 12) A strategy where multiple companies collaborate closely to optimize production and delivery is referred as _____ in supply chain management.
- a) Co-makershhip
 - b) Sponsorship
 - c) Promotion
 - d) Ecommerce
- 13) _____ of the following is an obstacle to effective supply chain coordination.
- a) Strategic Partnership
 - b) Trust in employees
 - c) Lack of Communication
 - d) Following up orders
- 14) LRM (Logistics Resource Management) focuses mainly on _____.
- a) Advertising on logistics platforms
 - b) Tracking customer emails
 - c) Managing logistics assets and processes efficiently
 - d) Creating customer surveys
- 15) _____ inventory management is an e-commerce strategy that involves manufacturing or delivering products just in time to meet customer demand.
- a) ERP
 - b) EOQ
 - c) Quality Management
 - d) JIT
- 16) Sharing sensitive information openly and continuously is the way to _____ in supply chain management.
- a) strengthen trust
 - b) weaken relations
 - c) threaten partners
 - d) lower profits

Q.2 Answer the following questions.

- a) Issues in Logistics outsourcing **08**
- b) Deferent phases of Customer service in logistics **08**

Q.3 Answer the following questions.

- a) Cycle View of Supply Chain **08**
- b) Co-maker ship - its advantages and disadvantages in Supply Chain Management **08**

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

- a) What is E-Logistics? Explain Structure and Operations of E-logistics in detail.

OR

- b) Define Supply Chain Management. Explain Problems and their remedies in Supply Chain Management in detail.

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

In today's business landscape, sustainability is an increasingly critical concern for companies across industries. Green initiatives and environmentally responsible practices are not only ethical imperatives but also strategic advantages in attracting customers and investors. Veer Logistics, a B2B logistics provider, partnered with Veda Manufacturing, a leading producer of consumer electronics, to enhance the sustainability of their supply chain. Veda Manufacturing sought to reduce its carbon footprint and improve its environmental impact throughout its operations.

Veer Logistics proposed a comprehensive sustainable supply chain solution that focused on optimizing transportation routes, implementing eco-friendly packaging materials, and adopting energy-efficient warehouse practices. They introduced electric vehicles for transportation and incorporated renewable energy sources into their warehouse facilities. Additionally, Veer Logistics collaborated with suppliers to ensure adherence to sustainable sourcing practices.

As a result of the partnership, Veda Manufacturing achieved significant reductions in carbon emissions and waste generation along its supply chain. The implementation of sustainable practices not only aligned with Veda Manufacturing's corporate values but also enhanced its brand reputation as a socially responsible company.

Questions:

- a) Analyse the case in perspective of Green Logistics.
- b) How did Veer Logistics collaborate with Veda Manufacturing to integrate sustainability into their supply chain operations?
- c) What were the key strategies and initiatives implemented by Veer Logistics to reduce environmental impact and improve sustainability within the supply chain?
- d) After analysing this case study what message do you wish to communicate to the logistical firms in India? Write in detail.

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M.B.A. (Semester - II) (CBCS) Examination: March/April - 2026
Employability Skills (20407206)

Day & Date: Saturday, 25-04-2026
 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) Which of the following is a core component of employability skills?
 - a) Machine learning
 - b) Critical thinking
 - c) Software coding
 - d) Hardware repair
- 2) What does a Time Management Matrix help identify?
 - a) Financial habits
 - b) Important and urgent tasks
 - c) Travel expenses
 - d) Language proficiency
- 3) Which of these is an example of external opportunity in SWOT analysis?
 - a) Weak team coordination
 - b) Strong technical skills
 - c) Growing market demand
 - d) Poor communication
- 4) What is the full form of BPO?
 - a) Business Process Orientation
 - b) Budget Plan Operation
 - c) Business Process Outsourcing
 - d) Business Personnel Optimization
- 5) Which of these is not a domain of etiquette?
 - a) Corporate
 - b) Social
 - c) International
 - d) Technical
- 6) What should be the first section in a business proposal?
 - a) Conclusion
 - b) Introduction
 - c) Cost Analysis
 - d) Charts and Graphs
- 7) Integrative negotiation is based on _____.
 - a) Conflict resolution
 - b) Win-win solutions
 - c) Dominating the other party
 - d) Deceiving the opponent
- 8) The SMART goal "R" stands for _____.
 - a) Result-oriented
 - b) Relevant
 - c) Robust
 - d) Ready

- 9) Etiquette while speaking includes _____.
a) Interrupting others b) Maintaining eye contact
c) Speaking loudly d) Using slang
- 10) What is meant by logistics in Supply Chain Management?
a) Creating websites
b) Managing product movement
c) App development
d) Online surveys
- 11) A virtual meeting requires _____.
a) Late attendance b) Casual dress
c) Technical readiness d) Ignoring others' input
- 12) Which of these is not part of critical thinking?
a) Jumping to conclusions b) Logical analysis
c) Identifying assumptions d) Evaluating evidence
- 13) The 80:20 rule is also known as _____.
a) Pareto Principle b) SWOT Model
c) Covey Chart d) Relevance Rule
- 14) Which department handles billing in BPO?
a) HR b) Finance and Accounts
c) Design d) Sales
- 15) Which of these is a visual time management tool?
a) SWOT grid b) Pie chart
c) Gantt chart d) Paragraph
- 16) The "S" in SMART stands for _____.
a) Standard b) Specific
c) Short d) Systematic

Q.2 Short Answer Questions. 16

- a) Explain any four elements of corporate grooming.
b) What are the benefits of applying critical thinking in the workplace?

Q.3 Answer the following. 16

- a) Discuss various types of etiquette with relevant examples.
b) Explain the structure and components of a standard business proposal.

Q.4 Answer any one of the following. (Long Answer). 16

- a) Describe the types of BPO and their roles in today's economy.
b) Explain time management tools with suitable examples.

Q.5 Case Study.

Ajay Deshmukh, a young graduate in commerce joins a growing domestic BPO company named VoiceServe Ltd., which provides customer support for banks and telecom companies. Ajay is enthusiastic but faces challenges like low attention span, poor email drafting, and an inability to prioritize urgent queries. He is reprimanded for responding to client issues late and for sending unclear emails.

Ajay's supervisor assigns him a mentor, who introduces him to time management techniques, including the Covey Matrix, and teaches him about email and phone etiquette. Ajay realizes that much of his time is wasted on non-essential conversations and multitasking. He starts using a to-do list and sets SMART goals for daily performance.

His mentor also guides him through preparing a business proposal for improving the company's complaint resolution process. Ajay learns to use a logical structure: introduction, problem statement, proposed solution, benefits, and conclusion.

Ajay conducts a SWOT analysis on himself, realizing his strength is adaptability, and weakness is written communication. He takes a course on communication skills and applies critical thinking to understand client complaints deeply. With regular feedback, Ajay's performance improves. His responses become faster and more relevant, and he starts mentoring others on professional etiquette and time management.

Answer the following:

- a) What challenges did Ajay face initially, and how did he overcome them using employability skills?
- b) How can SWOT analysis and SMART goals help in personal and professional development?

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Set P

M.B.A. (Semester - II) (CBCS) Examination: March/April – 2026
Digital Business (20407210)

Day & Date: Monday, 27-04-2026
 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) Twitter is example of _____ in web pages.
 - a) Web 2.0
 - b) Web 5.0
 - c) web 4.0
 - d) None of these
- 2) E-Tailing is known _____.
 - a) Electronic Retailing
 - b) Electronic resource
 - c) Electronic tailing
 - d) None of these
- 3) G2E is known as _____.
 - a) Government to Employee
 - b) Government to Engineer
 - c) Government to Earning
 - d) None of these
- 4) IoT stands for _____.
 - a) Information Of Things
 - b) Input Output Things
 - c) Internet of Technology
 - d) Internet of Things
- 5) _____ digital business model involves trade and transaction dealings between business establishments.
 - a) B2C
 - b) C2B
 - c) B2B
 - d) P2P
- 6) M-commerce is known as _____.
 - a) Market commerce
 - b) Money commerce
 - c) Mobile commerce
 - d) None of these
- 7) What is Electronic Commerce (EC)?
 - a) Barter system
 - b) Traditional buying and selling
 - c) commerce using electronic Network
 - d) None of these
- 8) C2C is known as _____.
 - a) Consumer to Consumer
 - b) Consumer to Care
 - c) Consumer to Contact
 - d) None of these

- 9) C2B is known as _____.
 a) Consumer-to-Buy b) Consumer-to-Business
 c) Consumer-to-Body d) None of these
- 10) G2B is known as _____.
 a) Government-to-Buy b) Government-to-Buying
 c) Government-to-Business d) None of these
- 11) Digital business Infrastructure refers to the combination of _____.
 a) Hardware b) Software
 c) Servers d) All of the above
- 12) Web 2.0 enable to user _____.
 a) Reading Data b) Open page
 c) Editing the pages d) All of the above
- 13) SEO is known as _____.
 a) Search engine opening b) Search engine optimization
 c) Search engine object d) None of these
- 14) G2C is known as _____.
 a) Government to Citizen b) Government to City
 c) Government to Corporate d) None of this
- 15) Amazon.com goods delivery known as _____.
 a) Pure EC b) Partial EC
 c) Non ECD d) None of these
- 16) E-Commerce means _____.
 a) Engineering Commerce b) Earning Commerce
 c) Electronic commerce d) None of these

Q.2 Answer the following. (Short answers/ Short problems) 16

- a) Define Web 3.0, Web 4.0,
 b) Explain the terms of B2B, B2C, and C2C in e-commerce.

Q.3 Answer the following: (Short answers/ Short problems) 16

- a) Explain Mobile Payments.
 b) Explain Social Commerce

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

- a) Explain in brief the Internet of Things Virtual currency.

OR

- b) Explain in brief E-commerce.

Q.5 Answer the following. (Long problem/ Case Study)**16**

- **Competition:** While the e-commerce market in the Middle East holds immense potential, it is also fiercely competitive. Startups need to differentiate themselves through unique product offerings, superior customer service and innovative marketing strategies.
- **Payment solutions:** Developing secure and efficient payment solutions is a significant challenge. Startups must cater to diverse payment preferences and ensure robust cyber security measures to gain customer trust.
- **Cultural sensitivity:** Understanding and respecting cultural nuances is critical for e-commerce startups. Tailoring products, marketing and customer service to meet cultural expectations can be challenging but is essential for success.
- **Regulatory hurdles:** Navigating complex regulatory environments in different Middle Eastern countries can be daunting. Startups need to be well-versed in local regulations, taxation and compliance to avoid legal complications.
- **Customer trust:** Building and maintaining customer trust is paramount in ecommerce. Startups should invest in secure platforms, transparent policies and reliable customer support to establish credibility.

Above are few challenges of E-commerce startups of Middle East zone, you need to provide Alternative solutions and Best solution after analyzing the case in detail.

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Set P

**M.B.A. (Semester - III) (CBCS) Examination: March/April -2026
Strategic Management (20407301)**

Day & Date: Tuesday, 28-04-2026
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) What type of strategy is stability strategy?
 - a) Corporate level
 - b) Functional level
 - c) Strategic level
 - d) Business level
- 2) A possible and desirable future state of an organization is called _____.
 - a) Mission
 - b) Strategy implementation
 - c) Strategy formulation
 - d) Vision
- 3) Low cost, focus and differentiation are examples of _____.
 - a) Corporate strategies
 - b) Operational strategies
 - c) Business strategies
 - d) Functional strategies
- 4) Which one of the following is NOT included in the Porter's Five Forces model _____.
 - a) Potential development of substitute products
 - b) Bargaining power of suppliers
 - c) Rivalry among stockholders
 - d) Rivalry among competing Firms
- 5) The environmental segments that comprise the external environment typically will not include _____.
 - a) Demographic factors
 - b) Sociocultural factors
 - c) Substitute products or services
 - d) Technological factors
- 6) What is the central purpose of strategic evaluation?
 - a) Evaluate effectiveness of strategy to achieve organizational objectives
 - b) Evaluate effectiveness of control system to measure achievements
 - c) Evaluate effectiveness of strategies to be implemented efficiently
 - d) Evaluate effectiveness of the strategy implementation process
- 7) Which one of the following is not an issue in Strategy implementation?
 - a) Resource allocation
 - b) Behavioral implementation
 - c) Structural implementation
 - d) Market implementation

- 8) Which one of the following is not a type of strategic control?
- a) Operational Control
 - b) Strategic Surveillance
 - c) Special alert control
 - d) Premise control
- 9) The term strategy is derived from a word 'strategos'
- a) Latin
 - b) Greek
 - c) Chinese
 - d) German
- 10) GE nine cell matrix is based on _____.
- a) Market attractiveness and Business strength
 - b) Market growth rate and Business strength
 - c) Market attractiveness and relative market strength
 - d) Market growth rate and business strength
- 11) The three organizational levels are _____.
- a) Corporate level, business strategy level, functional level
 - b) Corporate level, business unit level, functional level
 - c) Corporate strategy level, business unit level, functional level
 - d) Corporate strategy level, business level, specialist level
- 12) _____ are the means by which long-term objectives will be achieved.
- a) Mission statements
 - b) Strategies
 - c) Vision statements
 - d) Long-term goals
- 13) The acronym SWOT stands for _____.
- a) Special Weapons for Operations Timeliness
 - b) Services, Worldwide Optimization and Transport
 - c) Strengths, Weakness, Opportunities and Threats
 - d) None of the above.
- 14) SBU stands for _____.
- a) satisfied business unit
 - b) stratified business unit
 - c) strategic building unit
 - d) strategic business unit
- 15) BCG in BCG matrix stands for _____.
- a) Boston Calmette Group
 - b) British Consulting Group
 - c) Boston Corporate Group
 - d) Boston Consulting Group
- 16) The value chain is subdivided into two main headings. These are primary activities and _____.
- a) Peripheral activities
 - b) Support activities
 - c) Secondary activities
 - d) Outsourced activities

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

- a) Strategic Management Process
- b) Diversification Strategy

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

- a) Integration strategy
- b) Porter's Five Forces Model of Competition

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

- a) What is organizational appraisal? List out different techniques used for it. Explain any two Internal techniques used for it.

OR

- b) Discuss in detail concept of Strategy, levels of strategy and Strategic Decision making process.

Q.5 Case Study. 16

Tata Group's diversification strategy is rooted in its philosophy of contributing to India's industrial growth while spreading risk across industries. Over the decades, the company has expanded into new industries either by building businesses from scratch (organic diversification) or acquiring established companies (inorganic diversification).

Two key diversification moves stand out:

1. Tata Motors' Entry into Passenger Cars (1998):

Traditionally a commercial vehicle manufacturer, Tata Motors ventured into passenger cars with the launch of the Tata Indica in 1998. This was a bold move into a competitive market dominated by global giants like Maruti Suzuki and Hyundai. Despite initial challenges, Tata Motors carved a niche with innovations like the Tata Nano, the world's most affordable car, and later expanded into luxury vehicles through the acquisition of Jaguar Land Rover (JLR) in 2008.

2. Taj Hotels (1903):

The group's entry into the hospitality industry with the establishment of the Taj Mahal Palace Hotel in Mumbai marked a significant diversification move. Over the years, the Taj Hotels brand has grown into a global luxury hospitality chain, enhancing the Tata Group's reputation in the premium service sector.

Key Drivers of Diversification

- 1) Risk Management:
Diversification helped Tata Group spread risks across industries, reducing dependency on any single business sector.
- 2) Leveraging Synergies:
The group capitalized on synergies between businesses, such as Tata Steel supplying materials for Tata Motors.
- 3) Expanding Market Reach:
Diversification allowed Tata to explore new markets and customer segments, both domestically and globally.
- 4) Enhancing Brand Value:
Tata's presence in diverse industries reinforced its image as a trusted and innovative conglomerate.

Challenges Faced in Diversification

- 1) **Resource Allocation:**
Balancing investments across different businesses without overstretching resources was a challenge.
- 2) **Market Competition:**
Entering highly competitive markets, such as automobiles and hospitality, required significant innovation and differentiation.
- 3) **Integration of Acquired Companies:**
Integrating global acquisitions like JLR posed operational and cultural challenges.
- 4) **Economic Volatility:**
Fluctuations in market conditions across industries affected the group's overall performance.

Strategic Outcomes

- 1) **Tata Motors:**
Despite initial struggles, Tata Motors became a major player in the Indian automobile market. The acquisition of JLR transformed it into a global automobile manufacturer, contributing significantly to revenue and profits.
- 2) **Taj Hotels:**
Taj Hotels established itself as a leading luxury hospitality brand in India and abroad. The group successfully diversified into budget hotels with brands like Ginger, catering to a wider customer base.

Questions:

- a) What motivated the Tata Group to adopt a diversification strategy?
- b) How did Tata Motors' entry into the passenger car segment reflect a diversification move?
- c) What were the challenges Tata Group faced while diversifying into the automobile and hospitality industries?
- d) How did Tata leverage synergies within its diversified businesses to achieve success?

Seat No.	
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Set **P**

M.B.A. (Semester - III) (CBCS) Examination: March/April – 2026
Management Accounting (20407302)

Day & Date: Wednesday, 29-04-2026
 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 & rewrite sentences. 16

- 1) Information generated by Management Accounting is largely used for _____.
 a) Internal decision-making by the business firms
 b) Providing external stakeholders know about the performance of the business
 c) Providing to both internal and external stakeholders
 d) Providing to the Govt. Authorities

- 2) In element-wise classification of overheads, which one of the following is not included _____.
 a) Fixed overheads b) Indirect labour
 c) Indirect materials d) Indirect expenditure

- 3) If the opening stock is 1500 units, the closing stock is 2000 units, production during the year is 12,500 units, the selling price per unit is Rs. 10, and break-even sales are 10,000 units, the fixed cost is Rs. 25,000, then find the contribution?
 a) Rs. 35,555 b) Rs. 30,000
 c) Rs. 30,550 d) Rs. 34,755

- 4) The use of management accounting is _____.
 a) Compulsory b) Optional
 c) Mandatory d) Any of these

- 5) Material Usage Variance should be charged to _____.
 a) Stores Department b) Production Department
 c) Purchase Department d) Sales Department

- 6) _____ is a summary of all functional budgets in a capsule form.
 a) Functional Budget b) Master Budget
 c) Long Period Budget d) Flexible Budget

- 7) In 'make or buy' decision, it is profitable to buy from outside only when the supplier's price is below the firm's own _____.
 a) Fixed Cost b) Variable Cost
 c) Total Cost d) Prime Cost

- 8) The main role of management accounting is _____.
a) Providing information to support planning, controlling, and decision-making
b) Directing and managing business operations
c) Preparing financial statements for external stakeholders
d) Conducting audits and ensuring regulatory compliance
- 9) A budget that gives a summary of all the functional budgets and projected Profit and Loss account is known as _____.
a) Capital Budget
b) Flexible Budget
c) Master Budget
d) Discretionary Budget
- 10) Formula for calculating material yield variance _____.
a) Material Price variance – Material Usage variance
b) Material Usage variance – Material Mix variance
c) Material Usage variance – Material Price variance
d) Material Mix variance – Material Price variance
- 11) A primary purpose of using a standard cost system is _____.
a) To make things easier for managers in the production facility
b) To provide a distinct measure of cost control
c) To minimize the cost per unit of production
d) To make things easier for managers in the production facility and To minimize the cost per unit of production
- 12) JKC Ltd. has an overall P/V Ratio of 70%. What will be its selling price if the variable cost of a product is Rs. 21?
a) Rs. 75
b) Rs. 70
c) Rs. 80
d) Rs. 85
- 13) While calculating material mix variance, if revised standard quantity is greater than actual quantity, the variance is _____.
a) Unfavorable
b) Favorable
c) Neither Favorable nor unfavorable
d) All of these
- 14) Idle time is _____.
a) Time spent by workers in factory
b) Time spent by workers in office
c) Time spent by workers off their work
d) Time spent by workers on their job
- 15) Which of the following techniques of costing differentiate between fixed and variable costs?
a) Standard costing
b) Absorption costing
c) Marginal costing
d) None of the above

- 16)** Which of the following steps may improve the margin of safety?
- i) Lowering fixed cost
 - ii) Increased volumes of sales if there is unused capacity
 - iii) Lowering variable costs to improve marginal contribution
 - iv) Increase the selling price if market conditions permit
- a) ii, iii b) i, ii, iv
c) i, iii, iv d) i, ii, iii, iv

Q.2 Answer the following.

16

- a)** The cost information supplied by the cost accountant is as follows.

Sales 20,000 units @ Rs.10 per unit	Rs. 2,00,000
Variable cost Rs.6 per unit	Rs. 1,20,000
Contribution	Rs. 80,000
Fixed Cost	Rs. 30,000
Profit	Rs. 50,000

Calculate the (a) new sales quantity and (b) new selling price to earn the same profit if:

- i) Variable cost increases by Rs. 2 per unit
- ii) Fixed cost increase by Rs.10,000
- iii) Variable cost increase by Re. 1 per unit and fixed cost reduces by Rs.10,000

- b) Break even analysis**

Q.3 Answer the following question.

16

- a)** The expenses budgeted for production of 1,000 units in a factory are furnished below.

Particulars	Per Unit Rs.
Material Cost	700
Labour Cost	250
Variable overheads	200
Selling expenses (20% fixed)	130
Administrative expenses (Rs. 2,00,000)	<u>200</u>
Total Cost	1,480

Prepare a budget for production of 600 units and 800 units assuming administrative expenses are rigid for all level of production.

- ### **b) Advantages of Budgetary control**

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

- a) S. K. Brothers wish to approach the bankers for temporary overdraft facility for the period from October 2024 to December 2024. During the period of this period of these three months, the firm will be manufacturing mostly for stock. You are required to prepare a cash budget for the above period.

Month	Sales (Rs.)	Purchases (Rs.)	Wages (Rs.)
August	3,60,000	2,49,600	24,000
September	3,84,000	2,88,000	28,000
October	2,16,000	4,86,000	22,000
November	3,48,000	4,92,000	20,000
December	2,52,000	5,36,000	30,000

- i) 50% of credit sales are realized in the month following the sales and remaining 50% In the second following.
 ii) Creditors are paid in the month following the month of purchase.
 ii) Estimated cash as on 1-10-2024 is Rs.50,000.

OR

- b) MLM Ltd. has furnished you the following information for the month of January.

	Budget	Actual
Outputs(units)	30,000	32,500
Hours	30,000	33,000
Fixed overhead	45,000	50,000
Variable overhead	60,000	68,000
Working days	25	26

Calculate Fixed overhead variances.

Q.5 Solve the problem.

India Ltd. Manufactures a particular product, the standard direct labour cost of which is Rs. 120 per unit whose manufacture involves the following.

Type of workers	Hours	Rate (Rs.)	Amount (Rs.)
A	30	2	60
B	20	3	60
	50		120

During a period, 100 units of the product were produced, the actual labour cost of which was as follows.

Type of workers	Hours	Rate (Rs.)	Amount (Rs.)
A	3,200	1.50	4,800
B	1,900	4.00	7,600
	5,100		12,400

Calculate:

- i) Labour Cost variance
- ii) Labour Rate variance
- iii) Labour Efficiency variance
- iv) Labour Mix variance

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M.B.A. (Semester - III) (CBCS) Examination: March/April – 2026
Marketing Management
Brand Management (20407305)

Day & Date: Thursday, 30-04-2026
 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 from the option. 16

- 1) Features and Attributes of brands translate into benefits and are also fulfilled along with these benefits.

a) Customer Values	b) Brand Values
c) Organizational goals	d) Brand Associations
- 2) The most important factor in brand management is to ensure that you must be matching with consumers perceptions.

a) Brand Pinnacle	b) Brand Persona
c) Brand Associations	d) Brand Value
- 3) Brands are born out of the ____ strategies.

a) Segmentation and differentiation strategies
b) Promotion strategies
c) Good Purchasing strategies
d) Supply chain strategies
- 4) If two different brands are distributed by one company, it is considered under, _____.

a) Wholesale	b) Co-branding
c) Joint Venture	d) Merger
- 5) Brand Identity is followed by which is a reflection of what marketers planned to send to the public.

a) Brand Value	b) Brand image
c) Advertising	d) Brand Personality
- 6) Brand Assets include _____.

a) The name of the brand
b) Reputation, relevance, and loyalty
c) Less quality complaints
d) All of the above
- 7) Introduction of another strength of a medicine by a pharmaceutical company is an example of _____.

a) Brand Extension	b) Line Extension
c) Brand diversification	d) All of the above

- 8) The ____ relates to extra benefits that a brand offers to its customers.
a) Entire positioning b) Point of difference
c) Definition of the business d) Innovation
- 9) When the same brand name holds several products in different markets it is known as the _____.
a) Random brand b) Source brand
c) Multi brand d) Umbrella brand
- 10) Measuring your brand's performance means you are, _____.
a) Maintaining your brand picture
b) Measuring your strategy
c) Maintaining your brand position
d) Managing your brand right
- 11) When the same brand name holds several products in different market, it is known as, _____.
a) Umbrella brand b) Source brand
c) Multi brand d) Range brand
- 12) While developing the brand picture first of all you envision _____.
a) Attributes b) Obsessions
c) Benefits d) All of the above given option
- 13) A company's own retail outlet is meant _____.
a) To avoid the threat of distributors power
b) To own and better control the distribution channel
c) Distribution
d) All of the above given solutions
- 14) For brand communication to be effective it should be _____.
a) Repetitive b) Reinforcing
c) Both (a) and (b) d) None of the above given option
- 15) Mostly the major source of power throughout the distribution channel is _____.
a) The company b) The Brand
c) The distributor d) The customer
- 16) Brands are born out of the ____ strategies.
a) Segmentation and differentiation strategies
b) Promotion strategies
c) Good purchasing and supply chain strategy
d) All of the above given options

Q.2 Answer the following. (short notes)**16**

- a) Explain Strategic Brand Management Process,
b) Explain Customer Based Brand Equity Model (CBBE) of Keller.

Q.3 Answer the following. 16

- a) What is brand equity? Explain any three methods used to calculate brand equity.
- b) Elaborate the global branding strategies with suitable examples.

Q.4 Attempt Any One of the following (Long Answer) 16

- a) Explain the role of celebrity's brand ambassadors with successful brands in India.

OR

- b) Explain brand audit procedure in detail.

Q.5 Attempt the following. 16

Case Study

A great example of brand positioning is Disney. With movies, TV shows, theme parks, Coloring books and baby clothing (to name only five of its many products).

One Successful brand extension is the Disney English Language training center. Though less ingrained in popular culture than other Disney products this particular extension has been incredibly successful in China. It is especially important to highlight because as an international brand, it faced even more obstacles than other extensions by navigating a vastly different culture and an audience with an entirely different set of values.

After identifying an international opportunity, Disney leveraged its unique strength' like its unparalleled customer experience and focus on entertaining children to break into an edibility lucrative niche in China. Disney English, centers for teaching young children the English language, opened in Shanghai in 2008, according to McKinsey & Company simultaneous with the development of the city's Disneyland park. Disney English is now in more than nine cities in China. With more than 30 locations. Further, the extensions are helping the main Disney brand to flourish in a country that is not as familiar with its trademark "magic" As McKinsey & Company's article notes. "In a country where Disney's Films and merchandising have yet to establish a broad market presence, using language teaming to attract small children and their families looks like a great entry point to the world's biggest market and a sound investment in nurturing a future consumer base for Disney products" In this way the extension capitalizes on both leverage and logic bringing value to both consumers and the main brand in a number of ways.

Questions:

- a) Define brand extension. Explain the advantages that Disney will get from Brand extensions.
- b) 'Brand extensions have increased brand equity for Disney' Explain sources of brand equity in context of the given case.

Max. Marks: 80

16

- Page 1 of 4

- 10) The Chairman of Securities and Exchange Board of India is appointed by the _____.
 - a) Ministry of Finance
 - b) Reserve Bank of India (RBI)
 - c) Stock Exchanges
 - d) None of the above
- 11) IRDA stands for _____.
 - a) Indian Regulatory Development Authority
 - b) Insurance Regulatory Development Authority
 - c) Investment in Insurance Regulatory Development Authority
 - d) None of These
- 12) The minimum amount to be remitted through RTGS is _____.
 - a) ₹ 2 lakhs
 - b) ₹ 5 lakhs
 - c) ₹ 2.5 lakhs
 - d) ₹ 1 lakhs
- 13) MICR stands for _____.
 - a) Magnetic Ink Chalk Recognition
 - b) Magnetic Ink Character Reader
 - c) Magnetic Ink Character Recognition
 - d) Magnetic Invisible Character Recognition
- 14) The number of regional offices of the Securities and Exchange Board of India is _____.
 - a) One
 - b) Three
 - c) Four
 - d) Two
- 15) In the case of a promissory note which is not negotiable?
 - a) Notice of dishonor is compulsory
 - b) No notice of dishonor is necessary
 - c) Negotiable Instruments Act is silent on this aspect
 - d) Indorsement is necessary
- 16) In India, the law regulating the Negotiable instruments are _____.
 - a) Banking Regulation Act 1949
 - b) Reserve Bank of India Act 1934
 - c) Negotiable Instruments Act 1881
 - d) Companies Act 1956

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

- KYC
- Simple Interest and Compound Interest

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

- a) Need for Bank Reconciliation
- b) Non- Performing Assets and its effect on banks

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

- a) What are various types of banks? Explain the role of banking in trade.

OR

- b) Define negotiable instrument. Explain various types of negotiable instruments.**

Q.5 Attempt the following case study:

Prateek succeeded in JEE examination and secured admission in B Tech (computer science) of an IIT. It is his fourth year in the college. There is cultural meet in the campus. Today, he is in need of some money and decides to withdraw an amount of rupees two thousand through the ATM. His father gave him this debit card just in the beginning of the course. He is also an engineer in very senior position in a PSU. Prateek was not even of 18 years at the time of admission in the institute. He went to an ATM along with his friend Vivek. He visited the ATM very close to his hostel but it was out of service. They walked to the next in civil lines. It is in the bank premises only. He entered the ATM and put the credentials in the normal way. These guys are very well versed with the cautions for the debit card related operations. In the mid-way of the transaction, the screen was aborted and stopped working further. It was hanged. He decides to quit it and cancelled the transaction twice or more.

In the meanwhile two people entered the ATM. They seem to be quite hassled and requested Prateek to allow him a transaction first because they are in hurry and in some big problem. Prateek leaves the chamber but he rushes to another ATM. He had little doubt in his mind that the incident may lead to some cheating to him. It took about five minutes, he reached in other ATM. He changed the PIN quickly but he observed that there was a debit

transaction of Rs. 10,000 in the account against the unsuccessful attempt in the previous ATM. Its SMS goes to his father's phone because the account belongs to him. He rang his father immediately but he could not respond appropriately. He was in an official meeting at that moment. In the evening the withdrawal of rupees ten thousand was confirmed by his father Prateek is tensed enough and waiting for opening of the bank the next morning. Just at 10 o'clock he reached the bank and narrated the incident happened the previous evening. He requested to get the CCTV view but the officer advised him to report the matter to the police first. Vivek also accompanied him. He is a son of a teacher. He is little aware of the consumer rights of a bank customer and even he has an idea of complaint redressal mechanism in banking and insurance services. They reached the nearest police station and told the matter to the staff on duty and also gave a letter containing the requisite information about the case. The police official called them next day.

They visited the police station again. Now, the inspector took them to the bank and asked the manager to arrange the view of the CCTV of the AMT. The bank officer showed the footage. It was clearly seen in the camera that only the suspected person withdrew the money who entered the ATM in Prateek's presence and pretended to be in a hurry. The camera explored that just after departure of Prateek, he handled the ATM and within a minute or two he got the money and cried with joy. His friend also showed happiness for the success. It was obvious that these people did some mischief with the ATM and succeeded in getting the money fraudulently. The police man disclosed that they were in receipt of two more similar complaints from the same ATM within a week time and the culprits were also same. The modus operandi is exactly identical in all the

instances. They do something in the ATM before entry of a new visitor and hide themselves in nearby places. As the card holder operates the ATM, it hangs in between and data are retained over there. After being disappointed the person leaves the ATM and goes out. Quickly the accused will come and perform the transaction and gets money.

Prateek is waiting for the FR of the police investigation and response of the bank. In the meantime, he is gathering the information related to the complaint redressing other agencies in this regard. The hostellers usually manage their expenses in a very meager amount. He is upset after the incident and also feels guilty before the parents. He always churns that what was his mistake and what he could do to check the fraud against him.

Questions:

- a) Are unguarded ATMs not safe for banking transactions?
- b) Do you find the role of local police appropriate and justified?
- c) What may be the safeguards against such frauds in ATMs?
- d) How can the masses be made aware of these types of frauds?

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Set **P**

M.B.A. (Semester - III) (CBCS) Examination: March/April - 2026
Production and Materials Management
Purchasing and Inventory Management (20407311)

Day & Date: Saturday, 02-05-2026
 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) In MRP the Bill of Material is _____.
 - a) The required output from a process over time
 - b) A list of required safety stock items
 - c) The sum of stock-on-hand and work-in-progress
 - d) The product structure showing where common parts are used
- 2) Three inputs for every MRP system are _____.
 - a) Sales forecast, delivery costs, capacity plan
 - b) Average replenishment time, re-order point, economic order quantity
 - c) Stock on hand, Master Production Schedule, Bill of Materials
 - d) Bill of Materials, sales forecast, sales history
- 3) The difference between a gross material requirement plan and a net material requirement plan is _____.
 - a) The net MRP includes consideration of the inventory on hand, whereas the gross MRP does not
 - b) The gross MRP doesn't take taxes into account, whereas the net MRP includes the tax considerations
 - c) The gross MRP may not be computerized, but the net MRP must be computerized
 - d) The gross MRP includes consideration of the inventory on hand, whereas the net MRP does not
- 4) The list of quantities of components, ingredients, and materials required to produce a product is the _____.

a) Bill-of-materials	b) Engineering change notice
c) Purchase order	d) Master schedule
- 5) The operations manager has several tools available to deal with MRP system nervousness. Those tools are _____.

a) Pseudo bills and kits	b) Time fences and pegging
c) Buckets with back flush	d) Net and gross requirements

- 6) Higher demand uncertainty provides higher savings by pooling which of the following inventory?
- a) Seasonal inventory
 - b) Pipeline inventory
 - c) Safety inventory
 - d) Decoupling inventory
- 7) 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
- 8) Materials management is also called ____.
- a) Control and logistics management
 - b) Distribution planning
 - c) Both of the above
 - d) Neither of the above
- 9) Purchasing and ____ represent the implementation and control phase of the production planning and control system.
- a) material requirements planning (MRP)
 - b) just-in-time (JIT)
 - c) marketing
 - d) production activity control (PAC)
- 10) ____ is the systematic use of techniques that identify a required function, establish a value for that function, and finally provide the function at the lowest overall cost.
- a) Functional analysis
 - b) Value analysis
 - c) Functional specifications
 - d) None of the above
- 11) 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
- 12) 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
- 13) Financially, inventories are very important to manufacturing companies and represent ____ of total assets on the balance sheet.
- a) 20% to 60%
 - b) 10% to 45%
 - c) 25% to 40%
 - d) 50% to 80%

- 14) Inventory record accuracy would be decreased by _____.
 a) Abe analysis
 b) Increasing stockroom accessibility
 c) Cycle counting
 d) reorder points
- 15) A system that keeps track of each withdrawal or addition to inventory continuously is _____.
 a) A perpetual inventory system
 b) A continuous inventory system
 c) A fixed period system
 d) A fixed quantity system
- 16) Cranes are used for _____.
 a) lifting and lowering
 b) vertical transportation
 c) both 'a' and 'b'
 d) None of the above

Q.2 Answer the following. (short notes) 16

- a) Logistics Management and its link with Inventory Control
 b) Vendor Rating Techniques

Q.3 Answer the following. (short notes) 16

- a) Purchase Policy and Procedure
 b) Significance of Materials Management

Q.4 Attempt Any One of the following (Long Answer) 16

- a) Write an explanatory note EOQ.

OR

- b) Explain the role of Location and Layout in stores management.

Q.5 Attempt the following Case Study 16

This is the story of Pepe Jeans, a company renowned for its range of Jeans styles, offering a better fit than others, especially for its female customers. The company began to produce and sell denim jeans in the early 70s in the United Kingdom. Their range of basic styles was modified each season, in keeping with the fashion trends, but each style maintained its identity. Sales of Pepe jeans was primarily through its 1,500 independent outlets throughout the United Kingdom.

The company maintains contact with its independent retailers via a group of approximately 10 agents who are self-employed and work exclusively for Pepe. Each agent is responsible for retailers in his area. Each agent takes orders from his retailers for a six-month period. The retailer can, if he wants, modify/cancel the order but within a week. After the orders have been transmitted to Pepe, they cannot be changed. The orders are sent by Pepe to their sourcing agent in Hong Kong. The sourcing agent handles all the details associated with materials, fabrication, manufacturing and shipping the completed jeans to Pepe. Pepe has a very strong designing team which designs the jeans and provides the complete specifications. They also ensure that the jeans are

made exactly as per these specifications and the material used is of the highest quality. Of late there has been a slump in sales which has the Pepe management worried. They have been told that they have become less of a trendsetter in recent times.

An outside consultant was engaged, who outlined the following scenario to the management: Pepe has been enjoying considerable financial success in the past - the retail price of its jeans was around \$80, much higher than its nearest rival, Levi Strauss of USA. Sales last year was approximately \$320 million. Cost of sales was approximately 40%, operating expenses 28% and the rest was profits. The company had no long-term debt and enjoyed a healthy cash position. After extensive dialogue, the consultant said that the lead times were very high. Fashion industry is highly volatile and the six-month order lead time was too long; this resulted in the retailers having considerable non-moving inventory. They wanted a system of exchange with Pepe to liquidate their non-moving and slow-moving inventory.

The sourcing agent said that lead time could be shortened considerably, possibly to as low as six weeks, but this would increase costs considerably. Currently, the agent collects orders over a period of time and every two weeks, puts these orders out on bid to potential suppliers. The suppliers are then selected and manufacturing process begins. By shortening the lead time to six weeks, the price could go up by 30%. There would be a constant pressure on delivery schedules too and failures could be ruled out. The sourcing agent suggested to the consultant that Pepe should build a finishing operation in UK. The basic jeans (where wash has not been applied) could be supplied from Hong Kong and the finishing operation could apply the different washes to the jeans to get different looks, and send them directly to the retailer.

The consultant found this to be an interesting idea. He felt that since the quantity of the basic jeans would be increased, he could probably get a 10% reduction in price. But Pepe would have to invest \$1,600,000 worth of equipment. Even if the facility is located in the basement of their headquarters, it would cost another \$480,000 for installations, etc.

It would also cost \$800,000 each year to operate the equipment. Cost of labor in UK is twice that of Hong Kong. Moreover, they would have to keep in hand about six-month supply of inventory of basic jeans and the inventory carrying cost is presently pegged at about 30%.

Questions:

- a) Evaluate the case just as the consultant would have done. What is your recommendation?
- b) Can you think of any other alternatives that Pepe should consider?

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M.B.A. (Semester - III) (CBCS) Examination: March/April – 2026
International I Business Management
International Business Environment (20407315)

Day & Date: Saturday, 02-05-2026
 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) Globalization refers to _____.
 - a) Lower incomes worldwide
 - b) Less foreign trade and investment
 - c) Global warming and their effects
 - d) A more integrated and interdependent world
- 2) The traditional mode of entering into international business is _____.
 - a) Licensing
 - b) Exporting
 - c) Joint venture
 - d) Subsidiary
- 3) Rapid integration or interconnection between countries is known as _____.
 - a) Globalization
 - b) Liberalization
 - c) Socialization
 - d) Privatization
- 4) _____ supports investments and foreign trade in India.
 - a) IMF
 - b) WTO
 - c) World Bank
 - d) International Labour Organization (ILO)
- 5) Forces that impact business environment due to change in government is type of _____ environment,
 - a) Legal
 - b) Cultural
 - c) Social
 - d) Political
- 6) World bank was set up in _____.
 - a) 1945
 - b) 1946
 - c) 1947
 - d) 1948
- 7) SDR is an international reserve asset created by _____.
 - a) IMF
 - b) WTO
 - c) WORLD BANK
 - d) IBRD

- 8) Balance of receipts and payments account represents _____.
a) Cash in hand or at bank b) Surplus
c) Deficit d) Reserve
- 9) E-commerce means _____.
a) business through electronic media
b) commercial activity
c) Electronic media
d) Transaction
- 10) A major part of export finance is provided by _____ banks.
a) Industrial b) Agricultural
c) Commercial d) Co-operative
- 11) UNCTAD was constituted in _____.
a) 1961 b) 1962
c) 1963 d) 1964
- 12) SAARC is associated with seven _____.
a) European Nations b) African Nations
c) South East Asian Countries d) Latin American Countries
- 13) Special Drawing Right (SDR) was introduced in the _____ by the IMF to solve the problem of international liquidity.
a) 1969 b) 1970
c) 1971 d) 1972
- 14) Indo-Lanka Free Trade agreements was signed on _____.
a) 28th December 1996 b) 28th December 1998
c) 28th December 1997 d) 28th December 1999
- 15) International business does not include _____.
a) innovation is encouraged
b) international cooperation is encouraged
c) imports are rendered cheap
d) consumption is minimized
- 16) SAARC was established in the year _____.
a) 1975 b) 1980
c) 1985 d) 1990

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

- a) SAPTA
b) Major problems of India's export sector

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

- a) Advantages and disadvantages of e-commerce
b) Asian Development Bank

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

a) Write an explanatory note on international business environment

OR

b) Define globalization. What are the pros and cons of globalization?

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

Tupperware Brands Corporation is a US based company having business that develops, manufactures and internationally distributes home products line. The company offers products exclusively for preparation, storage, and serving products for the kitchen and home. Home products line includes preparation, storage and serving products for kitchen and home. Earl Tupper developed his first bell shaped container first time in 1942. The company's headquarter is in Orlando, USA. The company was awarded 'America's Best Big Companies List' six times in a row in 2009 for high quality, lightweight, rust and breakproof, colorful, airtight, stylish containers. The company won 'Red Dot Award' in 2009, an award for excellence in product design, Germany. In 2013, the top marketplace of Tupperware was Indonesia, and second place was Germany. Indonesia's sales in 2013 were more than \$200 million with 250,000 sales persons.

Tupperware India Pvt. Ltd is a wholly owned subsidiary of the US based Tupperware Brands Corporation. Tupperware started its operations in 1996 in India. The purpose of the company is to —inspire women to cultivate the confidence they need to enrich their lives, nourish their families, and fuel communities around the world. The vision of the company is to —ignite a global community, especially women, to realize their best selves through opportunity, enrichment, celebration, and above all else, uplifting relationships. We are committed to accelerating profitable revenue growth for the benefit of all our stakeholders.

The company had grown 12 per cent annually from 2003 to 2008 in India. The company faced problems at two fronts in Indian market, first, related with middle class Indian women's buying behavior (the case of Socio-Cultural Environment) and second, the cut-throat competition from local players in the market (the case of Competition Environment).

The company had to struggle to get sale from country's middle class family's segment as Indian women preferred to use metal containers to store leftover. The company had to work hard to convince millions of homemakers and create a market for nonmetal kitchenware. But the company kept on adapting its products to cater to local food habits. For example, Tupperware modified the rectangular containers for bread and produced round containers to accommodate the shape of roti (traditional Indian bread). Similar is the case of 'masala box' and 'multicook' products. Tupperware achieved its growth story by product localization via design and renovation in Indian market. The company faced competition from local players which leads to reconsider company's business model and manage costs by adapting their product mix, raw materials, and packaging. Tupperware Brands Corp now plans to open 100 stores in India during 2020. Globally, India is the 16th largest market by revenue for Tupperware Brands.

Since 1996 in India, Tupperware products were sold through salesmen who went door-to-door for over two decades. In July 2019, the company opened its first India store (brick-and-mortar retail format) in Delhi. Since then, it has opened 50 more outlets in Mumbai, Pune, Bengaluru, Amritsar, Jaipur, and Patna, among other cities in less than six months. The main reason of strategic decision (direct sale or door-to-door to Retail Sale) of opening stores in India is the change in the Indian business environment as India is facing slowdown in this duration. Now, the company's sale strategy is both online (click-and-mortar retail format) as well as offline (retail stores) in Indian market. There is a boom of online platforms / e-commerce in Indian market. The company is planning to add 100 more outlets here by the end of this year, taking its total count to 150 as part of its expansion plans. All the stores would come on the franchise model.

Analyze the above case.

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Set P

M.B.A. (Semester - III) (CBCS) Examination: March/April - 2026
Agriculture & Co-operative Management
Fundamentals of Agriculture & Co-operative Management
(20407321)

Day & Date: Saturday, 02-05-2026
 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) Agricultural technology is hard to adopt because _____.
 a) It has to be adopted to local conditions
 b) Rural people are hesitant to adopt it
 c) Farmers are afraid of failure
 d) All of the above
- 2) Agricultural products are _____.
 a) Perishable
 b) Highly priced
 c) Low quality products.
 d) Heterogeneous goods
- 3) _____ is exclusively concerned with the credit needs of all types agricultural and rural development.
 a) SBI
 b) IDBI
 c) RBI
 d) NABARD
- 4) _____ has limited liability in the cooperative society.
 a) Managing Committee
 b) Registrar
 c) Members
 d) Secretary
- 5) SRR (Seed Replacement Rate) is directly proportional to _____.
 a) Number of crops sown in a year
 b) Productivity
 c) Number of varieties released in a year
 d) Viability of seed
- 6) _____ is/are agronomic measure/s for Soil and Water Conservation in Dryland Agriculture?
 a) Summer ploughing
 b) Contour farming
 c) Crop rotation
 d) All of the above
- 7) _____ is the other name of perennial irrigation system.
 a) Flood Irrigation
 b) Controlled Irrigation
 c) Direct Irrigation
 d) Storage Irrigation

- 8) Growing two or more crops simultaneously in strips wide enough to permit independent cultivation but narrow enough for the crops to interact agronomically is _____.
 - a) Strip cropping
 - b) Vertical Cropping
 - c) Field cropping
 - d) Contour cropping
- 9) Soil resistance can increase against erosion _____.
 - a) By maintaining the water inflow
 - b) By maintaining the physical structure of soil
 - c) By maintaining the environmental conditions
 - d) By increasing the manure given to the plants
- 10) We can increase the water efficient irrigation system _____.
 - a) By pouring unnecessary water to the land
 - b) By not supplying adequate water
 - c) By applying drip irrigation method
 - d) By using more manures
- 11) Sugarcane + Mustard + Onion / Potato is example of _____.
 - a) Multistoryed Cropping
 - b) Mixed Cropping
 - c) Synergetic Cropping
 - d) Sequence Cropping
- 12) Agriculture and Rural Development Banks are also called as _____.
 - a) Cooperative Banks
 - b) Government Banks
 - c) Urban Banks
 - d) Land Development Banks
- 13) _____ are the members of Primary Agriculture Co-operative Societies.
 - a) Businessmen's
 - b) Bankers
 - c) Farmers
 - d) All of the above
- 14) NABARD refinance for financing Self Help Groups is to the extent of _____.
 - a) 25%
 - b) 50%
 - c) 75%
 - d) 100%
- 15) In the case of central society including a District Co-operative Bank an amount not exceeding _____ of the paid-up capital shall be used for dividend to its members.
 - a) 25%
 - b) 15%
 - c) 20%
 - d) 35%
- 16) Regional Rural Banks were set up on the recommendations of _____.
 - a) Nariman Committee
 - b) Narasimha Committee
 - c) Gadgil Committee
 - d) Puri Committee

Q.2 Answer the following. (short notes)

- a) Plant protection measures
- b) Co-operative Management

- Q.3 Answer the following. (short notes) 16**
a) Co-operative Housing
b) District Central Cooperative Bank
- Q.4 Attempt Any One of the following (Long Answer) 16**
a) Define and explain the concept of co-operation. Write a note on principal of co-operation.
OR
b) Define irrigation. Explain its role and significance in agriculture.
- Q.5 Attempt the following. 16**
Write an explanatory note on classification of land.

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M.B.A. (Semester - III) (CBCS) Examination: March/April – 2026
Financial Management
Corporate Tax Management (20407307)

Day & Date: Monday, 04-05-2026
 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 term "Assessment Year" under the Income Tax Act refers to _____.
 - a) The year in which income is earned
 - b) The year following the previous year
 - c) The financial year ending on 31st March
 - d) None of the above
- 2) Under the head Income from House Property the basis of charge is _____.
 - a) Rent Received
 - b) Gross Annual Value
 - c) Annual Value
 - d) Municipal Value
- 3) Which amongst the following is not a head of Income?
 - a) Salaries
 - b) Income from house Property
 - c) Capital gains
 - d) Income from exports
- 4) _____ of the following taxed have been subsumed in GST.
 - a) Central sales tax
 - b) Central excise duty
 - c) VAT
 - d) All of these
- 5) A citizen of India who goes abroad for the purpose of employment, he must stay in India in the previous year for at least _____ days to become a resident.
 - a) 90 days
 - b) 162 days
 - c) 180 days
 - d) 182 days
- 6) If the assessee is living in own house HRA is _____.
 - a) Fully Taxable
 - b) Partly Taxable
 - c) Fully Exempted
 - d) None of these
- 7) GST is a consumption of goods and service tax based on _____.
 - a) Development
 - b) Dividend
 - c) Destination
 - d) Exempt
- 8) The person who is liable to pay tax is called _____.
 - a) Tax officer
 - b) Deductor
 - c) Assessee
 - d) Employer

- 9) PAN stands for _____.
a) Personal Account Number b) Permanent Account Number
c) Provisional Account Number d) Personal Assessment Number
- 10) Residential status is determined for _____.
a) The current year only b) The previous year
c) The assessment year d) Lifetime
- 11) Gross Total Income is _____.
a) Sum of all heads of income before deductions
b) Income after deductions
c) Total taxable income
d) Only salary income
- 12) Agricultural Income is exempt under which Section?
a) Section 10(1) b) Section 80C
c) Section 24 d) Section 44
- 13) Unrealized rent received later is taxable under _____.
a) Income from house property b) Income from salary
c) Income from other sources d) Business income
- 14) Donation to Prime Minister's Relief Fund qualifies for deduction under _____.
a) Section 80B b) Section 80D
c) Section 80F d) Section 80G
- 15) Marriage gift from a non relative is _____.
a) exempted from tax b) not exempted from tax
c) fully taxable d) none of these
- 16) Assessment year 2025-26 corresponds to which previous year?
a) 2024-25 b) 2025-26
c) 2023-24 d) 2026-27

Q.2 Attempt the following.**16**

- a) Exempted incomes under Section 10
b) Income from other sources

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

- a) Types of Person
b) Mr. Ramesh, a dealer in Maharashtra, sold goods worth ₹80,000 (excluding GST) to a customer in the same state. The applicable GST rate is 18%. You are required to calculate:
i) Amount of CGST and SGST payable
ii) Total invoice value (including GST)

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

a) Mr. R owns a residential house which he let out during the year.

Details for the previous year are:

Municipal valuation (annual)	₹1,20,000
Fair rent (annual)	₹1,50,000
Standard rent (annual, as per Rent Control Act)	₹1,40,000
Agreed rent (per month, payable for 10 months only)	₹12,000
(House was vacant for 2 months because tenant vacated)	
Municipal taxes paid by owner during the year	₹12,000
Interest on borrowed capital for acquisition/construction (post-construction)?	₹1,80,000
Pre-construction interest	₹60,000
(accumulated and chargeable this year as per rules)	
(one-fifth of this is allowable in current year)	
No other expenses are claimed.	

Compute Income from House Property of Mr. R

OR

b) Briefly explain deductions of Chapter VI A applicable to individuals.

Q.5 Mr. Mahesh is employed with XYZ Ltd. The following details relate to his salary income for the financial year 2024-25:

16

Particulars	Amount (₹)
Basic Salary	6,00,000
Dearness Allowance (DA)	1,20,000
House Rent Allowance (HRA)	1,80,000
Rent paid for house (Delhi)	1,50,000
Conveyance Allowance	24,000
Medical Allowance	18,000
Professional Tax paid	2,500

Employer's contribution to Recognized Provident Fund (RPF) (15% of basic)

Interest credited to RPF @ 12% (on ₹3,00,000 balance)

Additional Information:

DA is considered for retirement benefits.

Mahesh lives in a rented house in Delhi (a metro city).

The provident fund is recognized.

Compute income from salary of Mahesh.

Seat No.	
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M.B.A. (Semester - III) (CBCS) Examination: March/April - 2026
Tourism and Hospitality Management
Fundamentals of Hospitality Management (20407309)

Day & Date: Tuesday, 05-05-2026
 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 one of the highest concerns of guests who visit hospitality businesses.
 - a) Comfort
 - b) Security
 - c) Location
 - d) Food and beverage
- 2) _____ is generally in charge in a hotel kitchen
 - a) Garde manger
 - b) Chef tournant
 - c) Executive chef
 - d) Sous chef
- 3) _____ Hotels are located at tourist Destination such as hill stations, sea beaches etc.
 - a) Resort Hotels
 - b) Sub-urban Hotels
 - c) Motel
 - d) Airport Hotels
- 4) Motels are located on _____.
 - a) Highways
 - b) Roadways
 - c) Sea sided
 - d) None of these
- 5) _____ is NOT a service in the hospitality industry?
 - a) Hotels
 - b) Flights
 - c) Restaurants
 - d) Grocery stores
- 6) If you are staying in a five-star hotel, you are an _____.
 - a) Extra high budgeted tourist
 - b) Guest of the hotel
 - c) Middle budgeted tourist
 - d) Guest of the company that has invited you
- 7) _____ is a motel
 - a) A small hotel
 - b) A small hotel on the highway where motorists check in
 - c) A large hotel with packing facilities
 - d) A hotel with a restaurant

- 8) A hotel smaller in size with modest boarding and lodging facilities is known _____.
 - a) Downtown Hotel
 - b) Resort Hotel
 - c) Airport Hotel
 - d) Inns
- 9) A _____ is an establishment that provides paid lodging on a short-term basis.
 - a) Motel
 - b) Restaurant
 - c) Living room
 - d) None of these
- 10) Hotels located on highways are called _____.
 - a) Highway glory
 - b) Motels
 - c) Subways
 - d) Courtyards
- 11) _____ hotels offer more spacious accommodations that include well-appointed rooms and decorated lobbies.
 - a) One Star
 - b) Two Star
 - c) Three Star
 - d) Five Star
- 12) A business organization with two classes of owners is _____.
 - a) General partnership
 - b) Special partnership
 - c) Limited partnership
 - d) Only partnership
- 13) A room to a guest means _____.
 - a) Security
 - b) Privacy convenience
 - c) Cleanliness and hygiene
 - d) All of these
- 14) Jeena and Company and other two Indian Travel Agencies were merged into one composite travel company known as _____ in 1961.
 - a) Trade Corporation of India Ltd. (TCI)
 - b) Travel Company of India Ltd. (TCI)
 - c) Travel Corporation of India Ltd. (TCI)
 - d) Tourist Corporation of India Ltd. (TCI)
- 15) Two rooms which shares a common door, mostly used by families are called as _____.
 - a) Double room
 - b) Twin room
 - c) Interconnecting room
 - d) Double bed room
- 16) A _____ is a concept used for offering carious tourism components.
 - a) Tourist product
 - b) Tourist culture
 - c) Tourist brand
 - d) Tourist promotion

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

- Sole Proprietorship
- Relation of hospitality industry with Tourism

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

a) Define hospitality management. Explain factors affecting hospitality and tourism industry

OR

b) Write a detailed note on classification of hotels

Q.5 Answer the following questions in detail. 16

Define tourism. Explain various types of tourists. And state components of tourism.

Seat No.	
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M.B.A. (Semester - III) (CBCS) Examination: March/April - 2026
System Management
Management Information System (20407319)

Day & Date: Tuesday, 05-05-2026
 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) To _____ is the primary purpose of a Decision Support System (DSS).
 - a) Automate recruitment
 - b) Process transactions
 - c) Assist in decision-making using data and models
 - d) Deliver payroll information
- 2) To manage employee information and HR processes is a primary function of _____.
 - a) FIS
 - b) MKIS
 - c) HRIS
 - d) Manufacturing MIS
- 3) 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
- 4) Which of the following best describes 'data'?
 - a) Raw facts and figures
 - b) Processed and meaningful output
 - c) Expert opinion
 - d) Interpreted patterns
- 5) _____ 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) Labor Union
- 6) A system supporting group collaboration and decision-making is referred as _____.
 - a) ESS
 - b) TPS
 - c) DSS
 - d) GDSS

- 7) One of the principal causes of information system failure is _____.
a) Detailed documentation
b) Overestimation of user capacity
c) Strong leadership
d) Flexible deadlines
- 8) The success of an information system is often evaluated based on _____.
a) The complexity of programming
b) The number of people using it
c) The cost of the system
d) User satisfaction and system usage
- 9) 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
- 10) Which of the following is a major type of information system in an organization?
a) Employee Training System
b) Transaction Processing System (TPS)
c) Marketing Campaign System
d) Payroll Processing System
- 11) In organizations, a standard manufacturing MIS is used to track the movement of _____.
a) Human Resource activities b) materials and goods
c) financial activities d) employees
- 12) What type of reports are generated by an FIS _____.
a) Marketing analysis reports
b) Transactional reports
c) Employee performance reviews
d) Financial statements
- 13) _____ is the ability to apply information to make decisions.
a) Data b) Information
c) Knowledge d) Wisdom
- 14) HRIS stands for _____.
a) Human Resource Integration System
b) Human Resource Information System
c) Human Resource Intelligence Software
d) Human Resource Industrial Software
- 15) Sales forecasting tools within MKIS helps to predict _____.
a) Balance sheet b) Production Control
c) Future Sales d) HR training

16) What is the correct hierarchy in terms of understanding?

- a) Data → Information → Knowledge
- b) Information → Data → Knowledge
- c) Data → Knowledge → Information
- d) Knowledge → Data → Information

Q.2 Answer the following. (short notes)

16

- a) Components of GDSS
- b) Major Problem areas in Information system

Q.3 Answer the following.

16

- a) Strategic Information System
- b) Human Resource Information System

Q.4 Attempt Any One of the following (Long Answer)

16

- a) Define MIS. What are Major types of Information Systems in the organization?

OR

- b) What is information system failure? Explain principal causes of information system failure in the organization in detail.

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

16

Utpal had just joined SystemX as Systems Manager. But he was a worried man looking at the current state of affairs at SystemX. As a part of assessing hardware and software requirements, it was found that out of the 364 desktops at the corporate office; more than half did not have their anti-virus software updated with recent virus signature files. Three-fourths had not changed the default e-mail password (it was the user's name) and no one had installed OS patches. And one of its local mail servers seemed to be an open relay! For a fleeting moment, he wondered about the situation at the seven branch offices across the country.

SystemX used the Net extensively in dealing with its branches, customers and suppliers. Information like contract documents, marketing plans, Cheque and Draft numbers, bank account details and collection details were regularly transmitted by e-mail. Utpal's first thought was that he would recommend that SystemX bring in a security consultant. But the budget constraints meant that his recommendation was unlikely to find favor. He was beginning to feel a bit out of depth and was wondering what he should do to ensure that SystemX's data remained safe and secure.

Questions:

- a) Analyze the case of SystemX.
- b) What security loopholes come to the fore in the situation described?
- c) How can these loopholes be plugged?
- d) What is the importance of a "security budget" in the context of the given case?

Max. Marks: 80

16

- Page 1 of 3

- 10)** SHRM Considers people as a strategic resource for attaining _____.
a) Organizational Goal b) Organizational Objectives
c) Competitive advantage d) Top Position in the market
- 11)** SHRM focus in establishing a partnership between _____.
a) Internal relations b) External Relations
c) Both a) & b) d) Neither a) nor b)
- 12)** The concern of SHRM extends up to _____.
a) Capital b) Product
c) Knowledge d) All of the above
- 13)** Strategic Human Resource management involves _____.
a) Planning, Foresight and analytical decision making
b) Setting employment standard and policies
c) Linking human resources with strategic objective to improve performance
d) All of the above
- 14)** The critical role of the SHRM Application Tool is to: _____.
a) Develop a better strategic management process to deal with the dynamic changing environment today's organization face.
b) Identify if the organization has enough staff, if the staff need training, if the compensation practices are appropriate, and if jobs are designed correctly.
c) Identify and assess a narrow group of actions and plans how the organization can overcome resistance to change.
d) Outline techniques, frameworks, and six steps that must be followed to effectively implement change in an organization.
- 15)** In strategic human resource management, HR strategies are generally aligned with _____.
a) A business strategy b) Marketing strategy
c) Finance strategy d) Economic strategy
- 16)** Which of the following is closely associated with strategic Human resource management?
a) Efficient utilization of human resources.
b) Attracting the best human resources.
c) Providing the best possible training.
d) All of the above.

Q.2 Answer the following. (short notes)

16

- a) Traditional HR v/s Strategic HR
b) Types of Employee Separation.

Q.3 Answer the following. (short notes)

16

- a) Components of executive compensation
b) Role of Strategic Human Resource Management

Q.4 Answer the following. (Long Answer) 16

a) What do mean by Employee Separation explain its types in details.

OR

b) Define SHRM & explain its Challenges in details.

Q.5 Answer the following. (Long problem/Case study) 16

A young American, John Bissell, founded Fabindia in 1960 with two clear mandates: The company is here to do business, to make money and is answerable to its shareholders and employees the creation of skilled, craft-based, sustainable jobs in the rural sector. Fifty-year-old Fabindia, a leading ethnic wear retail chain of 147 stores, is well known for its craft-based jewellery, clothing, home furnishings, furniture, organic food and spices, amongst a host of other products sourced from artisans across the country. The company has seen exponential growth since 2005. Fifty stores were added in just the past two years. This near vertical trajectory has proved to be a challenge for the company on several levels including, the availability of manpower at short notice, inability to allocate enough time for training and development as people are expected to move into their roles quickly and most importantly, having to move people to higher responsibilities before they are ready.

Answer the following:

a) Define Challenges to the Company.

b) Define people policies and further strategies based on its strong ideology.

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M.B.A. (Semester - III) (CBCS) Examination: March/April – 2026
Entrepreneurship Development (20407303)

Day & Date: Thursday, 07-05-2026
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) Innovation Theory is propounded by _____.
 - a) Schumpeter
 - b) McClelland
 - c) Everett Hagen
 - d) None of these
- 2) _____ refers to the process of enhancing the skills, knowledge, abilities, and motivation of individuals to become successful entrepreneurs.
 - a) Start-up
 - b) Service
 - c) Entrepreneurship Development
 - d) Business
- 3) _____ are the objectives of Entrepreneurship Development.
 - a) To promote innovation and new ventures
 - b) To improve economic development
 - c) To identify and develop potential entrepreneurs
 - d) All of these
- 4) _____ are the problems rises for Entrepreneurship Development.
 - a) Lack of finance
 - b) Inadequate training programs
 - c) Lack of motivation
 - d) All of these
- 5) Innovation refers to _____.
 - a) Creating new ideas only
 - b) Implementing new ideas successfully
 - c) Copying existing ideas
 - d) Selling products
- 6) Which is an internal source of innovation?
 - a) Government policy
 - b) Customer feedback
 - c) Employee ideas
 - d) Market trends
- 7) District Industrial Centre (DIC) is a government agency established to promote and develop small-scale industries at the _____.
 - a) District Level
 - b) National Level
 - c) State level
 - d) None of these

- 8) Women entrepreneurship refers to _____.
 - a) Women working in offices
 - b) Women owning and managing enterprises
 - c) Women in government jobs
 - d) Women in agriculture only
- 9) DIC is headed by _____.
 - a) Director
 - b) General Manager
 - c) Chairman
 - d) CEO
- 10) A social entrepreneur aims to _____.
 - a) Maximize personal wealth
 - b) Solve social problems
 - c) Avoid responsibility
 - d) Reduce employment
- 11) X-efficiency refers to _____.
 - a) Internal efficiency of firms
 - b) Market efficiency
 - c) Profit maximization
 - d) Social change
- 12) McClelland emphasized _____.
 - a) Profit
 - b) Need for achievement (n-Ach)
 - c) Risk avoidance
 - d) Social change
- 13) Socio-cultural factors include _____.
 - a) Government policies
 - b) Traditions, values, and beliefs
 - c) Inflation
 - d) Taxation
- 14) Poor management leads to _____.
 - a) Failure
 - b) Success
 - c) Growth
 - d) Stability
- 15) A start-up is _____.
 - a) Old established firm
 - b) Newly created innovative business
 - c) Government office
 - d) Non-profit organization
- 16) A business plan is _____.
 - a) A casual idea
 - b) A formal document for business strategy
 - c) Only financial statement
 - d) Only marketing plan

Q.2 Answer the following.**16**

- a) Entrepreneurship Development Cycle.
- b) District Industrial Centre (DIC)

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

- a) Explain steps for starting a start-up.
- b) External Influences on Entrepreneurship Development.

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

- a)** Explain the Meaning, Importance, and sources of Innovation.
- b)** Explain the Meaning and concept of Woman Entrepreneurship. What are the problems/challenges faced by Woman Entrepreneurship and what are the Remedies to Woman Entrepreneurship?

Q.5 Answer the following question. (Any One) 16

- a)** Explain meaning & Definition Business plan. Explain the various elements of Business Plan.
- b)** Explain the role of Central Government and State Government in promoting Entrepreneurship.

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M.B.A. (Semester - III) (CBCS) Examination: March/April - 2026
Marketing Management
Sales and Distribution Management (20407306)

Day & Date: Friday, 08-05-2026
 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) A successful salesperson should avoid _____.
 a) Having product knowledge
 b) Active listening
 c) Overpromising beyond the product's capability
 d) Being confident
- 2) _____ technique is used in sales forecasting to compile responses from a panel of experts anonymously.
 a) Time series
 b) Regression
 c) Market test
 d) Delphi
- 3) During which step in the personal selling process is the salesperson likely to handle objections?
 a) Closing
 b) Approach
 c) Presentation
 d) Prospecting
- 4) The process by which consumers select, organize, and interpret information is called _____.
 a) Attitude
 b) Perception
 c) Motivation
 d) Learning
- 5) Which tool can be used to track and evaluate sales performance over time?
 a) CRM software
 b) Financial accounting software
 c) Product design software
 d) Inventory management software
- 6) Which of the following affects a consumer's perception of a product?
 a) Store location only
 b) Product cost only
 c) Advertising and packaging
 d) Employee training
- 7) According to Maslow's hierarchy of needs, which need must be satisfied first?
 a) Esteem needs
 b) Social needs
 c) Self-actualization needs
 d) Physiological needs

- 8) _____ compensation plan combines a fixed salary with performance-based incentives.
- a) Straight salary
 - b) Straight commission
 - c) Combination plan
 - d) Bonus-only plan
- 9) Which type of intermediary typically carries a wide variety of products and sells to retailers?
- a) Broker
 - b) Agent
 - c) Wholesaler
 - d) Supplier
- 10) A channel structure where producers, wholesalers, and retailers act as a unified system is _____.
- a) Vertical Marketing System
 - b) Horizontal Marketing System
 - c) Inclined Marketing System
 - d) Crossed Marketing System
- 11) _____ support distribution channels by providing real-time data on inventory, sales, and customer preferences.
- a) Customers
 - b) Branding
 - c) Suppliers
 - d) Information systems
- 12) A set of interdependent organizations involved in the process of making a product available for use or consumption is defined as _____.
- a) Dealership
 - b) Warehousing
 - c) Marketing Channel
 - d) Manufacturing
- 13) _____ type of supply chain is characterized by high efficiency and low responsiveness.
- a) Agile supply chain
 - b) Lean supply chain
 - c) Flexible supply chain
 - d) Hybrid supply chain
- 14) _____ metric is commonly used to evaluate channel performance
- a) Employee satisfaction rates
 - b) Production efficiency
 - c) Advertising expenditure
 - d) Sales volume and customer satisfaction
- 15) Which cycle in the Cycle View focuses on the interaction between suppliers and manufacturers?
- a) Customer order cycle
 - b) Replenishment cycle
 - c) Manufacturing cycle
 - d) Procurement cycle
- 16) What is a common problem in SCM related to inventory management?
- a) Lack of customer demand
 - b) Overuse of technology
 - c) Overstocking or stock-outs
 - d) Excessive product variety

Q.2 Answer the following.**16**

- a) Horizontal and Vertical Marketing System
- b) Types of Sales Quotas

Q.3 Answer the following. 16

- a) Types of Sales Organization.
- b) Evaluation of Sales Performance.

Q.4 Answer Any One of the following. 16

- a) What is Distribution channel? Explain various decision to be made in channel management in detail.

OR

- b) Define Sales and Distribution management. Explain Personal Selling Process in detail.

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

Industrial Sales Company Limited. (ISC) is a distributor of pumps and compressors for Maharashtra state- excluding Mumbai and Greater Mumbai. In order to increase sales in Nashik - Jalgaon-Aurangabad region, they hire a senior sales manager Mr. Pethe and ask him to operate from Nashik. However, very soon there are complaints from sales managers in nearby Pune, Mumbai and even Nagpur that Mr. Pethe and his team are trying to meet customers in their region and do business. Mr. Pethe however confirms that he is only meeting the regional offices of Pune and Mumbai based companies in his own Nashik-Aurangabad area and there is nothing wrong with it. Soon this dispute reaches the Regional Manager Mr. Seth in Mumbai.

- a) Analyze the given case in detail.
- b) What are the problems with the territory design in this case?
- c) If you were Mr. Seth, what will you do to control the situation?
- b) Suggest a proper solution to the problem in the case.

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M.B.A. (Semester - III) (CBCS) Examination: March/April - 2026
Banking Management
Indian Banking Structure (20407318)

Day & Date: Saturday, 09-05-2026
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 from the options.

16

- 1)** Negotiable Instrument Act was passed in the year _____.
a) 1856 b) 1875
c) 1881 d) 1882
- 2)** NABARD is administered by _____.
a) RBI b) SBI
c) Board of Directors d) Central govt
- 3)** A depositor can withdraw money from the bank any number of time in _____.
a) Fixed deposit b) Savings bank
c) Current a/c d) Recurring deposit
- 4)** A cheque is deemed stale after _____.
a) One month b) 3 months
c) 6 months d) One year
- 5)** The EXIM bank established in the year _____.
a) 1982 b) 1992
c) 1998 d) 1975
- 6)** NABARD was established in the year _____.
a) 1986 b) 1982
c) 1990 d) 1964
- 7)** In banking sector, KYC stands for _____.
a) Kid and young customers
b) Know youth creditors
c) Know your customers
d) Know your cash requirements
- 8)** The process of replacing physical cheque with electronic cheque is _____.
a) Demat b) Remat
c) Truncation d) Securitization

- 9) The Securitization and Reconstruction of Financial Assets and Enforcement of Security Interest Act (SARFASIA) came into effect on _____.
 - a) Jan 2002
 - b) June 2002
 - c) May 2000
 - d) April 2001
- 10) _____ to _____ percent of total deposit is kept as cash reserve.
 - a) 5 to 10
 - b) 11 to 15
 - c) 8 to 11
 - d) 9 To 11
- 11) Commercial banks to expand deposit through expanding their loans and advances is known as _____.
 - a) Credit creation
 - b) Trade discount
 - c) Deposit
 - d) Bank advances
- 12) Rediscounting and giving advance the central bank changes interest at a rate which is known as _____.
 - a) CRR
 - b) SLR
 - c) Bank Rate
 - d) Credit
- 13) The nationalization of 14 commercial banks was on _____.
 - a) 19 July, 1969
 - b) 15 Aug, 1972
 - c) 15 April, 1980
 - d) 19 Jan, 1959
- 14) The State Bank of India was established under the State Bank of India Act on _____.
 - a) 1935
 - b) 1948
 - c) 1955
 - d) 1952
- 15) RBI introduced 14-day intermediate Treasury Bills and 14-day Treasury bills on?
 - a) 1994
 - b) 1997
 - c) 1984
 - d) 1972
- 16) RBI introduced a bill Rediscounting Scheme in?
 - a) 1997
 - b) 1956
 - c) 1970
 - d) 1984

Q.2 Write Short Notes.

16

- Differentiate between Public sector banks and private sector banks.
- Role of Financial Institutions in Rural Banking.

Q.3 Write Short Notes.

16

- a)** Micro-credit & micro-finance
b) Bill of exchange

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

a) What is a cheque? Explain payment and collection of cheque in details.

OR

b) Explain the role of EXIM Bank in international banking in details.

Q.5 Answer the following **16**

Define banks. Explain various types of banks in details.

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M.B.A. (Semester - III) (CBCS) Examination: March/April - 2026
Production and Materials Management
Logistics and Supply Chain Management (20407312)

Day & Date: Saturday, 09-05-2026
 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) A key feature of a “service-driven logistics system” is _____.
 - a) Having no links with marketing
 - b) Focus solely on minimizing cost
 - c) Designing logistics to respond to customer service requirements
 - d) Zero flexibility to changes
- 2) _____ cost is not usually considered in inventory costing.
 - a) Stockout cost
 - b) Holding cost
 - c) Advertising cost
 - d) Ordering cost
- 3) A characteristic of lean supply chain is _____.
 - a) Long lead times
 - b) Just-in-time delivery
 - c) Carrying large safety stocks
 - d) High waste and buffers
- 4) Which one is a 3PL provider?
 - a) A company that only consults
 - b) A firm that performs warehousing, transportation and logistics on behalf of client
 - c) A company that only sells products
 - d) A firm with no logistics assets
- 5) Logistics interfaces strongly with _____ functional area in a firm.
 - a) Marketing
 - b) HR
 - c) Finance
 - d) All of these
- 6) MRP (Material Requirements Planning) is used to manage _____.
 - a) Independent demand inventory
 - b) Dependent demand inventory
 - c) Only finished goods
 - d) Only raw materials

- 7) Bill of lading is _____.
a) A warehouse layout
b) A document specifying contract terms between shipper and carrier
c) Insurance policy
d) Inventory record
- 8) _____ of the following best describes the main objective of logistics in business.
a) Deliver the right product, at right place, at right time, at least cost
b) Focus only on transportation
c) Maximize production volume
d) Eliminate inventory completely
- 9) The “carrying cost” of inventory includes _____.
a) Only purchase cost
b) Storage, insurance, obsolescence, capital cost
c) Only transportation cost
d) Only marketing cost
- 10) _____ one is not a typical inventory objective.
a) Minimizing inventory cost b) Stabilizing production
c) Maximizing obsolete stock d) Ensuring supply availability
- 11) In supply chain context, a competitive advantage can arise by _____.
a) Reducing total supply chain cost while improving service
b) Operating in isolation
c) Having a slower response time
d) Maximizing safety stocks everywhere
- 12) Packaging important in logistics because _____.
a) It is irrelevant
b) It replaces warehousing
c) It protects products, aids handling, and communication
d) It increases product weight only
- 13) The role of information in supply chain is _____.
a) Only for record-keeping
b) Irrelevant
c) To support decision-making, synchronization, and visibility
d) To prevent all changes
- 14) E-commerce contributes to supply chain by _____.
a) Eliminating logistics completely
b) Reducing distribution reach
c) adversely affecting marketing
d) Enabling global order fulfillment with faster response

- 15) _____ tasks considered critical for supply chain / logistics managers.
- a) Inventory management
 - b) Transportation planning
 - c) Demand forecasting
 - d) All of these

- 16) _____ is a consideration when hiring a 4PL provider.
- a) Capability to integrate multiple logistics functions
 - b) Ownership of physical transport assets only
 - c) Only having local presence
 - d) Not engaging in collaboration

Q.2 Answer the following. 16

- a) Material handling equipment used in warehouses.
- b) 3PL and 4PL service providers

Q.3 Answer the following. 16

- a) Lean Supply Chain Management and its characteristics
- b) Supply Chain Security

Q.4 Answer the following. 16

- a) What is the role of Logistics and Supply Chain Management in business? Explain the interface of logistics with other functional areas of business.

OR

- b) How IT plays important role in Supply Chain? Explain E-Commerce as a tool to world class supply chains in detail.

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

Ashwath-A mid-sized agriculture equipment manufacturer is struggling with supply chain inefficiencies, leading to 20% increases in lead times and a 15% rise in operational costs. Externally, the industry faces fluctuating commodity prices and increasing competition from global manufacturers, which have eroded market share by 10% over the last year. Internally, the company's inefficient processes and lack of lean thinking hinder its ability to respond quickly to market demands. The primary strategic objective is to streamline the supply chain through Value Stream Mapping to reduce lead times and operational costs while fostering a culture of lean thinking.

- a) Analyze the case in your words. 04
- b) Identify the major problem in this case. 04
- c) Develop various alternatives to solve the problems 04
- d) What is the best solution to the case. 04

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Set	P
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M.B.A. (Semester - III) (CBCS) Examination: March/April – 2026
Agriculture & Co-operative Management
Agriculture Marketing (20407322)

Day & Date: Saturday, 09-05-2026
 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) Rural market is a large and _____ market.
 - a) Attractive
 - b) Neat
 - c) Limited
 - d) Scattered
- 2) Which type of market buys goods and services for further processing or for use in the production process?
 - a) Business
 - b) Consumer
 - c) Retailer
 - d) Reseller
- 3) The greatest problem in the rural market is _____.
 - a) to sell the product
 - b) to identify customer needs
 - c) the resources to manage
 - d) to reach the customer and retailers
- 4) The most important theme of _____ in rural market is acceptability.
 - a) The promotion mix
 - b) The communication mix
 - c) The marketing mix
 - d) The product Mix
- 5) Rural consumers are _____.
 - a) Price Sensitive
 - b) Less price sensitive
 - c) Quality conscious
 - d) None of these
- 6) What does the term "marketing" refer to?
 - a) New product development
 - b) Advertising and other promotional activities
 - c) Achieving sales and profit targets
 - d) Creating customer value and satisfaction
- 7) Agriculture Prices in India Are _____.
 - a) Very certain
 - b) Very remunerative
 - c) Same
 - d) Uncertain

- 8) Which is the apex banking institution for providing finance for agriculture and rural development in India?
 - a) RBI
 - b) SEBI
 - c) IBRD
 - d) NABARD
- 9) Which among the following is considered as priority sector for financing by banks?
 - a) Industries
 - b) Services
 - c) Agriculture
 - d) Big trade
- 10) The transportation function adds _____ utility to products.
 - a) Form
 - b) Place
 - c) Time
 - d) Possession
- 11) Storing milk creates.
 - a) Form
 - b) Place
 - c) Time
 - d) Possession
- 12) Which marketing function adds possession utility to a product _____.
 - a) Premium pricing
 - b) Buying and selling
 - c) Distribution
 - d) Product development
- 13) Which of the following is not an agriculture input?
 - a) Seed
 - b) Tractor
 - c) Pesticides
 - d) None of the Above
- 14) Who recommends the MSP and Issue Prices?
 - a) Ministry of Agriculture
 - b) Planning Commission
 - c) Commission for Agriculture Costs and Prices
 - d) NABARD
- 15) Many Companies are now turning their attention to _____ Markets.
 - a) Urban
 - b) Rural
 - c) World
 - d) None of these
- 16) Which form of market is also known as price -maker firm?
 - a) Monopoly
 - b) Oligopoly
 - c) Perfect Competition
 - d) Monopolistic Competition

Q.2 Attempt the following.

16

- a) Packaging
- b) Theory of determination of input price

Q.3 Attempt the following.

16

- a) Characteristics of Traditional Agriculture Marketing
- b) Components of Market

Q.4 Answer the following question. (Long Answer) (Any One) 16

a) What is Agriculture Marketing? Explain the scope of Agriculture Marketing.

OR

b) Differences in Marketing of Agricultural and Manufactured Goods.

Q.5 Answer the following question. (Long Answer) 16

What is Market? Explain the Types of Market.

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Set P

M.B.A. (Semester - III) (CBCS) Examination: March/April – 2026
Financial Management
Financial Decision Analysis (20407308)

Day & Date: Monday, 11-05-2026
 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) Corporate structuring primarily involves _____.
 a) Increasing product price
 b) Designing organizational strategy and structure
 c) Hiring employees
 d) Preparing marketing plans
- 2) Changing capital structure is part of _____.
 a) Financial restructuring
 b) Staff training
 c) Portfolio restructuring
 d) Brand positioning
- 3) Approval for mergers between listed companies is needed from _____.
 a) CCI
 b) Stock Exchanges
 c) RBI
 d) All of the above
- 4) A company repurchasing its own shares is called _____.
 a) Merger
 b) Demerger
 c) Buyback
 d) Acquisition
- 5) The term "dividend" refers to _____.
 a) Profit kept aside for future reinvestment
 b) Portion of profits distributed to shareholders
 c) Loan taken from financial institutions
 d) Reserve created by the company
- 6) Interim dividend is declared by _____.
 a) Shareholders
 b) Board of Directors
 c) Company Law Board
 d) SEBI
- 7) A stable dividend policy refers to _____.
 a) Changing dividend frequently
 b) Paying dividend every alternate year
 c) Paying a consistent rate of dividend
 d) Bonus shares only

- 8) Dividend Payout Ratio formula is _____.
a) Dividend / Profit
b) Dividend / Earnings per share
c) Dividend per share / Earnings per share
d) Earnings per share / Dividend per share
- 9) Financial statement analysis primarily helps to _____.
a) Determine the market price of shares
b) Evaluate financial position and performance of a firm
c) Calculate taxable income
d) Decide the dividend rate
- 10) Comparative Statement Analysis involves _____.
a) Comparing financial statements of two or more periods
b) Expressing all items as a percentage of sales
c) Preparing budgets
d) Calculating cost of capital
- 11) The main advantage of trend analysis is _____.
a) Identifies patterns and growth trends over multiple periods
b) Shows exact cash position
c) Helps in statutory compliance
d) Determines market value of assets
- 12) The cost of capital of a firm is defined as _____.
a) The rate of return earned by investors on the firm's shares
b) The cost incurred to raise funds from various sources
c) The selling price of products
d) The interest paid on bank loans only
- 13) Which factor affects the cost of capital?
a) Capital structure
b) Market conditions
c) Tax rate
d) All of the above
- 14) Funds flow statement shows _____.
a) Changes in cash only
b) Sources and uses of funds over a period
c) Net profit of a company
d) Dividend paid to shareholders
- 15) Which of the following is considered a source of funds?
a) Decrease in current liabilities
b) Increase in fixed assets
c) Issue of shares
d) Payment of dividends
- 16) The first step in preparing a funds flow statement is _____.
a) Prepare cash flow statement
b) Prepare statement of changes in working capital
c) Calculate depreciation
d) Issue shares

- Q.2 Short Answer.** **16**
a) Types of dividends
b) Forms of Corporate Structuring
- Q.3 Short Answer.** **16**
a) Objectives and Importance of Capital Structure
b) Importance of Financial Statement Analysis
- Q.4 Answer the following. (Any One)** **16**
a) What is Dividend Payout Ratio? Explain its purpose and significance in financial decision making.

OR

b) Distinguish between Funds Flow Statement and Cash Flow Statement. Discuss their importance in financial decision-making.
- Q.5 Solve.** **16**
ABC Ltd, has sales of Rs. 10,00,000/-. Variable cost of Rs. 4,00,000/- and fixed costs of Rs. 2,00,000/-. It has a long-term debt-of Rs.20,00,000/- at 10% rate of interest. Prepare Income statement and calculate the operating, financial and combined leverages.

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Set P

M.B.A. (Semester - III) (CBCS) Examination: March/April – 2026
Tourism and Hospitality Management
Tourism and Travel Management (20407310)
System Management

Day & Date: Tuesday, 12-05-2026
 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) Eco-Tourist is interested to visit a destination where there is _____.
 a) Rich wildlife wealth
 b) Unique wildlife species
 c) Relatively unspoilt natural environment
 d) Dense forest
- 2) The word Tourist was derived from the Latin word _____.
 a) Tornus
 b) Trident
 c) Toijour
 d) None of these
- 3) Excursionist means _____.
 a) a person who stays less than 24 hours in the country visited
 b) a person who stays more than 24 hours in the country visited
 c) a person who covers a reasonably large distance within the country of his residence
 d) a person who stays 1 year atleast in the country visited
- 4) Internal tourism includes _____.
 a) domestic & inbound tourism
 b) Inbound tourism
 c) domestic tourism
 d) Outbound tourism
- 5) A person who moves from one location to another is known as _____.
 a) Tourist
 b) Traveler
 c) Inbound tourist
 d) Outbound tourist
- 6) The goal of _____ is blend tourism activities with the environment and local culture of an area.
 a) mass tourism
 b) envirotourism
 c) ecotourism
 d) extreme tourism
- 7) _____ pricing in tourism occurs, when a company sells product or service at two or more prices.
 a) Promotional
 b) Discriminatory
 c) Mark -up
 d) Follow the leader

- 8) _____ 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
- 9) _____ 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
- 10) _____ Tour operators provide travel services within the tourist's native country.
 - a) Domestic
 - b) Inbound
 - c) Outbound
 - d) Ground
- 11) Culture, History and Diversity in India are _____ image attributes.
 - a) Positive
 - b) Negative
 - c) Neutral
 - d) Environmental
- 12) _____ is a type of tourist who seeks novelty at all costs even discomfort and danger and avoids contact with other tourists.
 - a) Drifter
 - b) Adventurer
 - c) Psychocentric
 - d) Diver
- 13) Sundarbans national park is an example of _____.
 - a) Eco tourism
 - b) Adventure tourism
 - c) Sports tourism
 - d) Medical tourism
- 14) India needs to change its _____ marketing approach to modern marketing approach for developing Tourism.
 - a) Planning
 - b) Organising
 - c) Traditional
 - d) Management
- 15) Tourism destination planning relates to planning of _____.
 - a) Carvings
 - b) Sculptures
 - c) Architecture
 - d) Places
- 16) _____ tourism products include visit to natural resources and natural environment.
 - a) Adventure
 - b) Symbiotic
 - c) Eco tourism
 - d) Natural tourism

Q.2 Write short notes.

16

- a) Geographic components of tourism
- b) IATA

Q.3 Write Short notes.

16

- a) Importance of Tour Packaging
- b) Religious Tourism

Q.4 Answer the following questions. (Any One)**16****a)** Write an explanatory note ecotourism**OR****b)** How are tour packages classified**Q.5 Attempt the following case study.****16**

Around 20 per cent of offline travel agents in India have shut shop over the last few years, according to statistics of the International Air Transport Association (IATA). Globally, too, the numbers have fallen drastically. IATA membership in the UK has fallen to 3,000 from 60,000 in the last decade. Supporting these statistics, a study by the Internet and Mobile Association of India (IAMAI) found that the ticketing business in India has largely moved to the online platform, due to which, revenues of offline travel agents have taken a beating. Online bookings of train and airline tickets rose 36 per cent in June, 2012, compared with the previous year. While railways registered 5.83 million online bookings in June, 2012, versus 4.30 million last year, airlines witnessed 1.45 million online bookings against 1.07 million, according to IAMA. Moreover, excessive discounts and personalized services offered by offline travel agents have also worked against their interests.

Nonetheless, smaller agents who do not enjoy economies of scale, and therefore cannot offer specialized services, are finding it hard to compete, the study revealed. Further, the economic slowdown made it even more difficult for the travel industry, especially the smaller or regional players, 48 many of whom have been looking for a buy-out. Cox & Kings, which is fast building its online expertise, and Thomas Cook, which, to cater to the unique Indian consumer needs, is offering options of buying online and paying offline. The travel space is already seeing consolidation with mergers and acquisitions taking place in both online and offline travel industry. Yatra's acquisition of Travel Services International, and Make My Trip's buying a stake in the Singapore-based Luxury Tours and Travels Pvt. Ltd are part of this consolidation process.

Questions

- a)** What are the challenges faced by the small and medium sized travel agencies?
- b)** Draw strategies apart from offering suggestions to these players to compete in this sophisticated technology-based tourism industry.

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Set P

M.B.A. (Semester - III) (CBCS) Examination: March/April – 2026
ERP and SPD (20407320)

Day & Date: Wednesday, 13-05-2026
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 alternative given below:

16

- 1) ERP stands for _____.
 - a) Enterprise Resource Planning
 - b) Enterprise Resource Program
 - c) Enterprise Reuse Planning
 - d) Enterprise Resource Process
- 2) The main goal of BPR is to _____.
 - a) Automate existing processes
 - b) Redesign business processes for better performance
 - c) Hire more employees
 - d) Reduce use of technology
- 3) A good input design should ensure _____.
 - a) Maximum user confusion
 - b) Data accuracy and simplicity
 - c) Complex data entry
 - d) Redundant information
- 4) Features of a modern GUI include _____.
 - a) Icons, menus, toolbars, and drag-and-drop functions
 - b) Command-line only input
 - c) Black screen without labels
 - d) Fixed text fields
- 5) The Software Project Manager is responsible for _____.
 - a) Writing code
 - b) Managing resources, schedule, and budget
 - c) Debugging programs
 - d) Installing ERP
- 6) DFD stands for _____.
 - a) Data File Diagram
 - b) Data Flow Diagram
 - c) Data Form Design
 - d) Direct Flow Design
- 7) Which of the following is not an advantage of ERP?
 - a) Improved productivity
 - b) Real-time information access
 - c) Better decision making
 - d) Increased manual paperwork

- 8) SDLC stands for _____.
a) System Design Life Cycle
b) Software Development Life Cycle
c) System Development Logic Cycle
d) Software Data Learning Cycle
- 9) ERP and IT are related because ERP _____.
a) Does not use IT systems
b) Is purely a management concept
c) Is an IT-enabled business solution
d) Is a hardware component
- 10) A successful ERP implementation depends mainly on _____.
a) High software cost
b) Top management commitment and user involvement
c) Number of users
d) IT department size
- 11) The main objective of SCM is _____.
a) Isolate departments
b) Reduce coordination between suppliers and customers
c) Optimize flow of materials, information, and funds
d) Increase lead time
- 12) Which is not a characteristic of good software?
a) Reliability
b) Maintainability
c) Insecurity
d) Efficiency
- 13) The main goal of CRM is to _____.
a) Reduce customer interaction
b) Build long-term customer relationships
c) Focus only on new customers
d) Limit data sharing
- 14) The first phase of the ERP implementation cycle is _____.
a) Post-implementation review
b) Project planning
c) End-user training
d) Go-live
- 15) ERP package selection depends on _____.
a) Vendor reputation, functionality, scalability, and cost
b) Vendor location only
c) Marketing advertisements
d) Random choice
- 16) Scope of supply chain includes _____.
a) Only procurement
b) Procurement, production, and distribution
c) Only distribution
d) Only finance

Q.2 Write Short Notes. (Both are compulsory) 16
a) Business Process Reengineering
b) Supply chain Management

Q.3 Write Short Notes. (Both are compulsory) 16
a) Need of ERP
b) Characteristics of good software

Q.4 Answer the following long question. (Any One) 16
a) Justify ““ERP is not just a technology project, but a business transformation.”

OR

b) Define SDLC. Explain different stages of SDLC.

Q.5 Answer the following question. 16

The management of Zenith Components Pvt. Ltd., a company engaged in the manufacture of automobile parts, was facing increasing difficulty in coordinating its business operations. The finance, production, procurement, and sales departments were each using different software and manual records. Whenever the management required consolidated information, it took days to collect and verify the data. Delays in production planning were frequent because the purchase department often ordered materials late due to a lack of visibility into the production schedule. The sales team also struggled to give customers accurate delivery dates because of the absence of real-time data on inventory and production status.

In a board meeting, the Managing Director highlighted that competitors who had adopted integrated systems were delivering faster and managing resources better. The Chief Information Officer (CIO) proposed implementing an Enterprise Resource Planning (ERP) system that could integrate all functions—finance, human resources, production, and sales—on one platform. The management agreed and approved the proposal with the expectation that ERP would reduce costs, improve productivity, and support faster decision-making.

The implementation process started with requirement gathering and vendor selection. After evaluating several options, Zenith chose a well-known ERP package and hired an external consultant for customization. A cross-functional team was formed, including representatives from all departments. The CIO led the team and planned a phased rollout starting with the finance and inventory modules. Initially, enthusiasm among employees was high, but as the project progressed, several challenges began to appear.

Employees who had worked in the company for over 15 years were reluctant to adapt to the new system. They felt the ERP would increase their workload and feared that automation might make their roles redundant. The training sessions organized for them were short and theoretical, leading to confusion when they started using the system. Data

migration from legacy software created errors because much of the historical data was incomplete or stored in inconsistent formats. Departments often blamed each other for delays in data preparation.

The implementation cost exceeded the original budget because the company had underestimated the amount of customization required. The finance module, which was supposed to go live in six months, took almost nine months. The production module was delayed further due to problems in integrating it with old machinery that used outdated software. The consultant demanded additional payments for every modification, creating tension between the vendor and management.

Despite the challenges, after nearly 18 months, Zenith Components successfully went live with the ERP system. The initial months after implementation were turbulent. Employees complained of system slowness and errors in data entry. However, once the company stabilized the system and employees gained confidence, the benefits began to emerge. Reports that earlier took days to prepare were now available instantly. The finance department could track costs more accurately, and the production team could plan based on real-time inventory data. The company achieved better coordination between departments, reduced duplication of work, and improved overall efficiency.

The management concluded that although ERP implementation had been costly and challenging, it was a necessary investment for future growth. The system helped the company compete better in the market and respond more quickly to customer demands. The CIO emphasized that ERP is not just a software project but a process of organizational transformation that requires continuous learning, strong leadership, and commitment from all employees.

Questions

- a) What was the main reason for Zenith Components Pvt. Ltd. to implement ERP?
- b) What were the major challenges faced during ERP implementation?
- c) How did employee resistance affect the ERP project?
- d) What benefits did the company experience after successful ERP implementation?

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Set **P**

M.B.A. (Semester - III) (CBCS) Examination: March/April – 2026
Human Resource Management
Human Resource Initiatives (20407314)

Day & Date: Thursday, 14-05-2026
 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) Talent management is a process involves _____.
 a) attracting and retaining high-quality employees
 b) developing their skills
 c) continuously motivating them to improve their performance
 d) All of the above
- 2) Talent Management is a _____ Process.
 a) Constant Process b) Planned Process
 c) Retrospective Process d) None of the above
- 3) Talent Management is analyzing the right talent gaps for the _____.
 a) Current Condition b) Future Condition
 c) Neither a) nor b) d) Both a) & b)
- 4) The guidelines that restrict and regulate behavior of individual employees are called _____.
 a) Policies b) Procedures
 c) Rules d) Organizational path
- 5) _____ is the framework defined by the HR department to manage the hr activities systematically.
 a) HR Goals b) HR Objectives
 c) HR strategies d) HR Policies
- 6) _____ will assist the HR department to take decisions in critical situations with ease.
 a) HR Policies b) HR Goals
 c) HR Objectives d) HR strategies
- 7) Human Resource Management Policies are developed by the _____.
 a) Top Management b) Line Managers
 c) HR Department d) HR Manager
- 8) HR Policies are developed to bring _____ in the organization.
 a) Peace b) Harmoney
 c) Systematic Approach d) Cooperation

- 9) Recruitment & Selection Policy doesn't include the following _____.
a) Reservation in Recruitment b) Source of Recruitment
c) Selection Procedure d) Interview methods
- 10) Compensation Policy doesn't include _____.
a) Gratuity b) Awards
c) PFD d) Bonus
- 11) Emotional intelligence involves _____.
a) Mood management b) Managing relationships
c) Emotional self-awareness d) All of the above
- 12) _____ is a process of searching for prospective employees and stimulating them to apply for jobs.
a) Selection b) Induction
c) Recruitment d) Orientation
- 13) Interviewing all members of a given population is called _____.
a) A sample b) A Gallup
c) A Census d) Nielsen audit
- 14) Human Resource departments are _____.
a) line departments b) authority department
c) service department d) functional department
- 15) Job Analysis is a systematic procedure for securing and reporting information defining a _____.
a) specific job b) specific product
c) specific service d) all of these
- 16) Human Resource planning is compulsory for _____.
a) effective employee development programme
b) base for recruitment
c) base for selection policy
d) all of these

Q.2 Answer the following. (short answer/short problem) 16
a) Characteristics of policies.
b) Retention of High potential employees.

Q.3 Answer the following. (short answer/short problem) 16
a) Difference between policy and procedure.
b) Benefits of Employee Engagement.

Q.4 Answer the following. (long answer) 16
a) Define Talent Management and explain its objectives.
OR
b) Explain the meaning of competency mapping and illustrate its objectives.

Q.5 Analyze the following. (long problem/case study)

Delhi Computers Ltd Ltd (DCL) is a computer manufacturer specializing in Nonstop systems Founded in 1991, DCL makes failsafe computer systems the system promises neither to go down nor garble data when a component fails. To fulfill this promise, the system employs two computers so that when one computer fails another takes its place under normal conditions, however, the two computers share the workload Banks Airlines Insurance and manufacturing firms buy DCL products to safeguard their operations from computer breakdowns.

As a high take firm DCL has to rely on a group of creative and dedicated people. The technical core of their work demands constant Interaction and communication with each other. To ensure this DCL's chairman Mr. Sudhir Dhamy, has instituted a set of unique managerial practices It commences with Mr. Dhamy's emphasis on creativity to foster creativity, DCL work with few rules and allows employees lots of freedom, Creativity is supposed to come from sharing ideas. An idea may be sparked by an individual, but then it is built up by others until it becomes an important project

Mr. Dhamy firmly believes that the corporate environment nurtures creativity to this end, he has created a sense of equality among employees regardless of rank. The company has no reserved parking spaces, dress codes, time clocks or organizational charts. Unlike other companies that reward those in managerial positions, DCL rewards those in engineering and programming talented engineers and programmers often make more money than managers at the same level.

DCL hires the best in the industry even minor positions are filled with adequate care and caution and candidates interviewed three to four times over a span of three weeks. Once candidates are hired, they are expected to go through an orientation period in which they are indoctrinated into the company's managerial philosophy, business and future plans. DCL's management philosophy is based on the notion that employees should be treated with dignity and be given full responsibility for managing their own jobs. By sharing the responsibilities as well as rewards, DCL commands the loyalty, trust and commitment of its employees.

The layers of management between employees and executives are kept to a bare minimum, ie, three levels, information flow within the organization is not confined by the formal structure. Internal communication is achieved through periodic meetings and computer terminals. Most employees have terminals on their desks, which are linked to DCL mainframe computers since everyone is linked together on the same information system, everyone knows what is going on in the company. There are no memos or reports.

DCL doubled its sales almost every year between 1992 and 1997. Its workforce multiplied during those years, reaching about 800 in 1997. But since late 1997, DCL's growth has slowed in addition to the competitive pressure in the late 90s; DCL's growth strategy began to clash with its corporate culture. The informal management style has led to a lack of

internal controls, for example; some sales representatives sold computers to customers prior to credit investigations. In some cases, arrangements were made to pay for warehouse costs if customers accepted early shipment. Controls were also needed in product development, manufacturing and international marketing. In order to sustain steady growth and profitability. DCL needs to be creative in introducing new and improved product development costs, inventory and sales. The challenge now is to exercise management control without losing the creative, entrepreneurial culture.

Answer the following Question:

- a)** Summary of the case.
- b)** Problem Identification.
- c)** Alternative solutions.
- d)** Best solutions.

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M.B.A. (Semester - IV) (CBCS) Examination: March/April – 2026
Business Ethics & Corporate Governance (20407401)

Day & Date: Thursday, 16-04-2026
 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 Choose the correct alternative.

16

- 1) _____ is the evaluation of business activities and behaviours right or wrong.

a) Ethics	b) Conduct
c) Business Ethics	d) Ethical conduct
- 2) _____ are guides to moral behaviour.

a) Beliefs	b) Unethical practices
c) Unethical services	d) No norms
- 3) _____ may refer to general areas of business conduct or may apply to a specific area of the firm's behaviour.

a) Corporate	b) Business
c) Functional	d) Codes
- 4) The underlying principles of the combined code of corporate governance and conduct are _____.

a) Acceptability	
b) Closeness	
c) Integrity	
d) Openness, Accountability and Responsibility	
- 5) _____ is a tool for corporate governance.

a) Training	b) Recruitment
c) Communication	d) Consulting
- 6) Corporations are controlled and directed by _____.

a) Corporate ethics	b) Corporate codes
c) Corporate Governance	d) Corporate mechanism
- 7) A _____ is a problem situation or opportunities requiring an individual, group or organization to choose among several actions that must be evaluate as right or wrong.

a) Crisis	b) Ethical issue
c) Indictment	d) Fraud

- 8) A board that selected in a classified system is known as _____.
 a) Diversified board b) Staggered board
 c) Rotating board d) Declassified board
- 9) Better access to certain markets, differentiation of products and the sale of pollution control technology are ways in which better environmental performance can _____ revenue.
 a) increase revenue b) increase costs
 c) decrease revenue d) decrease costs
- 10) The corporate governance structure of accompany reflects the individual companies _____.
 a) Cultural and Economic system
 b) Legal and Business system
 c) Social and Regulatory system
 d) All of the above
- 11) The first step in the auditing process should be to secure the commitment of _____.
 a) Employees b) Top Executives and Directors
 c) Stockholders d) Customers
- 12) The Primary stake holders are _____.
 a) Customers b) Suppliers
 c) Shareholders d) Creditors
- 13) _____ is not a corporate social responsibility theory.
 a) Rights Theory b) Legitimacy Theory
 c) Stakeholder Theory d) Enlightened self-interest
- 14) Components of corporate culture includes _____.
 a) vision and values b) practices and people
 c) narrative and place d) All of these
- 15) The foundation for corporate culture is laid by _____.
 a) Corporate members b) Competitors
 c) Founders d) Industry standard
- 16) An organization _____ embraces the behaviour, rituals and shared meaning held by employs that distinguishes the organization from all others.
 a) External environment b) Culture
 c) Dominant culture d) Ethics

Q.2 Answer the following short questions.

16

- a) Define Business Ethics? Explain the objectives of Business Ethics.
 b) Explain ethical dilemmas in business.

Q.3 Answer the following short questions. 16

- a) Explain about ethical issues in advertising with examples.
- b) Explain Transcultural Issues.

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

- a) Define Business ethics and corporate social responsibility and explain their significance in business.

OR

- b) Explain various theories of Business Ethics and theories of Corporate Governance.

Q.5 Attempt the following case study. 16

Satyam Computers Limited (Satyam) was a leading global business and information technology (IT) services company, delivering consulting, systems integration and outsourcing solutions. It began its journey with 20 employees in 1987 and grew to become the fourth-largest software company in India with a market capitalization of Rs. 15,262 crs. Over a period of two decades, the company built a highly skilled employee base of 53,000 and was on attractive IT outsourcing destination for a number of multinational companies across the world. It was given the Golden Peacock Global Award twice for its excellence in corporate governance in 2002 and 2008 by the world council for corporate governance. The golden peacock global award was one among the several honours received by Satyam for corporate governance. It rated the company with best corporate governance practices by investor relations global rankings (IRGR) in 2006 and 2007 in the investigation. Ramalinga Raju (Raju) founder and chairman of Satyam confessed fudging the accounts books of the company to the tune of Rs.7,800 core. After the government changed the management, Satyam was taken over by Tech Mahindra (TechM) and was renamed Mahindra Satyam (Msat). It addressed the customers and employees' issues very effectively; yet, even after a year of the takeover, Msat continues to face a hoard of legal and financial hurdles in stabilizing the business. Lack of re-instated financial statements has been posing tough situations for Msat to bag contracts. The Satyam saga poses a question whether the government should bailout such companies when they reach a dead end due to financial bankruptcy or moral bankruptcy resulting in financial bankruptcy endangering the very economic and corporate image.

Questions:

- a) What are the ethical violations of corporate governance in the case?
- b) How can you prevent these kinds of ethical violations, suggest some code to stop these kinds, of practices?

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M.B.A. (Semester - IV) (CBCS) Examination: March/April – 2026
Total Quality Management (20407402)

Day & Date: Friday, 17-04-2026
 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) Processes that operate with "six sigma quality" over the short term are assumed to produce long-term defect levels below _____ defects per million opportunities (DPMO).

a) 2	b) 2.4
c) 3	d) 3.4
- 2) _____ is not a process tools for TQM systems.

a) process flow analysis	b) histograms
c) plier	d) control charts
- 3) _____ are used in six sigma.

a) black belt
b) green belt
c) both black belt and green belt
d) None of the above
- 4) _____ is about supplying customers with what they want when they want it.

a) JUT	b) HET
c) JAT	d) JIT
- 5) All of the following costs are likely to decrease as a result of better quality except _____.

a) customer dissatisfaction costs
b) inspection costs
c) maintenance costs
d) warranty and service costs
- 6) TQM stands for _____.

a) Total Quality Management
b) Total Quantity Management
c) Total Qualitative Management
d) To Question Management
- 7) Deming's 4 step cycle for improvement is _____.

a) plan, do, check, act	b) schedule, do, act, check
c) do, act, check, monitor	d) plan, control, act, sustain

- 8) Plan-do-study-act cycle is a procedure to _____.
 a) Overall improvement b) Continuous improvement
 c) Permanent improvement d) Immediate improvement
- 9) Quality Trilogy includes _____.
 a) quality planning b) quality improvement
 c) quality control d) All the three
- 10) _____ is a daily process, the purpose of which goes beyond simple productivity improvement.
 a) Kaizen b) JIT
 c) Kanban d) JUT
- 11) 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
- 12) Quality trilogy was given by _____.
 a) W Edward Deming b) Joseph M. Juran
 c) Philip B. Crosby d) Vilfredo Pareto
- 13) 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
- 14) Kaizen is a Japanese term meaning _____.
 a) continuous improvement b) Just-in-time (JIT)
 c) a fishbone diagram d) setting standards
- 15) DMAIC is _____.
 a) develop, multiply, analyze, improve, check
 b) define, multiply, analyze, improve, control
 c) define, measure, analyze, improve, control
 d) define, manufacture, analyze, improve, control
- 16) Check Sheet is used during _____ stage of DMAIC.
 a) Define b) Measure
 c) Analyze d) Improve

Q.2 Write short notes on:

- a) Demings Award
 b) 5-S concept and its benefits

16

- Q.3 Write short notes on:** **16**
a) Quality philosophy by Philip B. Crosby
b) JIT Methods

- Q.4 Answer the following. (Any One)** **16**
Define benchmarking. Explain its objectives and process in details.

OR

What is meant by cost of quality? Explain the problems and benefits of measurement of quality cost.

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

India is emerging as an important global destination for affordable medical services or medical tourism, as it is termed, for both developed and developing countries. The reason is that it is the least expensive, as far as hotel accommodation, transport and medical treatment are concerned. It is, therefore, being considered mandatory for all medical service providers to demonstrate their commitment to quality of services at the international level. Whereas many private hospitals already hold the ISO 9000 certification, the Government Medical College and Hospital, Sector 32, will most probably be the first government institution of its kind in north India to obtain it. Dr V. K. Kak, Director Principal, GMCH, says, "The hospital fulfils most of the conditions for getting the certification. Therefore, we are formally going ahead with the process." The recent two-day exposition on "Healthcare in the new millennium" which concluded at the Indian Medical Association (IMA) complex, had deliberation mainly on ISO 9000 certification. The workshop, which was organised by the local branch of the IMA in association with Ind Medica. Com. concentrated on creating awareness about various aspects to meet the international standards of healthcare.

According to M. B. Mittal, Joint Director, Indian Institute of Quality Management (IIQM), the future will see a variety of changes in health-insurance, besides, medico-legal aspects in India. "Healthcare practitioners at all levels will have to be well-versed with these changing aspects and plan accordingly," he said. Besides, with increasing medico-legal aspects, insurance companies in the future will prefer a patient to receive treatment in a certified hospital. International Organisation of Standardisation or ISO 9000 is a family of standards and quality assurances. Presently, three standards for certification exist which includes 9001, 9002 and 9003. These are generic standards which can be applied to any industry. IIQM is the only institute set up by the Ministry of Information Technology, which is providing ISO certification for medical treatment programmes.

Mittal added that standardisation gains importance because India is fast becoming a global Notes centre for medical treatment. "The treatment here is reasonably cheap and the waiting list almost non-existing." Moreover, with the added aspect of the medico-Legal Insurance, ISO stands to gain specific significance. According to Dr G. S. Kochchar, President of the IMA internationally there is a need to better and sustain our

capabilities and facilities. "In fact, ISO 9000 is not only for super specialities but can also be given to small nursing homes and laboratories." ISO 9000 gains significance because, as of now, India doesn't have a hospital accreditation system. "Abroad, hospitals are given certificates like hotels, depending upon the facilities and services offered," says Mittal.

ISO 9000 is globally accepted and recognised standard for quality. With the certification, both the patients and doctors stand to gain, says Dr. A. K. Atri, Reader, Department of Surgery GMCH, "Patients will be benefited by quality healthcare service at economised cost and hospitals can concentrate on providing assured quality service." He added that GMCH had thought of obtaining quality services assurance considering that it fulfills all the requirements set by IIQM. "The quality certification will be renewed every three years. Moreover, the supervising force within the area will ensure that once it gets a certificate it is maintained, as ISO also has an inbuilt capacity for verification." Besides, there are inbuilt provisions for training doctors and paramedics, which further enhance the capabilities of an institute. "The component therapy unit established recently at GMCH provides an excellent example as to how blood can be conserved ensuring qualitative economy in blood," emphasises Dr. J. G. Jolly, Emiretus Professor. "This is being done as per directives of the World Health Organisation which gave the call for providing safe blood together with extending the programme in such a manner that the patient gets maximum benefits. This is all result of quality control," he adds. "Considering the fact that state-of-the-art GMCH already fulfills most of the requirements for getting the certificate, the Director of the IIQM, Mr. G. Giani has assured that we might get it within the next six months," said Dr. Atri.

Questions:

- a) Do you think ISO 9000 is needed for healthcare services? If so, why?
- b) What are the advantages of obtaining ISO 9000 for GMCH 32?
- c) With ISO 9000 certification Patients will be benefited by quality healthcare service at economised cost and hospitals can concentrate on providing assured quality service." Justify this statement.
- d) Do you agree with the statement that ISO has inbuilt verification? Discuss.

Day & Date: Saturday, 18-04-2026
Time: 11:00 AM To 02:00 PM

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

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- 8) The advertising campaign that puts the message across in different media vehicles is known as _____.
 a) Multimedia campaigns b) Single media campaign
 c) Brand awareness d) Brand building campaign
- 9) A service organization that specializes in planning and executing advertising programs for its clients is called as _____.
 a) Advertising media b) Advertising message
 c) Advertising agency d) Advertising mission
- 10) The individuals who conceive the ideas for the ads and write the headlines, sub-heads and body copy are known as _____.
 a) Copy writers b) Creative boutiques
 c) Account executives d) Creative director
- 11) DAGMAR stand for _____ advertising goals for measured advertising results.
 a) Demonstrative b) Desired
 c) Distinctive d) Defining
- 12) Advertising _____ is the ability to generate fresh ideas that show difference in unique advertising.
 a) Attractiveness b) Objectivity
 c) Creativity d) Innovation
- 13) Campaign is interrelated activities on as single theme or idea that appears in different media across a specified _____.
 a) Time period b) Boundary
 c) Media d) Geographical area
- 14) Integrated Marketing Communication (IMC) represents which of the 4Ps?
 a) Product b) Price
 c) Place d) Promotion
- 15) Which elements in the IMC strategy consider how the level of complexity in IMC strategy leads marketers to design new ways to measure the results of IMC campaigns?
 a) The Consumer
 b) Evaluation of communication
 c) The channel through which message is communicated
 d) Evaluation of the product
- 16) Forms of feedback may include _____.
 a) Redeeming a coupon b) Purchasing an item
 c) Complaints about an item d) All of the above

Q.2 Answer the following questions.

16

- a) Direct Marketing
 b) Globalized v/s Localized advertising

- Q.3 Answer the following questions. 16**
- a) Role of Advertising Agency
 - b) Sales Promotion

- Q.4 Answer the following questions in detail. (Any One) 16**
- a) Define Integrated Marketing Communication. Explain the tools of IMC in details.

OR

- b) Define media planning. Explain the steps involved in development of media plan.

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

In March 2014, a food inspector at the Uttar Pradesh Government's Food Safety and Drug Administration spotted the label of packets of Maggi noodles that claimed "no added MSG (monosodium glutamate)" during one of his routine raids on retail outlets. The sample was picked up and sent to the state laboratory at Gorakhpur for testing. The result that came back a few weeks later for positive that particular sample of Maggi noodles contained MSG. Samples of Maggi noodles were then sent to the Central Food Laboratory in Kolkata in June 2014. Since the Maggi ban in 2015, NIL had revamped its marketing strategy to regain customer trust and increase sales. It had been creating a buzz for Maggi on social media stating how consumers had been missing their own favorite 'two-minute' noodles...

Following its re-entry, Maggi's market share steadily grew in India. From 55% in June 2016, it rose to 60% by the end of 2016. The company reported a turnover of US\$ 1.4 billion in 2016, up 13% over 2015. However, cost pressures and increased marketing spending led to subdued growth in profits, said experts.

Though Maggi had recovered a lot of ground with a 60% market share as of August 2017, it was still down from the 77% before the ban. The instant noodle market, which had been rocked by a ban on market leader Maggi, had seen the entry of new players and the expansion in the market share of others since then

Questions:

- a) Analyze the above case
- b) Identify the problem
- c) Provide alternative solutions
- d) Give the best solution

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Set **P**

M.B.A. (Semester - IV) (CBCS) Examination: March/April -2026
Financial Management
Financial System of India, Markets & Service (20407406)

Day & Date: Monday, 20-04-2026
 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.**16**

- 1) In primary markets the property of shares which made it easy to sell newly issued security is considered as _____.
 a) increased liquidity b) decreased liquidity
 c) money flow d) Surplus
- 2) The money market where debt and stock are traded and maturity period is more than a year is classified as _____.
 a) short term markets b) capital markets
 c) long term markets d) money market
- 3) The example of derivative securities include _____.
 a) swap contract b) option contract
 c) future contract d) all of these
- 4) The saving banks, insurance companies, mutual funds and commercial banks are all examples of _____.
 a) Non-financial institutions b) derivative institutions
 c) financial institutions d) banking institute
- 5) SEBI was established on _____ in accordance with the provisions of the Securities and Exchange Board of India Act, 1992
 a) April 14, 1992 b) April 13, 1992
 c) April 11, 1992 d) April 12, 1992
- 6) OTCEI deals in _____.
 a) money market b) industrial securities
 c) giving long term loans d) factoring service
- 7) National Stock Exchange of India Limited (NSE) is in _____.
 a) Delhi b) Mumbai
 c) Chennai d) Kolkata

- 8) _____ are shares which have preference over ordinary shares for payment of dividend or return of capital.
- Equity shares
 - Bonus shares
 - Right issues
 - Preference shares
- 9) Rolling Settlement system was introduced by SEBI in the year _____.
 - 1994
 - 1998
 - 1996
 - 1999
- 10) The authority controlling the clearing house scheme is _____.
 - rbi
 - sbi
 - sebi
 - govt.
- 11) Mutual Fund schemes are first offered to investors through _____.
 - Stock exchange
 - New Fund Offer
 - Initial Public Offer
 - AMFI
- 12) NAV stands for _____.
 - Net Application Value
 - Notional Assets Value
 - Net Assets Value
 - Net Assets
- 13) The First player of the Mutual fund industry was _____.
 - ICICI MF
 - UTI MF
 - SBI MF
 - LIC MF
- 14) Members of commodity market can opt to meet the security deposit requirement by way of _____.
 - Cash
 - Bank Guarantee
 - Fixed Deposit Receipts
 - All of the above
- 15) Forward market in foreign exchange refers to _____ market.
 - a long run
 - a short run
 - a spot
 - short and long run
- 16) Nifty index is used in _____.
 - derivatives
 - index funds
 - exchange traded funds (etfs)
 - all of the above

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

- Futures and options.
- Rolling settlement.

Q.3 Write short notes: **16**

- E-Trading.
- Formal and Informal financial Sectors Pre and Post 1991 period.

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

- Explain the organizational structure of Indian Financial System.

OR

- What is capital market? Explain in details.

Q.5 Attempt the following case:

Picks up 30% stake in IFFSL; to focus on SMEs initially.

Punjab National Bank (PNB) has forayed into factoring business through the joint venture route. The joint venture company, India Factoring & Finance Solutions Pvt Ltd (IFFSL), on Wednesday commenced commercial operations simultaneously in New Delhi, Mumbai and Chennai. To begin with, IFFSL will focus on domestic factoring and provide this financing solution primarily to small and medium enterprises (SMEs) and small-scale industries, PNB Chairman and Managing Director, Mr. K. R. Kamath, said.

Factoring is a financial transaction where a business sells its accounts receivable to a third party called 'factor', which undertakes the activity of financing the receivables, administration of debt and collection of debt. PNB has a 30 per cent stake in IFFSL and has already pumped in ' 30 crore into the venture. IFFSL has commenced operations with an initial paid-up capital of '100 crore, according to Mr. Mohan Tanksale, Chairman of IFFSL, and an Executive Director of PNB. Malta-based FIMBank Plc has 49 per cent stake in IFFSL.

The remaining stake is with other joint venture partners - Italy-based Banca IFIS and Blend Financial Services of Mumbai. Mr. Kamath also said that regulatory approvals have been sought for IFFSL to provide international factoring/forfeiting. "Once the regulatory approval is received, IFFSL will provide both domestic and international factoring," he said. Legal Framework He also highlighted that factoring business in India has not made much progress due to lack of consolidated legal framework for the business. However, there has been growing realization that factoring can be a solution for receivable management of the SME sector, Mr. Kamath noted. In India, SMEs employ about 60 million people and account for about 45 per cent of total exports (in value terms) from the country.

Analyze the above case.

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

Q.2 Answer the following.

16

- Write short note on Man machine chart.
- Discuss Need for method study.

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

- a) Write Difference between normal time and standard time.
- b) Explain the Objectives of the work study.

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

- a) Define Business Process Re-engineering. Explain the process of Business Process Engineering in detail.

OR

- b) What is Productivity? Differentiate between production and productivity. Discuss various factors affecting productivity.

Q.5 Case Study: **16**

A company was manufacturing heaters in different models with different capacity. A group of 10 workers were engaged in assembling heaters. At one workstation they are assembling parts with the help of tools and then heaters being transferred to another workstation for further process. After completion, inspector used to check for quality and working. Heater used to get packed in different containers.

The assembly line was properly balanced by industrial engineers who had used time and motion study to break jobs in subassembly task. The time required for each subassembly had also been balanced so that the task performed by each worker was supposed to take exactly the same amount of time. The workers were paid on an hourly basis.

The inspector observed that morale amongst workers was low and there were a percentage of badly assembled heaters. Rejects caused by the worker rather than faulty materials were about 22%. After discussing the issue with management, it was decided to have meeting with the workers. The workers were asked whether they would like to build heaters individually. Workers agreed with an option of going back to the old program if the new one did not work well. After several days of training each worker began to assemble entire heater.

The workers were motivated and supported by inspector. Productivity increased remarkably. Rejects caused by workers reduced to only 5% from 22%. Workers have responded positively and their morale was high and the workers did all the routine inspection by themselves. Inspector was posted on another post at other location.

Questions:

- a) Analyze the case,
- b) Identify problem,
- c) Suggest alternatives and identify best solution.

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Set **P**

M.B.A. (Semester - IV) (CBCS) Examination: March/April – 2026
International Business Management
International Marketing (20407418)

Day & Date: Tuesday, 21-04-2026
 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 Choose the correct alternatives from the options below. 16

- 1) Which orientation in the EPRG framework views the world as one market and strives for global integration?
 - a) Ethnocentric
 - b) Polycentric
 - c) Regiocentric
 - d) Geocentric
- 2) The strategy of using the same marketing mix across all international markets is called _____.
 - a) Adaptation strategy
 - b) Standardization strategy
 - c) Localization strategy
 - d) Diversification strategy
- 3) Which of the following is not a non-tariff barrier?
 - a) Quotas
 - b) Export subsidies
 - c) Technical standards
 - d) Import licensing
- 4) When a firm grants rights to a foreign company to produce and sell its products in return for royalty, it is called _____.
 - a) Direct export
 - b) Licensing
 - c) Joint venture
 - d) Franchising
- 5) The “country of origin effect” refers to _____.
 - a) The influence of a product’s origin on its branding perception
 - b) Tariff advantages given to local goods
 - c) Cultural similarity between exporter and importer
 - d) Exchange rate fluctuations
- 6) The stage when a company begins exporting to a few markets but still concentrates mainly on its home market is _____.
 - a) Domestic marketing stage
 - b) International marketing stage
 - c) Multinational marketing stage
 - d) Global marketing stage
- 7) Which pricing method attempts to set price in each country so as to equalize the profit margin across markets?
 - a) Cost-plus pricing
 - b) Market pricing
 - c) Transfer pricing
 - d) Price parallelism

- 8) A marketing communications strategy in which the same core message is used globally, with small local adaptations, is known as _____.
a) Communication standardization
b) Communication adaptation
c) Globalization
d) Localization
- 9) The major disadvantage of exporting as an entry mode is _____.
a) High control
b) Low risk
c) High transportation costs
d) Rapid market penetration
- 10) Grey market refers to _____.
a) Illegal dumping of goods
b) Parallel importation of genuine goods bypassing authorized channel
c) Counterfeit goods
d) Smuggling
- 11) Which of these is a cultural dimension in Hofstede's model?
a) Power distance
b) GDP per capita
c) Tariff level
d) Political stability
- 12) Transfer pricing is especially relevant when _____.
a) A firm has no foreign affiliates
b) A firm operates wholly independently in each country
c) A firm sells to its own foreign subsidiaries
d) A firm uses direct exporting exclusively
- 13) Which of these is not a factor in choosing an entry mode?
a) Control required
b) Resource commitment
c) Cultural distance
d) Cost of domestic production
- 14) In the product adaptation decision, "core component" refers to _____.
a) The physical features of the product
b) Packaging, design and brand only
c) Warranty; after-sales service
d) The central benefit or function the product offers
- 15) Which of the following is considered an uncontrollable element in the foreign environment?
a) Pricing decisions
b) Advertising decisions
c) Political-legal forces
d) Channel decisions
- 16) Entry strategy which involves setting up a foreign production facility wholly owned by the company is _____.
a) Licensing
b) Exporting
c) Wholly owned subsidiary
d) Contract manufacturing

Q.2 Write short notes on: **16**
a) Advantages and disadvantages of joint ventures.
b) Holistic Marketing.

Q.3 Answer the following questions. **16**
a) What are the key factors influencing the choice of a foreign market?
b) Explain the advantages of standardization in international marketing.

Q.4 Long Answer Questions. (Any One) **16**
a) Critically discuss standardization vs adaptation in product and communication strategies for multinational firms.
OR
b) Explain various international pricing strategies and the challenges faced in their implementation.

Q.5 Case Study: **16**

Globex Appliances is a mid-sized U.S.-based electronics manufacturer known for producing high-quality home kitchen appliances such as blenders, microwaves, coffee machines, and refrigerators. The company has successfully built a strong market presence across North America through its focus on innovation, quality, and customer service.

After achieving stable growth in domestic markets, Globex's management team has decided to explore international opportunities for expansion. Their research points towards Southeast Asia, particularly Thailand, Malaysia, and Indonesia, as promising regions. These countries are witnessing rising disposable incomes, rapid urbanization, and a growing demand for modern household appliances among middle-class consumers.

Despite the growth potential, Globex faces several strategic challenges. The management is unsure which country to enter first and how to evaluate the attractiveness of each market. They are also debating whether to manufacture locally in Southeast Asia or export from the U.S. Additionally, the team must determine appropriate pricing strategies to remain competitive while maintaining profitability.

Another major concern for the company is marketing and cultural adaptation. The Southeast Asian region is culturally diverse - with varying consumer tastes, lifestyles, and brand perceptions. For instance, the preferred features, designs, and even colors of kitchen appliances may differ between Thai and Indonesian consumers. Advertising and communication strategies that work in North America may not be equally effective in these markets.

Globex needs to develop a comprehensive international market entry strategy that considers all these factors. The company's long-term success in Southeast Asia will depend on its ability to select the right markets, choose appropriate entry modes, and design marketing strategies that balance standardization with local adaptation.

Questions:

- a)** What steps should Globex follow to screen and select the target markets?
- b)** Recommend suitable entry modes for these markets, giving reasons.
- c)** Suggest how product, pricing, and communication strategies should be adapted (or standardized) in this region.

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Set **P**

M.B.A. (Semester - IV) (CBCS) Examination: March/April – 2026
Banking Management
E-Banking (20407421)

Day & Date: Tuesday, 21-04-2026
 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.**16**

- 1) _____ is/are form of e-payment.
 - a) Online payment service
 - b) E-payment for buying and selling through internet
 - c) Online payment software
 - d) All of these
- 2) Using ATM one can _____ the money.
 - a) only withdraw
 - b) only deposit
 - c) deposit and withdraw
 - d) only transfer
- 3) _____ can be defined as the place where a transaction takes place between a customer and a merchant.
 - a) Point of Order
 - b) Point of Sale
 - c) Point of Stock
 - d) Point of Store
- 4) Following is/are risk/s involved in E-banking?
 - a) Operational Risk
 - b) Security Risk
 - c) Cross-border Risk
 - d) All of these
- 5) ATM are generally used for _____ activities.
 - a) Debentures
 - b) Tax related
 - c) Banking
 - d) Loans
- 6) _____ is the Central Bank of India.
 - a) SEBI
 - b) BSE
 - c) Federal Bank
 - d) RBI
- 7) UPI stand for _____.
 - a) Unique Payment Interaction
 - b) Unified Process Interface
 - c) Unified Payment Interface
 - d) Unified Protocol Integrity
- 8) Most of the time customer interface occurs at the _____ level.
 - a) Branch Office
 - b) Head office
 - c) Zonal office
 - d) Regional

- 9) _____ is the exchange of goods and services and the transmission of funds and data over the internet.
- Commerce
 - E Commerce
 - Mobile Commerce
 - Trading
- 10) Following is/are the example/s of smart cards _____.
- ATM card
 - Electronic Wallets
 - ID cards
 - All of these
- 11) _____ is/are the forms of E-banking.
- Electronic cheque conversion I bill payment
 - Internet banking
 - Mobile banking
 - All of these
- 12) BHIM a mobile payment app is developed by _____ organization.
- Election Commission
 - NABARD
 - SEBI
 - NPCI
- 13) _____ is an inter-bank/inter-branch online fund transfer within India.
- Cheque
 - Demand Draft
 - NEFT
 - All of these
- 14) _____ a system and electronic protocol to ensure the integrity and security of transactions conducted over the internet.
- Secure Electronic Transaction
 - Electronic Phishing
 - Software Bombs
 - In-house banking
- 15) _____ is a form of online scam where attempt is made to gain customer account information such as user names, passwords, PINs (Personal Identification Numbers) or Social Security numbers.
- Phishing
 - Spamming
 - Spoofing
 - Trapping
- 16) RTGS is abbreviation of _____.
- Real Time Goods Settlement
 - Real Time Gross Settlement
 - Real Term Gross Settlement
 - Real Track Gross Settlement

Q.2 Write short notes on the following.

16

- Impact of IT on banking
- What is Core banking system? Explain.

Q.3 Answer the following.

16

- Comment on information security, measures, policy & control
- Advantages and disadvantages of E banking

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

a) Define E-banking. Explain the Centralized banking system, its features, merits and demerits in detail.

OR

b) What are different types of Delivery channels and payment gateways in E banking? Explain each in detail.

Q.5 What are Managerial and Technological challenges in E-banking? 16
Elaborate each in detail.

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Set	P
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M.B.A. (Semester - IV) (CBCS) Examination: March/April – 2026
Agriculture & Co-operative Management
Agricultural Production Management (20407427)

Day & Date: Tuesday, 21-04-2026
 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:

16

- 1) When the Land Reform Act was passed?
 - a) 1950
 - b) 1953
 - c) 1952
 - d) 1957
- 2) In peasant farming the owner of the land is _____.
 - a) Government
 - b) Company
 - c) national bank
 - d) Farmer
- 3) 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
- 4) In a production function, which of the following is not a factor of production?
 - a) Output
 - b) Land
 - c) Labour
 - d) Capital
- 5) 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
- 6) In which Indian State is bamboo drip irrigation system a very Old Practice _____.
 - a) Chhattisgarh
 - b) Meghalaya
 - c) Telangana
 - d) Maharashtra

- 7) Reason for low Productivity in Indian Agriculture is _____.
 - a) Engagement of more persons in agriculture operations than needed
 - b) Small land Holding
 - c) Backward technique Production
 - d) All of the Above
- 8) Which irrigation practice leads to maximum water conservation?
 - a) Water wheel
 - b) Tube -well
 - c) Drip Irrigation
 - d) sprinkle
- 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) Which state initiated the eradication of Zamindari system?
 - a) Bihar
 - b) Bengal
 - c) Maharashtra
 - d) Uttar Pradesh
- 11) In which Indian State is bamboo drip irrigation system a very Old Practice _____.
 - a) Chhattisgarh
 - b) Meghalaya
 - c) Telangana
 - d) Maharashtra
- 12) Which of the following falls under physical farm record?
 - a) Machinery use Record
 - b) Sales Register
 - c) Stationery Use Record
 - d) Auction Register
- 13) Which of the following is greenhouse Gas?
 - a) CO₂
 - b) ch₄
 - c) N₂O
 - d) All of the above
- 14) Modern Agriculture may refer _____.
 - a) Traditional Agriculture
 - b) Farm agri
 - c) Agribusiness
 - d) Agriculture
- 15) The capital that is consumed by a farm in the production process is called as _____.
 - a) Capital Cost
 - b) Production Cost
 - c) Depreciation
 - d) Dead Weight lost
- 16) The function of successful farm management is _____.
 - a) Functions of the goals
 - b) Recognition and definition of a problem
 - c) Decision making and taking action
 - d) All of these

Q.2 Attempt the following. (Short Notes) 16
a) Co-operative Farming.
b) Demand for agriculture Products.

Q.3 Attempt the following. 16
a) Factor product Decision.
b) Effects of new Technology.

Q.4 Attempt any one of the following. 16
a) Explain the following Concepts -
i) Farm records.
ii) Farm Accountancy.
iii) Farm Inventory.
iv) Depreciation.

OR

b) What is Co-operative Farming? Explain the special features of Co – operative Farming.

Q.5 Attempt the following. (Long Answer) 16
Explain the land Tenure system in India.

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Set **P**

M.B.A. (Semester - IV) (CBCS) Examination: March/April – 2026
Human Resource Management
Industrial Relations and Labor Laws (20407415)

Day & Date: Wednesday, 22-04-2026
 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 question.**16**

- 1) Industrial Relation refer to _____.
 a) Central Government and State Government relations
 b) Employer, Employees and Government relationship
 c) management and Customers relationship
 d) Government and Public relations
- 2) _____ is known as 'safety valve' in the field of industrial relations.
 a) Employer
 b) Trade Union
 c) Safety officer
 d) Welfare officer
- 3) Bipartite industrial relations include relations between _____.
 a) Management and unions
 b) Union and government
 c) Management & Government
 d) Management, Government & Union
- 4) The history of industrial disputes in India started after _____.
 a) 1855
 b) 1859
 c) 1875
 d) 1881
- 5) _____ methods is more prominent in settling industrial disputes in India.
 a) Voluntary Arbitration
 b) Conciliation
 c) Adjudication
 d) Mediation
- 6) The industrial disputes act in India was passed in _____.
 a) 1926
 b) 1946
 c) 1947
 d) 1948
- 7) _____ of the following methods is not incorporated under the Industrial Disputes Act, 1947.
 a) Collective bargaining
 b) Conciliation
 c) Arbitration
 d) Adjudication

- 8)** The payment of the Wages Act was enacted in _____.
a) 1926 b) 1936
c) 1948 d) 1976
- 9)** The Payment of Bonus Act was enacted in _____.
a) 1960 b) 1964
c) 1969 d) 1965
- 10)** According to the Factories Act 1948 the minimum number of persons employed in a factory working without power must not be less than _____.
a) 10 b) 20
c) 25 d) 5
- 11)** No adult worker will be required to work in a factory for more than _____.
a) 10 hours a day and 48 hours a week
b) 8 hours a day and 48 hours a week
c) 9 hours a day and 48 hours a week
d) none of the above
- 12)** The Workmen's Compensation Act, 1923 came into force from _____.
a) 5th April 1923 b) 1st July 1923
c) 5th April 1924 d) 1st July 1924
- 13)** _____ is a continuous association of wage earners for the purpose of protecting and advancing the conditions of their working lives.
a) management b) trade union
c) quality circle d) productivity circle
- 14)** The International Labor Organization was originally established as autonomous part of League of Nations in _____.
a) 1918 b) 1919
c) 1917 d) 1920
- 15)** _____ are the major actor of industrial relations from the following.
a) Employers b) Unions
c) Government d) all of the above
- 16)** _____ assumes that the understanding of industrial relations requires an understanding of the capitalized society.
a) Marxist approach b) Gandhian approach
c) Human relations approach d) Giri approach

Q.2 Write short notes on.

16

- a) Industrial Employment Standing Order Act 1946.
- b) Worker's participation.

Q.3 Write short notes on.

16

- a) The Maternity Benefit Act, 1961.
- b) Provisions related to Industrial Disputes Act, 1947.

Q.4 Answer the following.**16**

a) Explain the minimum wages act in details.

OR

b) Define industrial relations, explain major players in IR.

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

Given below is a new excerpt on the riot in the Ceramic Factory in Yanam (near Kakinada in Andhra Pradesh), a small town under the Union territory of Pondicherry but located far away from the Administration Headquarters. The denial of the factory management to accept the formation of a trade union is said to be initial cause of the riot. A strike was announced by the workers and the police interference followed with lathi charge resulted in the death of the Union leader. As the tension mounted up, the angry workers collected into a mob and killed a high-level official of the factory management. The following is a news report on the incident: What was the provocation for the mayhem at Regency Ceramics Limited factory which led to large-scale destruction and loss of two lives? A combination of political rivalry and irreconcilable differences between the management and the union as also politics of caste and police highhandedness besides the role of vested interests has caused this anarchy in this peaceful Union Territory of Puducherry town, landlocked in East Godavari district.

According to sources, the management of Regency, which is a pioneer in ceramic tiles with an annual turnover of Rs 20,678 lakh, was reluctant to entertain any union activity. This caused a lot of heartburn among the workers and employees. The immediate trigger for the violence was the transfer and suspensions of some leaders of the union last January.

Source: <http://articles.timesofindia.indiatimes.com>

Questions:

- a) What is the real problem and who could have stopped it?
- b) How much the interface of Politics and Police is important or unhealthy to the Industry and Trade Unions?

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Set **P**

M.B.A. (Semester - IV) (CBCS) Examination: March/April - 2026
Tourism and Hospitality Management
Accommodation Management (20407409)

Day & Date: Thursday, 23-04-2026
 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 size of a standard single bed sheet is _____.
 a) 90 × 108 inches b) 80 × 117 inches
 c) 108 × 117 inches d) 117 × 126 inches
- 2) GRA stands for _____ in hospitality industry.
 a) Green room attendant b) Guest room attendant
 c) Grey room attendant d) Good room attendant
- 3) _____ opens the entire door in the property, even though the guest has double locked the guest room.
 a) Master Key b) Grandmaster Key
 c) Emergency Key d) Sub Master Key
- 4) _____ is not a public area in a hotel.
 a) Lobbies b) Swimming pools
 c) Guest corridors d) VIP room
- 5) _____ are area provided as a common meeting point for Guest near the reception.
 a) Lobbies b) Reception counters
 c) Guest corridors d) Lounge
- 6) Housekeeping is an operational department in _____.
 a) Hotel b) Home
 c) Office d) None
- 7) This statement is for “cleaning something to make it free of bacteria or disease Causing elements”.
 a) Hygiene b) Sanitation
 c) Personal Hygiene d) All of the above
- 8) The portion responsible for the landscapes and gardens of the hotel premises is _____.
 a) Florist b) Horticulturist
 c) Public area supervisor d) Gardener

- 9) Which department receives orders to deliver food and beverages to the guests' rooms?
 - a) Housekeeping
 - b) Front Office
 - c) Room Service
 - d) Food and Beverage
- 10) Who is the head of the Housekeeping Department?
 - a) Chef De Cuisine
 - b) Executive Housekeeper
 - c) Engineer
 - d) None of these
- 11) _____ refers to a dining system where the guest serve themselves.
 - a) Back bar
 - b) Banquet
 - c) Cocktail
 - d) Buffet
- 12) The following takes care of complaint handling _____.
 - a) Travel desk
 - b) Receptionist
 - c) GRE
 - d) Both b & c
- 13) The department normally responsible for servicing rooms _____.
 - a) Reception
 - b) Housekeeping
 - c) Portage
 - d) Maintenance
- 14) _____ is the head of the Housekeeping department.
 - a) Chef De Cuisine
 - b) Executive Housekeeper
 - c) Engineer
 - d) None of these
- 15) The person responsible for the landscapes and gardens of the hotel premises is _____.
 - a) Florist
 - b) Horticulturist
 - c) Public area supervisor
 - d) Gardener
- 16) A Duplex room is a room with _____.
 - a) Air conditioner
 - b) Two storey's connected by
 - c) Room service facility
 - d) An extra bed

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

- a)** Psychological effects of colour
b) Employee Discipline

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

- a) Eco hotels and recent trends
- b) Guest Safety

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

- a)** Explain the role of carpets, curtains and draperies in hotel accommodation.

OR

- b) Define facilities management, explain the role and responsibilities of facility manger.**

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

Explain the importance of layout of housekeeping department.

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M.B.A. (Semester- IV) (CBCS) Examination: March/April- 2026
System Management
Relational Database Management System (20407424)

Day & Date: Thursday, 23-04-2026
 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.

16

- 1) Who is considered the father of the relational database model?

a) Edgar F. Codd	b) Charles Babbage
c) Tim Berners-Lee	d) Bill Gates
- 2) Which of the following is an advantage of RDBMS?

a) Limited scalability	b) Data redundancy
c) Data integrity	d) Complex querying
- 3) Which of these is NOT a type of RDBMS user?

a) Application programmer	b) End user
c) Database administrator	d) Compiler
- 4) Which component handles data storage in RDBMS?

a) Query processor	b) Storage manager
c) DDL compiler	d) Metadata manager
- 5) The hierarchical model organizes data in a _____.

a) Graph	b) Tree-like structure
c) Tabular form	d) Circular structure
- 6) Which model allows many-to-many relationships?

a) Hierarchical	b) Network
c) Relational	d) None
- 7) What does ERD stand for?

a) Entity Relationship Diagram
b) Entity Resource Design
c) Extended Relational Data
d) External Relationship Diagram
- 8) How many Codd's rules are there?

a) 8	b) 10
c) 12	d) 13

- 9) What is the process of minimizing redundancy called?
 - a) Indexing
 - b) Fragmentation
 - c) Normalization
 - d) Aggregation
- 10) A table is in 1NF if _____.
 - a) It has a primary key
 - b) It has no repeating groups
 - c) It has transitive dependency
 - d) It has only one attribute
- 11) Which normal form removes partial dependency?
 - a) 1NF
 - b) 2NF
 - c) 3NF
 - d) BCNF
- 12) Which anomaly occurs due to data redundancy?
 - a) Insert anomaly
 - b) Delete anomaly
 - c) Update anomaly
 - d) All of the above
- 13) Which of the following is not a valid SQL data type?
 - a) NUMBER
 - b) DATE
 - c) TEXTFILE
 - d) VARCHAR
- 14) Which function returns the current system date?
 - a) today()
 - b) sysdate
 - c) getdate()
 - d) now()
- 15) What does ROUND (123.456, 2) return?
 - a) 123.4
 - b) 123.45
 - c) 123.46
 - d) 124
- 16) Which function converts lowercase to uppercase?
 - a) LOWER()
 - b) UPPER()
 - c) INITCAP()
 - d) TO CAPS()

Q.2 Answer the following. (short notes) **16**

- Discuss different Data types of RDBMS
- Object Oriented database

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

- Explain the Components of entity relationship diagram.
- Write note on the role of Data Base Administrator.

Q.4 Attempt Any One of the following (Long Answer) 16

- a) Explain in detail functions and procedures in RDBMS.

OR

- b) Discuss various SQL Command types with Syntax of various statements.**

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 expenditures are 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.

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Set P

M.B.A. (Semester - IV) (CBCS) Examination: March/April – 2026
Marketing Management
Services and Retail Marketing (20407404)

Day & Date: Friday, 24-04-2026
 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 Choose the right Answer:

16

- 1) What is a private label in retail?
 - a) An international luxury brand
 - b) A brand owned and sold exclusively by the retailer
 - c) A supplier-owned brand
 - d) A government-certified brand
- 2) _____ is typically responsible for managing a specific product category in retail.

a) Logistic Supervisor	b) Storekeeper
c) Category Manager	d) Cashier
- 3) An activity or benefit offered for sale that is essentially intangible by a business organization is _____.

a) Goods	b) Service
c) Physical product	d) All of these
- 4) _____ is the reason for the increased demand for a services in the economy.
 - a) Higher dependency on agriculture
 - b) Less urbanization
 - c) Increased dual-income households
 - d) Decreased literacy rate
- 5) In store design, fixtures refer to _____.
 - a) Building foundations
 - b) Permanent staff
 - c) Storefront windows
 - d) Shelving, racks, and display units
- 6) _____ of the following is a part of the service marketing mix (7Ps).

a) People	b) Production
c) Preference	d) All of these

- 7) Which of the following is typically an objective of store layout design?
- a) facilitating customer movement
 - b) Maximizing product exposure
 - c) Enhancing customer convenience
 - d) All of these
- 8) In service marketing _____ refers to Services vary depending on who provides them.
- a) variability
 - b) inseparability
 - c) perishable
 - d) consistent
- 9) _____ of the following is the retail format that involves the replication of a successful business model under a licensing agreement.
- a) Chain store
 - b) franchising
 - c) Departmental store
 - d) Wholesale club
- 10) _____ of the following is an element of exterior store design.
- a) Display racks
 - b) Storefront signage
 - c) Lighting fixtures
 - d) Aisle arrangement
- 11) _____ is a one of the characteristics of services that is referred as- Services are produced and consumed at the same time.
- a) Homogeneity
 - b) Separability
 - c) Tangibility
 - d) Inseparability
- 12) Consultancies often rely on _____ to generate new business.
- a) Roadshows
 - b) Client referrals and case studies
 - c) Door-to-door marketing
 - d) Social media influencers
- 13) _____ is often based on the Value perceived by the customer.
- a) Quality
 - b) Quantity
 - c) Price
 - d) Demand
- 14) Licensed retailers with standardized business practices are referred to as _____ retailers in India.
- a) Unorganised
 - b) Street vender
 - c) Sundry
 - d) Organised
- 15) 'Physical Evidence' in services refers to _____.
- a) Packaging of goods
 - b) Legal paperwork
 - c) Computer software
 - d) Physical ambiance
- 16) Tourism companies often use _____ platform most effectively for promotion.
- a) Instagram and travel vlogs
 - b) Classified newspaper ads
 - c) Legal notices
 - d) Business magazines

- Q.2 Answer the following.** **16**
- a) Roles and responsibilities of a Merchandiser.
 - b) Marketing strategies for a Travels and Tourism business.
- Q.3 Answer the following.** **16**
- a) Characteristics of Services
 - b) Types Store Layout
- Q.4 Attempt Any One of the following (Long Answer)** **16**
- a) Define Service Marketing. Explain 7 Ps of Service Marketing Mix in detail.
- OR**
- b) What is Retail Marketing? Explain various types of Retail formats in detail.
- Q.5 Analyse the Case and answer the questions given below it.** **16**

In the past, tourism has been often considered as the natural outcome of environmental and cultural resources of a specific territory. The constant increase of demand of touristic services, and the request for higher standards by the guests, has enforced the competition among hospitality suppliers and highlighted how the attractiveness of the touristic destination is influenced by the standards of the services provided by the local hotels. In this scenario, providing high quality services and improving customer satisfaction are widely recognized as fundamental factors boosting the performances of companies in the hotel and tourism industry. Hotels with good service quality will ultimately improve their profitability. In a competitive hospitality industry which offers homogeneous services, individual hoteliers must be able to satisfy customers better than their counterparts.

To obtain loyalty and to outweigh other competitors, hotel providers must be able to obtain high levels of customer satisfaction for the service supplied. There are several studies that analyze the needs and the desires of tourists. The perception of hotel attributes as the degree to which guests may find various services and facilities critical for their stay in a hotel. Hotel's attributes such as cleanliness, price, and location, and security, personal service, physical attractiveness, opportunities for relaxation, standard of services, appealing image, and reputation are recognized as decisive by travellers to assess the quality of the hotel.

Hoteliers need to fully acknowledge which service attributes are most likely to influence customers' choice intentions. Customer satisfaction practices can help them to identify the crucial elements affecting customers' purchase experience and post purchase behaviour such as subsequent purchase and favourable word of mouth (WOM) publicity. Customer satisfaction is the starting point to build customer loyalty, therefore a long-term relationship. This creates a loyalty's stock in the enterprise which improves corporate image. The consolidation of relations with guests leads to repeated patronage. On the other hand, an unsatisfied customer may represent a danger for the enterprise.

A Research, conducted by Cherubini, shows that only 4% of

unsatisfied customers complain to the business explaining the reason of their dissatisfaction and each client who doesn't officially complain generates a negative WOM which can involve also 1000 people. Hence, both exploring the importance for customers of single attributes in hotel selection and to systematically survey their level of satisfaction are indispensable. The Research on the topic of guest satisfaction, which translates into the consideration of whether or not customers will return to a hotel or advice it to other tourists, is pivotal to the success of the hospitality business. Neglecting to pay attention to those hotel attributes considered most important by guests leads to negative evaluations of the hotel, thus restricting the chance of repeat patronage

Questions:

- | | |
|--|-----------|
| a) Analyze the case | 04 |
| b) What are the challenges faced by Hotel Industry observed in the given case? Explain. | 04 |
| c) Which channels should use for Promotion? | 04 |
| d) What Services can be provided by hotels for promotion activity? | 04 |

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M.B.A. (Semester - IV) (CBCS) Examination: March/April - 2026
Financial Management
Investment Management (20407407)

Day & Date: Saturday, 25-04-2026
 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 Choose the Correct Alternatives from the options. 16

- 1) Gambling is done to experience _____ along with Speculation.
 - a) Investment return analysis
 - b) Investment Strategies
 - c) Thrill, Excitement and Entertainment
 - d) Investment Avenues
- 2) Private equity investment is usually considered as _____ investment.
 - a) safe
 - b) risky
 - c) enjoyable
 - d) low yield earning
- 3) Zero Coupon Rate is the terminology usually used in _____.
 - a) Bonds
 - b) Mutual Funds
 - c) Stocks
 - d) Shares
- 4) Day Moving Averages in chart pattern of stock price used in technical analysis are _____ in nature.
 - a) Stagnant
 - b) Downward moving
 - c) Upward moving
 - d) Dynamic and continuously changing
- 5) Investment bankers operate in _____.
 - a) Primary market
 - b) Secondary market
 - c) Tertiary market
 - d) Quaternary market
- 6) Portfolio consists of _____.
 - a) Only Stocks
 - b) Only Mutual Funds
 - c) Only Bonds
 - d) May contain a mix of stocks, mutual funds and bonds
- 7) Book value of a company is _____.
 - a) The same as market value
 - b) The same as liquidation value
 - c) Accounting value as reflected in financial Statements
 - d) The same as grey market value

- 8) At retirement age of life stage, asset allocation in equity should be _____.
 - a) Very high
 - b) High
 - c) Average
 - d) Low
- 9) Diversification reduces _____.
 - a) Interest rate risk
 - b) War risk
 - c) Unsystematic risk
 - d) Inflation risk
- 10) NSE have headquarters based in _____.
 - a) Pune
 - b) Noida
 - c) Mumbai
 - d) Delhi
- 11) ADR in Stock Markets refers to _____.
 - a) American Depository Receipts
 - b) American Derivative Receipts
 - c) American Directive Receipts
 - d) American Diversified Receipts
- 12) Fundamental analysis do consider _____.
 - a) Industry outlook
 - b) Share price outlook
 - c) Relative Strength Index
 - d) Moving Averages in stock price charts
- 13) IPO in primary market stands for _____.
 - a) Indian Primary Offer
 - b) Initial Public Offering
 - c) Initial Predicted Offering
 - d) Indian Predicted Offer
- 14) Indicators used in stock price charts for future prediction are used in _____.
 - a) Fundamental Analysis
 - b) Technical Analysis
 - c) Economic Analysis
 - d) Industry Analysis
- 15) Technology related shares in USA are part of _____ index.
 - a) Dow Jones
 - b) FTSE
 - c) NASDAQ
 - d) CAC
- 16) Standard Deviation of stocks / portfolio is used to measure _____.
 - a) Risk
 - b) Inflation
 - c) GDP
 - d) Growth Rate

Q.2 Answer the following questions.

16

- a)** Write a note on Investment Management Framework with reference to formulation of investment strategy and selection of securities / assets.
- b)** Write a detailed note on Fundamental Analysis with reference to Economic, Industry and Company Analysis.

Q.3 Answer the following questions. 16

- a) Write a note on Markowitz Portfolio Selection Model.
- b) Explain rewards of Financial Planning and investment with reference to various life stages.

Q.4 Answer / Solve any one of the following questions in detail. 16

- a) What are the Different Avenues of Investment, Describe characteristics of Investment and Investment Attributes.

OR

- b) Mr. Uday Shetty, a management post graduate by degree wants to invest in one of the following bonds having face value of Rs 1000 maturing at par.

Bond	Coupon Rate	Maturity	Market Price
Alpha Company	12% p.a.	5 years	Rs. 1080
Beta Company	15% p.a.	5 years	Rs. 920

- i) Recommend which bond should be purchased after finding Yield to Maturity (YTM)?
- ii) Will your answer change if the required rate of return is 14 %?

Q.5 Answer the following question. 16

The following is the information of stock X and stock Y under the possible states.

State	Probability	Return on X	Return On Y
Boom	0.35	20%	40%
Normal	0.50	30%	30%
Recession	0.15	40%	20%

You are required to

- i) Calculate the expected return on Stock X and Stock Y **07**
- ii) Calculate the Standard Deviation of both the Stocks **07**
- iii) If you want to invest in any one stock, which stock would you prefer? **02**

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Set **P**

M.B.A. (Semester - IV) (CBCS) Examination: March/April – 2026
Production and Materials Management
Quality Management (20407413)

Day & Date: Monday, 27-04-2026
 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) Quality attributes _____.
 - a) are used to determine how effectively the organization accomplishes its goals
 - b) can be objective or subjective in nature
 - c) are specific quality characteristics for which a product is designed, built, and tested
 - d) Both b and c
- 2) Quality assurance is defined as the managerial process that determines _____ that provide the customers with performance standards and feedback on the performance.
 - a) time, scope, cost, and resources
 - b) human resources, dollars, materials and duration,
 - c) time, location, duration, and completion
 - d) organization, design, objectives, and, resources
- 3) Taguchi suggested that loss in a process is increased with increase in which of the following _____.
 - a) Specifications
 - b) Standards
 - c) Competition
 - d) Variability
- 4) Crosby's approach to management is _____.
 - a) A problem that can never be solved
 - b) Absolutes of Quality Management
 - c) Interim Management
 - d) ISO
- 5) A histogram ordered by frequency of occurrence that shows how many results were generated by each identified cause is _____.
 - a) Statistical Histogram
 - b) Juran Histogram
 - c) Fishbone Diagram
 - d) Pareto Diagram
- 6) The pillars of quality is (are) _____.
 - a) Quality is free
 - b) Doing it right the first time
 - c) Zero defects
 - d) Both b and c

- 7) Which of the following statements best characterizes the quality management practice called benchmarking _____.
 - a) The ISO term for progress measurement
 - b) Comparing planned project practices to those of other projects
 - c) A technique used to test certain types of electronic equipment
 - d) The difference between grade and quality

- 8) The 'Father' of statistical quality control is _____.
 - a) F. W. Taylor
 - b) Joseph M. Juran
 - c) Philip Crosby
 - d) Walter Shewhart

- 9) Crosby's approach to management is _____.
 - a) A problem that can never be solved
 - b) Absolutes of Quality Management
 - c) Interim Management
 - d) ISO

- 10) Quality management deals with all of the following topics except _____.
 - a) Conformance to requirements specifications
 - b) Satisfying the needs of the customer
 - c) Making products more desirable and luxurious
 - d) A and C

- 11) The quality management tool that can be described as "a diagram that rank and displays defects in order of frequency of occurrence (from left to right)" is a _____.
 - a) control chart
 - b) vertical bar chart
 - c) histograms
 - d) Pareto chart

- 12) Quality control is the technical processes that _____ the project's progress against the performance standards.
 - a) inspect, certify, and verify
 - b) examine, analyze, and report
 - c) inspect, examine, and determine
 - d) identify, measure, and report

- 13) A quality program within a project should be based on _____ of errors to improve productivity along with quality levels.
 - a) prevention
 - b) early correction
 - c) late detection
 - d) late correction

- 14) The process of determining that technical processes and procedures are being performed in conformance with scope requirements and quality plans is called quality _____.
 - a) management
 - b) assurance
 - c) process review
 - d) control

- 15) The American model for TQM is _____.
 - a) ISO 9000
 - b) ISO 14000
 - c) The Baldrige Award criteria
 - d) Use of control chart

- 16) Process Flow Charts help explain _____.
a) Process steps and their relationship
b) Cost of quality
c) A clause in ISO 9000
d) Customer complaints

Q.2 Write short notes on. **16**
a) Quality tools
b) Control Chart

Q.3 Write short notes on. **16**
a) Consequences of poor-quality management
b) Malcolm Baldrige National Quality Award

Q.4 Answer the following. (Any one) **16**
a) Define quality circles. Explain the importance in quality management.
OR
b) Define quality. Explain various dimensions of quality. Also state Juran's contribution to quality.

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

General Electric set itself a corporate goal of becoming a six-sigma quality company which means one that produces virtually defect free product services and transaction. Cost of quality at 3 to 4 quality is typically 10 to 15% of revenue. In general, electric case, with over 80 billion in revenues that amount to 8 to 12 billion annually, mostly in scrap reworking of parts and rectifying mistakes in transaction. So, the financial rationality for embracing on this quality journey towards 6 sigma quality is obvious.

But beyond the pure financial benefit, there are even more important rewards that will come with dramatically improve quality. Among them is the unlimited growth from selling services and products universally recognized by customer as being on a completely different plane of quality from those of competitors. The journey towards 6 sigma quality was the most difficult and invigorating stretch goal that General Electric head ever under taken. The magnitude of the challenge of going from 35000 defects per million to fewer than 4 defects was huge. It would require the company to reduce defects rate 10000 folds about 84% of 5 consequent years. But General Electric wanted to make its quality so special, so valuable to its customers, so important to their success that General Electric services and products became their only real value of choice.

Questions:

- 1) What will be the key task for General Electric to reach its goal.
- 2) How will this change the competitive factors in its market and what strategic advantages will result?

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Set P

M.B.A. (Semester - IV) (CBCS) Examination: March/April – 2026
International Business Management
EXIM Management (20407419)

Day & Date: Monday, 27-04-2026
 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 Choose the right Answer. 16

- 1) _____ authority focuses on Agricultural and processed food products.
 - a) APEDA
 - b) MPEDA
 - c) MSME
 - d) RBI
- 2) _____ institution provides export credit insurance & guarantees.
 - a) APEDA
 - b) RBI
 - c) ECGC
 - d) State Bank of India
- 3) "Market diversification" in the context of trade policy means _____.
 - a) Producing only one product for export
 - b) Exporting to many countries rather than relying on just a few
 - c) Importing from multiple countries equally
 - d) Prohibiting exports to certain regions
- 4) Under export credit schemes, post-shipment credit refers to _____.
 - a) Credit given before goods are shipped
 - b) Credit for domestic sales
 - c) Credit extended after shipment and before export proceeds realization
 - d) Credit to importers
- 5) FPI stands for _____.
 - a) Foreign Production Incentive
 - b) Foreign Private Investment
 - c) Foreign Public Investment
 - d) Foreign Portfolio Investment
- 6) The trade between India and ASEAN countries is an example of _____.
 - a) Trade embargo
 - b) Bilateral trade
 - c) Unilateral import
 - d) Multilateral trade grouping
- 7) The MPEDA deals with _____.
 - a) Marine products
 - b) Mineral exports
 - c) Machinery exports
 - d) Automobile parts

- 8) _____ is an example of an Export Oriented Unit (EOU) benefit.
- a) No permission to sell in domestic market
 - b) Mandatory domestic procurement
 - c) Zero access to infrastructure support
 - d) Exemption from import duties on inputs
- 9) EPCG stand for _____.
- a) Export Processing Control Grant
 - b) Export Promotion Capital Goods
 - c) Export Product Credit Guarantee
 - d) External Policy & Capital Grant
- 10) HEPC and AEPC are export promotion councils related to _____.
- a) Handlooms and apparels
 - b) Pharmaceuticals
 - c) Automobiles
 - d) Mining
- 11) Which of these is a major export commodity of India?
- a) Iron ore
 - b) Crude petroleum
 - c) Gems & jewellery
 - d) All of the above
- 12) Under the foreign trade Action Plan, which of these is emphasized?
- a) Only increasing import duties
 - b) Special focus initiatives
 - c) Banning trade with certain countries
 - d) Disincentivizing technological upgradation
- 13) _____ is a key parameter in analyzing Indian foreign trade.
- a) Number of factories
 - b) Export-import ratio
 - c) Local election results
 - d) Literacy rate
- 14) _____ institution provides insurance and guarantees for exporters against risk.
- a) RBI
 - b) EXIM Bank
 - c) ECGC
 - d) Ministry of Commerce
- 15) _____ act replaced FERA (Foreign Exchange Regulation Act).
- a) FEMA (Foreign Exchange Management Act)
 - b) FICO
 - c) FERA II
 - d) Foreign Trade (Regulation) Act
- 16) If India's export growth is +5% while import growth is +10%, what is the likely effect on trade balance?
- a) Surplus increases
 - b) Deficit widens
 - c) Trade balance unaffected
 - d) Trade becomes balanced

Q.2 Answer the following.**16**

- a) Parameters of Indian Foreign Trade
- b) Objectives and Scope of FEMA

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

- a) Export Promotion Capital Goods Scheme
- b) Objectives and Functions of EXIM bank of India

Q.4 Answer the following. **16**

- a) Explain New Foreign trade policy and The Action Plan in detail.

OR

- b) What is ECGC? Explain its functions and policies in detail

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

For years now, there has been intense debate in India about the wisdom of relaxing the country's restrictions on foreign direct investment into its retail sector. The Indian retailing sector is highly fragmented and dominated by small enterprises. Estimates suggest that barely 6 percent of India's almost \$500 billion in retail sales take place in organized retail establishments. The rest takes place in small shops, most of which are unincorporated businesses run by individuals or households. In contrast, organized retail establishments account for more than 20 percent of sales in China, 36 percent of sales in Brazil, and 85 percent of all retail sales in the United States. In total, retail establishments in India employ some 34 million people, accounting for more than 7 percent of the workforce.

Advocates of opening up retailing in India to large foreign enterprises such as Walmart, Carrefour, Ikea, and Tesco, make a number of arguments. They believe that foreign retailers can be a positive force for improving the efficiency of India's distribution systems. Companies like Walmart and Tesco are experts in supply chain management. Applied to India, such know how could take significant costs out of the economy. Logistics costs are around 14 percent of GDP in India, much higher than the 8 percent in the United States. While this is partly due to a poor road system, it is also the case that most distribution is done by small trucking enterprises, often with a single truck, that have few economies of scale or scope. Large foreign retailers tend to establish their own trucking operations and can reap significant gains from tight control of their distribution system.

Foreign retailers will also probably make major investments in distribution infrastructure such as cold storage facilities and warehouses. Currently, there is a chronic lack of cold storage facilities in India. Estimates suggest that about 25 to 30 percent of all fruits and vegetables spoil before they reach the market due to inadequate cold storage. Similarly, there is a lack of warehousing capacity. A lot of wheat, for example, is simply stored under tarpaulins, where it is at risk of rotting. Such problems raise food costs to consumers and impose significant losses on farmers.

Farmers have emerged as significant advocates of reform. This is not surprising because they stand to benefit from working with foreign retailers. Similarly, reform-minded politicians argue that foreign retailers will help to keep food processing in check, which benefits all. Ranged against them is a powerful coalition of small shop owners and left-wing

politicians, who argue that the entry of large, well-capitalized foreign retailers will result in the significant job losses and force many small retailers out of businesses.

In 1997, it looked as if the reformers had the upper hand when they succeeded in changing the rules to allow foreign enterprises to participate in wholesale trading. Taking advantage of this reform, in 2009 Walmart started to open up wholesale stores in India under the name Best Price. The stores are operated by a joint venture with Bharti, an Indian conglomerate. These stores are only allowed to sell to other businesses, such as hotels, restaurants, and small retailers. By 2012, the venture had 20 stores in India. Customers of these stores note that unlike many local competitors, they always have products in stock, and they are not constantly changing their prices. Farmers, too, like the joint venture because it has worked closely with farmers to secure consistent supplies and has made investments in warehouses and cold storage. The joint venture also pays farmers better prices—something it can afford to do because far less produce goes to waste in its system.

For its part, in 2011 the Indian government indicated that it would soon introduce legislation to allow foreign enterprises like Walmart entry into the retail sector. On the basis on this promise, Walmart and Bharti were planning to expand downstream from wholesale into retail establishments, but their plans were put on hold in late 2011 when the Indian government announced that the legislation had been shelved for the time being. Apparently, opposition to such reform had reached such a pitch that implementing it was not worth the political risk. Opponents argued that global experience showed that FDI leads to job losses, although they cited no data to support this claim. Whether India will further relax regulations limiting inward FDI into retail remains to be seen.

Questions:

- 1) Why do you think that the Indian retail sector is so fragmented?
- 2) What are the potential benefits to India of entry by foreign retail establishments? Who are the potential losers here?
- 3) Who stands to lose as a result of foreign entry into the India retail sector?

Set

P

M.B.A. (Semester - IV) (CBCS) Examination: March/April – 2026
Banking Management
Marketing of Financial Services (20407422)

Day & Date: Monday, 27-04-2026
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:

16

- 1) The annual fee levied by a factoring company on credit sales is a type of _____.
a) Interest rate b) brokerage rate
c) Fee-based Financial Service d) Fund-based Financial Service
- 2) Functions of financial services exclude _____.
a) Mobilization of savings b) Allocation of fund
c) Specialized d) Collection of tax
- 3) _____ includes all activities involved in the transformation of saving into Investment.
a) Financial System b) Financial service
c) Economic System d) Saving System
- 4) The study of international marketing should focus primarily on _____.
a) Product b) Place
c) Promotion d) All of the above
- 5) The Company which sets up a mutual fund is called _____.
a) Fund Company b) Sponsor
c) Originator d) Obligator
- 6) A contract of insurance defining terms and conditions is _____.
a) Agreement b) Insurance Policy
c) Insurance Contract d) None of the above
- 7) The uncertainty about loss is _____.
a) Loss b) Fear
c) Risk d) Contingency
- 8) Which of the following is Assurance?
a) Marine insurance b) Life Insurance
c) General Insurance d) All of the above
- 9) Insurance is not a _____.
a) Coverage b) Assurance
c) Charity d) None of the above

- 10) Developmental activities of merchant banking _____.
 - a) Sources of funds forever
 - b) Expanding industry and trade
 - c) Leaving a widening gap unbridged between supply and demand of investible funds
 - d) All of the above
- 11) The user of an asset in a leasing arrangement is called the _____.
 - a) Lessor
 - b) Guarantor
 - c) Trustee
 - d) Lessee
- 12) The small investors' gateway to enter into big companies is _____.
 - a) Mutual Fund
 - b) Equity Share
 - c) Debentures
 - d) Preference share
- 13) Which of following best describes the term, market segmentation?
 - a) The elements which influence whether a customer buys a product
 - b) The proportion of total market sales sold by one business
 - c) Dividing the market into different groups based on needs and wants
 - d) The process of gathering and analysing data from the market place
- 14) The Securities and Exchange Board of India was constituted on _____.
 - a) 10th July 1991
 - b) 11th October 1989
 - c) 12th April 1988
 - d) None of the above
- 15) In Loan Syndication, who shares a Loan?
 - a) Homeowners
 - b) Banks
 - c) Renters
 - d) None of the Above
- 16) Customer Relation can be ensured by _____.
 - a) Offering freebies
 - b) Offering loans at low rates
 - c) Catchy slogans
 - d) Personalized services

Q.2 Attempt the following. (Short Notes) 16
 a) Credit Rating
 b) Micro and Macro Environmental Forces

Q.3 Attempt the following. (Short Notes) 16
 a) Venture Capital
 b) Forfeiting

Q.4 Attempt any one of the following. (Long Answer) 16
 a) What is Market Segmentation? Explain the purpose of Market segmentation.
 b) Functions of Merchant banking.

Q.5 Attempt the following 16
 Explain the different types of Financial Services.

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M.B.A. (Semester - IV) (CBCS) Examination: March/April – 2026
Agriculture & Co-operative Management
Agro-Processing Industries & Rural Industrialization (20407428)

Day & Date: Monday, 27-04-2026
 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 Question.

16

- 1) Co-operative society is _____ source of Credit.
 - a) institutional
 - b) non-institutional
 - c) Both a and b
 - d) None of above
- 2) _____ are also known as Rural Industries or Traditional Industries.
 - a) Agriculture Industries
 - b) Food Industry
 - c) Cottage Industries
 - d) None of the above
- 3) Rural credit is required for farming Business because _____.
 - a) Most farming families have small holdings
 - b) They produce only for self- Consumption
 - c) They Need funds for further Investment in Agriculture
 - d) All of these
- 4) The duration of Short- Term Credit is _____.
 - a) 6 to 12 months
 - b) 2 to 5 years
 - c) 5 to 20 years
 - d) 12 months to 5 years
- 5) WTO stands for _____.
 - a) World Trade Organization
 - b) World Time Organization
 - c) World technology association
 - d) World tourism organization
- 6) Amul is an Indian _____ Co-operative Society.
 - a) Dairy
 - b) Consumer
 - c) Labour
 - d) Housing
- 7) Demand of agriculture Product found to be _____.
 - a) Elastic
 - b) Zero Elastic
 - c) Inelastic
 - d) Infinite Elastic
- 8) Which of the following is part of Village and Small Industries Sector?
 - a) Handicrafts
 - b) Sericulture
 - c) Handlooms
 - d) All of the Above

- 9) Apex funding agency in India for providing rural credit is _____.
 a) State Bank of India b) Regional Rural Bank
 c) NABARD d) None of the above
- 10) Khadi and village Industry Commission was established in _____.
 a) Third Plan b) Fourth Plan
 c) Second Plan d) First Plan
- 11) Basket weaving falls in the category of _____.
 a) Small-scale industry b) Cottage industry
 c) Large-scale industry d) None of these
- 12) Law of demand shows a relation between the _____.
 a) Quantity demand and quantity supply of a commodity
 b) Income and quantity demand of a commodity
 c) Price and quantity of a commodity
 d) Income and price of a commodity
- 13) _____ help integrate formal credit systems into rural societies.
 a) Land Development Banks b) Self- Help Groups
 c) Regional Rural Banks d) Commercial Bank
- 14) When the elasticity of demand for a commodity is very low, it shows that the product _____.
 a) Has little importance in the total budget
 b) Is a Luxury
 c) Is a necessity
 d) None of the above
- 15) Agriculture Related activities come under _____.
 a) Primary Sector b) Secondary Sector
 c) Tertiary sector d) None of the above
- 16) “Blue Revolution “is related with the following _____.
 a) Oil seed Production b) Fish Production
 c) Milk Production d) Food Production

Q.2 Write short notes. 16

- a) Functions of NABARD
 b) Explain Need of Agriculture Finance

Q.3 Write Short notes. 16

- a) Cooperative Sugar Industries
 b) Khadi and village Industry

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

- a) What is Rural Indebtedness? Explain the causes of Rural indebtedness.

OR

- b) Explain the role and problems of small-scale Industries.

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

16

a) Explain the role of Reserve bank of India.

OR

b) Explain the role of agriculture in Rural Industrialization.

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Set P

M.B.A. (Semester - IV) (CBCS) Examination: March/April – 2026
Human Resource Management
Competence based HRM (20407416)

Day & Date: Tuesday, 28-04-2026
 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 Choose the correct alternatives from the options and rewrite the sentence. 16

- 1) _____ is mainly concerned with developing skills, knowledge and competencies of people.
 - a) Competency Mapping
 - b) Payment for labor services
 - c) Human Resource Development
 - d) Performance Appraisal
- 2) _____ of the following is the best way communicate expectations to employees.
 - a) Give them more work than they can get done
 - b) Provide lots of corrective feedback
 - c) Limit the amount of annual pay increases
 - d) Help them establish individual goals
- 3) _____ is not a step in competency management.
 - a) Competency assessment
 - b) Training and development
 - c) Performance appraisal
 - d) Employee termination
- 4) _____ of competency management involves identifying the gaps between desired and actual competencies.
 - a) Competency assessment
 - b) Competency mapping
 - c) Competency development
 - d) Competency evaluation
- 5) Which approach to training emphasizes learning through hands-on experience and real-life situations?
 - a) Classroom training
 - b) On-the-job training
 - c) E-learning
 - d) Simulation training
- 6) Which training method is commonly used in competency-based training & development to simulate real-life job situations?
 - a) Lectures
 - b) Case studies
 - c) Role-playing
 - d) Group discussions

- 7) _____ is a characteristic of performance appraisal in CBHRM?
- a) Subjective evaluation based on personal biases
 - b) One-time assessment conducted annually
 - c) Objective assessment based on predefined competencies
 - d) Evaluation conducted solely by HR department
- 8) In competency-based compensation, pay is determined _____.
a) By employee's job title
b) By employee's length of service
c) By employee's level of education
d) By employee's mastery of relevant skills and competencies
- 9) _____ is a characteristic of base compensation.
a) It varies based on individual performance
b) It is tied to company profits
c) It is the same for all employees in the same job role
d) It includes non-monetary rewards
- 10) The integration of IT in HR contribute to employee engagement in CBHRM _____.
a) By reducing communication channels
b) By providing self-service options for employees to access HR information
c) By increasing administrative tasks for HR professionals
d) By limiting access to performance feedback
- 11) _____ is the significance of data analytics in CBHRM.
a) It is used to reduce employee salaries
b) It helps in identifying trends and patterns in employee performance and competencies
c) It increases employee turnover rates
d) It decreases the need for employee training
- 12) _____ is an example of Information Technology used in CBHRM.
a) Social media platforms for employee communication
b) Paper-based performance appraisal forms
c) Manual tracking of employee attendance
d) Spreadsheet software for payroll processing
- 13) CBHRM contribute to talent management _____.
a) By disregarding employee potential and focusing solely on current performance
b) By identifying high-potential employees and providing targeted development opportunities
c) By limiting career advancement opportunities for employees
d) By outsourcing talent acquisition processes to external agencies

- 14) _____ is the primary objective of competency-based job analysis.
- To determine employee attendance patterns
 - To identify the essential skills and competencies required for successful job performance
 - To establish employee salary levels
 - To enforce disciplinary actions against underperforming employees
- 15) OJT stands for _____.
 a) On the job training b) On the job technique
 c) On the job technology d) Off the job training
- 16) _____ is the process of imparting or increasing knowledge or skill of an employee to do a particular job.
 a) Training b) Development
 c) Motivation d) Leadership

Q.2 Answer the following. (Short Answer) 16

- Define competency & explain competency framework.
- Explain performance appraisal & compliance with law in competence based HRM.

Q.3 Answer the following. (Short Answer) 16

- Define compensation & explain Fringe benefits.
- Define HRD & explain dynamic factors around HRD.

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

- Explain in detail HRMS & various types of HRMS.

OR

- Discuss the competency-based HR process, assessment and development centers.

Q.5 Analyze the following case study. 16

Competency management has become indispensable in modern organizations striving for excellence and agility in a competitive business environment. This case study explores ABC Inc.'s implementation of a competency management system, aiming to align employee skills with organizational goals. ABC Inc. began by developing a comprehensive competency model, encompassing diverse competencies essential for various roles within the organization. Subsequently, the company invested in a competency framework, including tools like Competency Dictionary, Competency Band Matrix, and Job Competency Profile. Despite these efforts, challenges emerged, including integration issues, inconsistent HR processes, and a lack of dedicated assessment and development centers. Through this case study, we delve into these challenges and propose strategic solutions to bridge the competency gap, optimize workforce performance, and ensure sustainable organizational growth.

Attempt following:

- a)** Analyse the case.
- b)** Identify the problem.
- c)** Find out appropriate solution.
- d)** Give the title to the case.

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M.B.A. (Semester - IV) (CBCS) Examination: March/April - 2026
System Management
Security And Control Information System (20407425)

Day & Date: Wednesday, 29-04-2026
 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 Select the right option for each of the following from the choices given: 16

- 1) 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
- 2) IETF is _____.

a) Internet Emerging Task Force
b) Internet Engineering Task Force
c) Intranet Engineering Tarmac Force
d) Internet Electronic Task Force
- 3) 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
- 4) 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
- 5) Which software is mainly used to help users detect viruses and avoid them?

a) Antivirus	b) Adware
c) Malware	d) None of the above

- 6) Actions which can be taken to protect buildings, property and assets against intruders are categorized as _____.
a) Logical security b) Internet security
c) Personal Security d) Physical security
- 7) Which of the following is not a Logon Security feature?
a) Mandatory Logon b) Lock and Cabinet system
c) Password Restrictions d) Account Expiry
- 8) Find the Odd one out of the following _____.
a) Subject b) Authentication Database
c) Object d) Password
- 9) A network of computers belonging to an organization and using the internet technologies for communication are known as, _____.
a) Internet b) WAN
c) LAN d) Intranet
- 10) Find the Odd Term out of-the following _____.
a) Thumb impression b) Voice Verification
c) Swipe Cards d) Retina identification
- 11) 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
- 12) Protocols are _____.
a) Software b) Type of Security
c) Antivirus Programs d) Communication Rules
- 13) 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
- 14) In Information Security, DOS means _____.
a) Disk Operations System b) Denial of Service
c) Disk Operating Software d) Disk Omission Software
- 15) PAP is _____.
a) Protection for Authenticated Protocols
b) Post Assess Protocol
c) Password Authentication Protocol
d) None

- 16)** The science of breaking secure communication using detailed analysis is known as _____.
 a) Cryptography b) Cryptology
 c) Cryptanalysis d) Cryptographic Algorithm

Q.2 Answer the following. (short notes) 16

- a) Explain Database security.
- b) Virus Threats and Protection

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

- a) Discuss the concept of Security of information resources along with different types of security risks.
- b) Security Policy

Q.4 Attempt Any One of the following. 16

- a) Discuss meaning of malicious software and its threat to information system.

OR

- b) Explain the concept of Security Audit and Administrative security in detail along with organizational security policies.**

Q.5	Analyze the following case, identify the problem, provide alternative solutions and justify the best solution	16
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XYZ is a 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 unauthorized access to the system. When he enquired with the 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 unauthorized removal of assets cannot occur. Moreover, he points out that the previous auditor had never expressed concerns about the system.

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M.B.A. (Semester - IV) (CBCS) Examination: March/April – 2026
Tourism and Hospitality Management
Facility and Security Management (20407410)

Day & Date: Thursday, 30-04-2026
 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.

16

- 1) Heating and humidification are done in _____.
 a) summer air conditioning b) both of the mentioned
 c) winter air conditioning d) None of the mentioned
- 2) Food Authenticity means _____.
 a) the food should match the description
 b) the food should taste good
 c) it should be cheap
 d) None of the mentioned
- 3) _____ work is taken to prevent a wear or decay of building.
 a) Preventive maintenance b) Remedial maintenance
 c) Day to day maintenance d) Special maintenance
- 4) _____ is the ratio of the total floor area of the buildings on a certain location to the size of the land of that location.
 a) Floor Space Index b) Carpet Area
 c) Plinth Area d) Circulation Area
- 5) The word 'sustainable development' came into existence in the year _____.
 a) 1992 b) 1978
 c) 1980 d) 1987
- 6) This material is known for offering security, which is why it is often used for the main entrance door.
 a) Wood b) Steel
 c) Aluminum d) Glass
- 7) A guest indicates that she was bitten by a snake. What do you do?
 a) Apply ice to the wound and take to the nearest fire station or hospital
 b) Wash the wound, keeping injured area lower than the heart; get professional medical care within 30 minutes
 c) Cut a 1" cross at the site if injury and suck the poison out, apply ice
 d) Elevate injured area, apply ice, and get professional medical care within 30 minutes

- 8) Discharge of warm water into a river is called ____ pollution.
a) Nuclear Pollution b) Chemical Pollution
c) Thermal Pollution d) Eutrophication
- 9) Air pollution leads to ____ diseases.
a) Respiratory Diseases b) Gastro intestinal Diseases
c) Cancer d) Hair loss
- 10) EIA stands for _____.
a) Ecological Impact Assessment
b) Effective Impact Assessment
c) Environment Impact Assessment
d) Effective Industry Assessment
- 11) _____ is not a part of maintenance of a hotel.
a) Plumbing work b) Electric work
c) Civil work d) Cleaning of guest room
- 12) In HVAC 'V' stands for _____.
a) Venture b) Vending
c) Ventilation d) Vacuum
- 13) 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
- 14) _____ of the following is key elements of a fire safety management system.
a) Maintenance Plan b) Staff Training Plan
c) Fire Action Plan d) All of above
- 15) In HVAC 'C' stands for _____.
a) Concentrating b) Calculating
c) Conditioning d) Cancelling
- 16) Modern concept of sustainable development focuses more on _____.
a) economic development b) social development
c) environmental protection d) all of the above

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

- a) Role and functions of the Security Department
b) Lighting system

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

- a) Types of maintenance and repair
b) maintenance and safety

Q.4 Attempt Any One of the following (Long Answer) 16

a) What are the types of pollution? Explain them briefly. What effect does it have on hotel industry?

OR

b) Explain HVAC system in details.

Q.5 Attempt the following. 16

What is meant by facility management? What is the role and responsibilities of facility manager and facility department?

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Day & Date: Saturday, 02-05-2026
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.

16

- 1) The export may be _____.
a) Direct
b) Indirect
c) Both (a) and (b)
d) None of these
- 2) Objectives of Transfer Pricing is/are _____.
a) Maximizing overall after-tax profits
b) Reducing incident of customs duty payments
c) Circumventing the quota restrictions (in value terms) on imports
d) All of these
- 3) _____ adaptation is the process of changing a product to meet the needs of customers in a market other than the one in which it is made.
a) Product
b) Marketing
c) Market
d) All of these
- 4) Factors Affecting the choice of channels of distribution by the manufacturer is/are _____.
a) Unit Value of the Product
b) Standardized or Customized Product
c) Perishability
d) All of these
- 5) _____ segmentation is one of the oldest and simplest methods of dividing the customer market on the basis of the geographical location of the customers.
a) Behavioral
b) Psychographic
c) Geographical
d) Mass
- 6) Labelling not only serves to express the contents of the product, but maybe promotional.
a) True
b) False
c) Can't say
d) None of these
- 7) _____ marketing is a strategy built around growing and retaining existing customers through incentives such as free gifts, discounts and/or exclusive access.
a) Sales
b) Loyalty marketing
c) Holistic marketing
d) Retailing

- 8) _____ changing the existing image of band/product to new desired positioning.
- a) Targeting
 - b) Re-positioning
 - c) Segmentation
 - d) None of these
- 9) GATT _____.
- a) General agreement on Tariffs & Trade
 - b) General agreement on tax & Trade
 - c) General agreement on tax & transport
 - d) None of these
- 10) A _____ is a legal protection granted for an invention that is new non obvious & useful.
- a) Tax
 - b) Patent
 - c) Trade
 - d) None of these.
- 11) MNCS help in _____ ways.
- a) Increase the investment level
 - b) Transfer technology
 - c) increase professional mgt
 - d) All of these
- 12) In case of MNCs head quarter is located in _____.
- a) Home country
 - b) Host country
 - c) Both a & b
 - d) None of these.
- 13) _____ is international market entry strategy.
- a) Licensing
 - b) Export
 - c) Contract manufacturing
 - d) All of the above
- 14) _____ are stage of product life cycle in international marketing.
- a) Introduction
 - b) Growth
 - c) Maturity & Decline
 - d) All of the above
- 15) For going internationally _____ is 1st marketing decision.
- a) Market selection decision
 - b) Entry & operating decision
 - c) Marketing decision
 - d) International Business decision
- 16) The element of international marketing mix is _____.
- a) Product
 - b) Price
 - c) Promotion
 - d) All of the above.

Q.2 Write short Note.

- a) Factors affecting Buyer Behavior
- b) International Distribution Decisions

- Q.3 Write short Note.** **16**
- a) New product development
 - b) Challenges and opportunities in International

- Q.4 Answer the following questions in detail. (Any One)** **16**
- a) Explain Marketing Environment in detail.

OR

- b) What is International promotion explain in details various promotional strategies at global level.

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

Marketing Microwave Ovens to a New Market Segment.

White Appliances is an international company that specializes in manufacturing and marketing appliances globally. The company is well known for their line of microwaves. Whereas most of their products are manufactured in the U.S and while most of the appliances are exported the European market, White Appliances also markets several high- end models in India where they face some issues in trying to penetrate the market. Moreover, the demand for microwave ovens has gradually increased in the past couple of years. As compared to TV, Washing machine Refrigerator are easily accepted by Indian consumer. But microwave ovens didn't get huge positive response from Indian consumer. Subsequently White Appliances had to come to a conclusion that in addition to the market of their high-end models, they must introduce new microwave ovens at all price levels in order to target the total amount of households in India. By evaluating the problems such as the culture differences between the west and the east or whether it is the consumer's limited knowledge towards the household appliance, we determined the different strategies and alternatives to tackle such issues.

Questions:

- a) Find the problem IN THE CASE. **06**
- b) Explain Strength & weakness of usage of Microwave **04**
- c) Explain marketing strategy to sell microwave in India. **06**

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M.B.A. (Semester - IV) (CBCS) Examination: March/April – 2026
Financial Management
International Finance (20407408)

Day & Date: Monday, 04-05-2026
 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 Select the correct alternative.

16

- 1) A rate of Rs. 80 per U.S. Dollar is an example of _____ quotation in India.
 - a) Indirect
 - b) Direct
 - c) Option
 - d) Contract
- 2) By definition, currency appreciation occurs when _____.
 - a) The value of all currencies falls relative to gold
 - b) The value of all currencies rises relative to gold
 - c) The value of one currency rises relative to another currency
 - d) The value of one currency falls relative to another currency
- 3) _____ refers to the export without further processing or transformation of goods that has been imported.
 - a) Import
 - b) Export
 - c) Entrepot trade
 - d) All of these
- 4) _____ is locally incorporated bank that is either wholly owned or owned in major part by a foreign parent.
 - a) correspondent Bank
 - b) Foreign Branches
 - c) Subsidiary Bank
 - d) Representative Office
- 5) _____ bonds are underwritten normally by the underwriters of the country where they are issued.
 - a) Foreign Bond
 - b) Euro Bond
 - c) Global Bond
 - d) Bearer Bond
- 6) % Spread = _____ - Bid Price/ Ask Price * 100
 - a) Spread
 - b) Future Rate
 - c) Spot Rate
 - d) Ask Price
- 7) _____ mainly facilitates the imports & exports of their clients by arranging trade financing.
 - a) Central Bank
 - b) IMF
 - c) International bank
 - d) World Bank

- 8) _____ are a debt instrument, that are issued by international agencies, governments & companies for borrowing foreign currency for specified period of time.
- a) ADR
 - b) GDR
 - c) International Bond
 - d) International Equities
- 9) _____ is a contract or financial instrument that gives holder the right, but not the obligation, to sell or buy a given quantity of an asset at a specified price at a specified future date.
- a) Option
 - b) Future
 - c) Swap
 - d) Forward
- 10) The Purchasing Power Parity Theory was introduced by _____.
- a) Gustav Cassel
 - b) Adam Smith
 - c) Irving Fisher
 - d) Alfred Marshall
- 11) _____ theory is used to analyze the relationship between at the spot rate and a corresponding forward (future) rate of currencies.
- a) Purchasing Power Parity
 - b) Theory of one Price Law
 - c) Interest Rate Parity Theory
 - d) Exchange Rate Theory
- 12) When country's imports more goods, services and capital than it exports, it is called _____.
- a) surplus balance of payments
 - b) deficit balance of payment
 - c) net outflow
 - d) net inflow
- 13) _____ represents the potentially adverse impact of a country's environment on the MNC's cash flows.
- a) Country Risk
 - b) Interest Rate Risk
 - c) Purchasing Power Risk
 - d) Global risk
- 14) Foreign currency forward market is _____.
- a) An over the counter unorganized market
 - b) Organized market without trading
 - c) Organized listed market
 - d) Unorganized listed market
- 15) Which of the following may be participants in the foreign exchange markets?
- a) bank and nonbank foreign exchange dealers
 - b) central banks and treasuries
 - c) speculators and arbitragers
 - d) All of the above
- 16) ADR Stands for _____
- a) All Domestic Returns
 - b) American Depository Receipt
 - c) American Depository Received
 - d) None of the Above

Q.2 Attempt the following questions.**16**

- Types of transactions in foreign exchange market
- The following quotes are given for spot, 1 month, 3 months and 6 months for \$ and GBP and \$ and SFr. Covert these into outright rates, with corresponding spread.

	Spot	1 Month	3 Month	6 Month
\$ and GBP	2.0015/30	19/17	26/22	42/35
\$ and SFr.	0.6965/70	7/9	11/16	24/38

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

- Purchasing Power Parity Theory
- Types of International Bonds

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

- Define Balance of Payment. Explain in detail components and importance of Balance of Payment

OR

- Following are the foreign exchange Rate in different market:

Delhi: Rs. 68.25 Per Dollar

London: Rs. 82.15 Per GBP

New York: \$ 1.7210 Per GBP

Given with \$ 5 Million Calculate arbitrage gain.

Q.5 Case Study**16**

Cost of plant	\$ 45,00,000
Working Capital	\$ 40,00,000
Total Cash Outflow (in \$)	\$85,00,000
Total Cash Outflow (in Rs.)	Rs. 29,75,00,000
Scarp Value in Dollar	\$25,00,000
Scarp Value in Rupees	Rs. 9,25,00,000
Working Capital in Rupees	Rs. 14,80,00,000

CFAT in Year

Year	CFAT in \$	CFAT in Rs.
1	21,82,000	7,63,70,000
2	21,31,000	7,45,85,000
3	20,74,000	7,25,90,000
4	20,14,000	7,04,90,000
5	19,51,000	7,21,87,000
6	18,60,000	6,88,20,000
7	17,75,000	6,56,75,000
8	16,83,000	6,22,71,000

Calculate NPV and PI @ 10% discounting factor in terms of Dollar and Rupees and suggest about acceptance of project.

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M.B.A. (Semester - IV) (CBCS) Examination: March/April - 2026
Production and Materials Management
World Class Manufacturing (20407414)

Day & Date: Tuesday, 05-05-2026
 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.

16

- 1) Which of these are not IT requirements to implement WCM?
 - a) Network and communications
 - b) Computers, Phones and Visual Display Boards
 - c) Secure systems
 - d) Embedded systems.
- 2) What is called for the pollution that can be traced directly to industrial activity?
 - a) Soil pollution
 - b) Water pollution
 - c) Air pollution
 - d) Industrial pollution
- 3) Human capital management is occasionally used synonymously among _____.
 - a) Marketing
 - b) Finance
 - c) Information Technology
 - d) Human Resources
- 4) Continuous learning is possible by looking at organizations design's _____.
 - a) 4 elements
 - b) 5 elements
 - c) 6 elements
 - d) 7 elements
- 5) _____ is the systematic, periodic, and impartial rating of an employee excellence in matters pertaining to his present job and his potential for a better job.
 - a) Performance appraisal
 - b) Compensation and motivation
 - c) Training and Development
 - d) Performance indicator
- 6) AMHS stands for _____.
 - a) Aeronautical Message Handling Services
 - b) Alaska Marine Highway System
 - c) Automated material handling systems.
 - d) Automated Message Handling System

- 7) Which of the following is not a strategic decision in manufacturing management?
- a) Location Strategy
 - b) Supply chain Management
 - c) Marketing Management
 - d) Inventory Management
- 8) Which Indian industries have been hit by globalization?
- a) Cement
 - b) Jute
 - c) Toy making
 - d) Information technology (IT)
- 9) Globalization is beneficial for firms because ____.
- a) It protects them against foreign competition
 - b) It cushions them from the effects of events in other countries
 - c) It opens up new market opportunities.
 - d) It increases the risk and uncertainty of opening in a globalization world economy
- 10) EMS stands for ____.
- a) Engine Management System
 - b) Employees Management System
 - c) Equipment Management System
 - d) Environmental Management System
- 11) Why sustainable manufacturing is required?
- a) Proper Maintenance
 - b) Reuse
 - c) Conserving resources
 - d) All of the above
- 12) What is the Goal of World-Class Manufacturing as per Schonberger?
- a) Global marketing and distribution of production
 - b) Continual and rapid improvement.
 - c) Global sourcing of inputs
 - d) Waste elimination
- 13) On which factors does the down-time of an equipment at the maintainability phase, depend?
- a) Design
 - b) Installation
 - c) Both a and b.
 - d) None of the above
- 14) Flexibility in manufacturing means the ability to deal with ____.
- a) variation in parts assembly and variations in process sequence
 - b) change the design of certain product
 - c) change the production volume
 - d) all of the above
- 15) Which type of maintenance is associated or concerned with an elimination of failures during the operational level of an equipment?
- a) Preventive
 - b) Predictive
 - c) Breakdown
 - d) Capital

16) Which stage of life-cycle associated with an electronic instrument plays a vital role in establishing a target figure for reliability in terms of specifications?

- a) Design
- b) Production
- c) Storage & Transport
- d) Operation

Q.2 Answer the following. (short notes) 16

- a) Write short Note on - Benchmarking
- b) Explain flexible manufacturing system

Q.3 Answer the following. 16

- a) Explain Automation in Material Handling system.
- b) write Short Note on - Control of Environmental Pollution.

Q.4 Attempt Any One of the following (Long Answer) 16

- a) What are the factors causing Pollution & its Effect's on health? How to Control Pollution.

OR

- b) What are characteristics of world class manufacturing Companies? Discuss Experiences of Indian world class manufacturers

Q.5 Discuss the role of Motivation and Reward in the age of continuous improvement with respect to HRM In world class manufacturing in your own words as per your experiences. 16

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M.B.A. (Semester - IV) (CBCS) Examination: March/April - 2026
International Business Management
International Logistics (20407420)

Day & Date: Tuesday, 05-05-2026
 Time: 11:00 PM 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) _____ 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
- 2) _____ is an example of a value-added service in international logistics.

a) Customs clearance	b) Packaging
c) Warehousing	d) All of the above
- 3) 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
- 4) _____ is commonly used for long-distance transportation of goods between countries.

a) Airplanes	b) Trains
c) Trucks	d) Ships
- 5) _____ is the most common method for shipping small items internationally.

a) Air freight	b) Sea freight
c) Road transport	d) Train transport
- 6) What is a common benefit of sea freight?

a) Fast delivery times	b) Low cost for large shipments
c) Easy customs clearance	d) High security
- 7) _____ is a document used to confirm the origin of goods in international trade.

a) Commercial Invoice	b) Bill of Lading
c) Certificate of Origin	d) Packing List

- 8) Which of the following shipping methods is best suited for heavy and bulky goods?
- a) Sea freight
 - b) Air freight
 - c) Rail transport
 - d) Road transport
- 9) What is "customs duty"?
- a) The cost of transporting goods internationally
 - b) A tax or fee imposed by the government on imported goods
 - c) A type of insurance for goods during transit
 - d) The cost of packaging and handling
- 10) _____ document is used to describe the terms of sale in international trade.
- a) Bill of Lading
 - b) Commercial Invoice
 - c) Packing List
 - d) Letter of Credit
- 11) _____ is the organization that facilitates international trade by reducing trade barriers.
- a) World Bank
 - b) WTO (World Trade Organization)
 - c) IMF
 - d) UNCTAD (United Nations Conference on Trade and Development)
- 12) _____ of the following is a key component of a logistics network.
- a) Marketing strategy
 - b) Transportation and warehousing
 - c) Customer feedback surveys
 - d) Employee training programs
- 13) _____ 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
- 14) 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
- 15) 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
- 16) _____ 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)

- Q.2 Answer the following. (short notes) 16**
a) Functions of Inland Container Depot (ICD)
b) Role of Clearing Agent
- Q.3 Answer the following. 16**
a) Transport Cost Characteristics
b) Kinds of Charter
- Q.4 Attempt Any One of the following (Long Answer) 16**
a) Define International Marketing. Explain the process of international trading in detail.
OR
b) Explain various Objectives and functions of warehousing. Write warehouse location strategies in detail.
- Q.5 Attempt the following (Long Answer) 16**
Define Packaging. Explain kinds and functions Packaging in detail.

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Set P

M.B.A. (Semester - IV) (CBCS) Examination: March/April 2026
Banking Management
Retail and Universal Banking (20407423)

Day & Date: Tuesday, 05-05-2026
 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 Select the correct alternative. 16

- 1) The main purpose of institutional tie-up in retail banking is to _____.
 a) Increase agricultural financing
 b) Offer loans to employees of partner institutions
 c) Expand foreign operations
 d) Improve ATM networks
- 2) POS terminals are used for _____.
 a) Digital card payments b) Mobile Banking
 c) cash deposit d) Draft issuance
- 3) CRM stands for _____.
 a) Customer Resource Management
 b) Credit Review Mechanism
 c) Customer Relationship Management
 d) Core Retail Management
- 4) UPI is associated with _____.
 a) Mobile banking b) Cheque clearing
 c) Treasury management d) Loan disbursement
- 5) Demat services offered by banks are mainly used for _____.
 a) Life insurance sales
 b) Electronic storage of securities
 c) Cash withdrawals
 d) Property valuation
- 6) Which of the following is not a feature online banking?
 a) Fund transfer b) Online bill payment
 c) Passbook printing at branch d) Viewing account statements
- 7) Growth of e-banking is mainly due to _____.
 a) Increased branch construction
 b) Digital technology and smartphones
 c) More cheque transactions
 d) Reduced number of ATMs

- 8) Universal Banking refers to _____.
a) Banks offering only deposit and loan services
b) Banks providing a wide range of financial services under one roof
c) Banks dealing only in foreign exchange
d) Banks focusing only on rural financing
- 9) Which committee in India strongly recommended universal banking?
a) Raghavan Committee b) Khan Committee
c) Malhotra Committee d) Sachar Committee
- 10) Reverse mortgage is mainly associated with _____.
a) MSME lending b) Agricultural loans
c) Senior citizen finance d) Employee loans
- 11) Consumer finance refers to _____.
a) Credit facilities offered to industries
b) Credit offered to government organizations
c) Loans offered to individuals for personal use
d) Long-term project loans
- 12) Which act empowers banks to recover secured loans without court intervention?
a) FEMA b) SARFAESI Act 2002
c) RTI Act d) Banking Regulation Act
- 13) Which recovery method is commonly used for unsecured retail loans?
a) SARFAESI b) Lok Adalat
c) Seizure of property d) Asset reconstruction
- 14) DRTs handle loan recovery cases above _____.
a) ₹50,000 b) ₹5 lakh
c) ₹10 lakh d) ₹20 lakh
- 15) DRT stand for _____.
a) Debt Recovery Tribunals
b) Departmental Recovery Tribunals
c) District Recovery Tribunals
d) Debt Recovery Test
- 16) Any party aggrieved by the order of a DRT can appeal to the _____.
a) Debts Recovery Appellate Tribunal (DRAT)
b) District court
c) civil court
d) Lok Adalat

- Q.2 Write short answer. 16**
- a) What is Customer Relationship Management (CRM)?
 - b) Explain in detail reverse mortgage
- Q.3 Answer the following. 16**
- a) Retail asset products
 - b) Approval process for retail loans
- Q.4 Answer the following question. (Any One) 16**
- a) What is e-banking? Discuss the growth, drivers, benefits, and challenges of e-banking in India.
- OR**
- b) Define universal banking and explain its key features, advantages, and role in the financial sector.
- Q.5 Answer the following question. 16**
- Discuss the stages involved in the recovery of retail loans. Explain soft, hard, and legal recovery methods.

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Set P

M.B.A. (Semester - IV) (CBCS) Examination: March/April - 2026
Agriculture & Co-operative Management
International Trade and Agriculture (20407429)

Day & Date: Tuesday, 05-05-2026
 Time: 11:00 PM 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) SWOT stands for?
 - a) Strengths, Wellbeing, Opportunities, Threat
 - b) Sudden, Weakness, Outstanding, Threat
 - c) Social way of overcoming Threats
 - d) Strengths, Weakness, Opportunities, Threats
- 2) Which of the following is international Trade?
 - a) Trade between provinces
 - b) Trade between regions
 - c) Trade between Countries
 - d) both (b) and (c)
- 3) Exporter has to register with one of the following authorities.
 - a) RBI
 - b) Exim Bank
 - c) DGFT
 - d) ECGS
- 4) If the Balance of Payment of a country is adverse, then which institution Will help that country?
 - a) World bank
 - b) World trade organization
 - c) International Monetary Fund
 - d) Asian Development Bank
- 5) Eliminating government set restrictions or barriers is known as?
 - a) Free Trade
 - b) Favorable trade
 - c) Investment
 - d) Liberalization
- 6) The World Bank was established?
 - a) To promote the international Trade
 - b) To improve the adverse Balance of payment situation of the nonmember Countries.
 - c) To construct the economics damaged during the second world war
 - d) All of these
- 7) AGMARK is related to _____.
 - a) Quality
 - b) packaging
 - c) Processing
 - d) Production

- 8) When did the World Trade Organization come into effect?
 a) March 6, 1996 b) April 8, 1994
 c) February 5, 1994 d) January 1, 1995
- 9) 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
- 10) Trade between two countries can be useful if cost ratios of goods are _____.
 a) Undetermined b) Decreasing
 c) Equal d) Different
- 11) International trade contributes and increases the world _____.
 a) Population b) Inflation
 c) Economy d) Trade barriers
- 12) _____ refers to the tax imposed on imports.
 a) Imported tax b) Tariffs
 c) Subsidies d) Import quotes
- 13) Which of the following is not true of a letter of credit?
 a) It is a document
 b) Issued by a bank
 c) At the request of the exporter
 d) The bank agrees to honor a draft drawn on the importer.
- 14) According to the theory of comparative advantage, a country will export a good only if.
 a) It can produce it using less labour than other countries
 b) Its productivity is higher in producing the good than the productivity of countries in producing it.
 c) Its wage rate in producing the good is lower than in other countries.
 d) all of the above
- 15) Which among the following are called "Breton Wood Twins"?
 a) IBRD & IMF b) IDA & IFC
 c) IDA & MIGA d) IMF & IDA
- 16) The method of payment where the exporter relies on the undertaking of a bank to pay is.
 a) Bank Grantee b) Letter of credit
 c) Letter of comfort d) none of the above

Q.2 Answer the following. (short notes)

16

- a) Explain Objectives of IBRD.
 b) SWOT of Commercial Crops

- Q.3 Answer the following. 16**
- a) IFC
 - b) Explain the effect of Tariff Monopoly and Price discrimination.
- Q.4 Attempt Any One of the following (Long Answer) 16**
- a) Explain the Theory of Comparative Advantage.
- OR**
- b) Explain WTO Organization and its Function.
- Q.5 Attempt the following (Long Answer) 16**
- Explain the Import and Export Procedure.

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Set	P
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M.B.A. (Semester - IV) (CBCS) Examination: March/April - 2026
Human Resource Management
International Human Resource Management (20407417)

Day & Date: Wednesday, 06-05-2026
 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.

16

- 1) Cultural Sensitivity refers to _____.
 - a) Understanding your own culture deeply
 - b) Learning a new language
 - c) Being aware of and respecting cultural differences
 - d) Rejecting foreign cultural practices
- 2) Which international staffing approach promotes hiring from the host country?
 - a) Ethnocentric
 - b) Polycentric
 - c) Geocentric
 - d) Regio centric
- 3) Selection techniques in IHRM often include all except _____.
 - a) Cross-cultural training
 - b) Language proficiency testing
 - c) Background verification
 - d) Medical fitness tests
- 4) A global mindset is important for international managers because _____.
 - a) It limits their decision-making
 - b) It helps them avoid local employees
 - c) It enables them to think and act across cultures
 - d) It helps in choosing domestic policies
- 5) International team training is essential for _____.
 - a) Promoting individualistic behavior
 - b) Reducing team communication
 - c) Enhancing cross-cultural collaboration
 - d) Avoiding team building activities
- 6) Which of the following is a major complexity in international compensation?
 - a) Availability of housing
 - b) Currency exchange and tax regulations
 - c) Number of job applicants
 - d) Product diversity

- 7) Which factor is *least likely* to influence international compensation?
- a) Cost of living
 - b) Local tax laws
 - c) Employee height
 - d) Exchange rates
- 8) Why is pre-departure training important for expatriates?
- a) To increase salary expectations
 - b) To avoid company policies
 - c) To help them adapt to the host culture
 - d) To reduce their responsibilities
- 9) One major challenge in international performance appraisal is ____.
- a) Too much training
 - b) Cultural differences in feedback style
 - c) Lack of paper-based systems
 - d) Time zone management
- 10) Performance appraisal systems should ____.
- a) Be rigid and standardized globally
 - b) Ignore local culture
 - c) Adapt to the host-country work norms
 - d) Focus only on profits
- 11) Trade unions in multinational companies are primarily concerned with ____.
- a) Marketing strategies
 - b) Expatriate lifestyles
 - c) Worker rights and fair compensation
 - d) Currency fluctuations
- 12) Quality Circles are formed to ____.
- a) Monitor salaries
 - b) Improve work processes and solve problems
 - c) Provide recreational activities
 - d) Train external auditors
- 13) Participative Management in IHRM refers to ____.
- a) Making only managers take decisions
 - b) Excluding employees from discussions
 - c) Involving employees in decision-making
 - d) Delegating only administrative tasks
- 14) Which is an effective strategy to improve global performance appraisals?
- a) Use only home-country evaluators
 - b) Avoid feedback altogether
 - c) Use multi-source (360-degree) feedback
 - d) Reward only technical skills

- 15) Which of the following is *not* a characteristic of International Human Resource Management (IHRM)?
- Deals only with local labor laws
 - Manages expatriate assignments
 - Involves global talent management
 - Deals with cross-cultural issues
- 16) Which of the following is a *macro-level* recruitment activity?
- Interviewing candidates
 - Creating global staffing strategies
 - Conducting reference checks
 - Designing job descriptions

Q.2 Write Short Notes on. 16

- Hofstede's Model of four cultural dimensions.
- Differentiate between Recruitment at Macro Level & Recruitment at Micro Level.

Q.3 Write Short Notes on. 16

- Write short note on International Training and Development.
- Describe Approaches to International Compensation Management.

Q.4 Answer the following. 16

- Explain Systems of Performance Appraisals.
- OR**
- Explain in detail Concerns of Trade union in Multinational Companies.

Q.5 Attempt the following case. 16

Managing Talent Across Borders - The GlobalTech Expansion Background

GlobalTech, a US-based software development company with 5,000 employees, has seen significant growth in North America and Europe. To expand its global footprint, the company has recently opened a new office in Bangalore, India. This move is part of its strategy to tap into the large pool of tech talent and reduce development costs.

The company sends two senior managers from the US to set up the Indian operations and hires 150 local Indian employees over three months. The HR team back in the US is responsible for developing policies and managing the integration of the new workforce.

The Situation

Within six months of operations in India, several issues begin to emerge:

- **Cultural Misunderstandings:** U.S. managers expect direct communication, while many Indian employees are more indirect and deferential to authority, leading to miscommunication.

- **Retention Problems:** 20% of new hires leave within the first six months, citing lack of career growth and a disconnect with the company culture.
- **Pay Equity Concerns:** Indian employees discover large differences in compensation compared to their U.S. counterparts in similar roles, sparking dissatisfaction.
- **Training Gaps:** U.S.-designed training materials are not fully relevant or accessible for the Indian team.

The Challenge

GlobalTech's HR leadership now must address these growing issues while ensuring that the company's global values are respected and maintained. They need to:

- Balance global standardization with local adaptation.
- Retain key local talent in India.
- Foster a cohesive cross-cultural team.

Questions:

- a) What are the key international HR challenges GlobalTech is facing?
- b) How should the company adapt its HR policies to better suit the Indian context?
- c) What role does cross-cultural training play in international assignments? How can it be improved here?
- d) How can Global Tech design a fair compensation strategy across borders?
- e) Should the company consider hiring local managers for leadership roles instead of relying on expatriates? Why or why not?

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Set P

M.B.A. (Semester - IV) (CBCS) Examination: March/April - 2026
Tourism and Hospitality Management
Hospitality and tourism Marketing (20407411)

Day & Date: Thursday, 07-05-2026
 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: 16

- 1) _____ tourism products include visit to natural resources and natural environment.

a) Adventure	b) Symbiotic
c) Manmade	d) Natural
- 2) _____ characteristics of Tourism creates the challenge of fluctuations in demand for tourism products.

a) Storability	b) Separability
c) Tangibility	d) Seasonality
- 3) _____ pricing in tourism occurs, when a company sells product or service at two or more prices.

a) Promotional	b) Discriminatory
c) Mark -up	d) Follow the leader
- 4) Visit to witness rich flora, fauna and natural attractions of a particular place is considered as _____ tourism product.

a) Dark	b) MICE
c) Religious	d) Eco
- 5) _____ of tourism Products is one of the important features of Tourism industry.

a) Independence	b) Interdependence
c) Irrelevance	d) Conflicts
- 6) Customers' relative perception is one of the _____ factors influencing pricing of tourism products.

a) Internal	b) External
c) Unrelated	d) Unimportant
- 7) The most basic level of tourism product is called _____ product.

a) Augmented	b) Expected
c) Core	d) Potential

- 8) Visit to a particular place where an event is the main attraction, it is called ____ based tourism product.
 - a) Natural
 - b) Event
 - c) Historic
 - d) Religious
- 9) When a tourism company directs its marketing efforts at channel participants to encourage them to increase sale of tourism product, it is called _____.
 - a) Pull Strategy
 - b) Push Strategy
 - c) Throw Strategy
 - d) Catch Strategy
- 10) Prospecting is one of the ____ skills required in tourism.
 - a) Sales technique
 - b) Buying technique
 - c) Analyzing technique
 - d) Conceptual
- 11) _____ is one of the features of the tourism product.
 - a) Tangibility
 - b) Separability
 - c) Storability
 - d) Intangibility
- 12) _____ pricing in tourism occurs, when a company sells tourism product at different prices in different locations.
 - a) Promotional
 - b) Mark -up
 - c) Differential
 - d) Follow the leader
- 13) Organizational considerations are one of the _____ factors influencing pricing of tourism products.
 - a) Internal
 - b) External
 - c) Unrelated
 - d) Unimportant
- 14) _____ pricing takes into consideration the changes in price to accommodate different tourist requirements.
 - a) Promotional
 - b) Discriminatory
 - c) Mark -up
 - d) Follow the leader
- 15) The step in AIDA model is: Attention Interest, Desire, _____.
 - a) Awareness
 - b) Attraction
 - c) Advertising
 - d) Action
- 16) _____ is push marketing strategy used in tourism.
 - a) Social media
 - b) Trade show promotion
 - c) Advertisement
 - d) Sales promotions

Q.2 Write Short Notes on:

16

- a) Destination life cycle
- b) Factors affecting Customer Service

Q.3 Write Short Notes on:

16

- Word-of-Mouth Information as promotion mix
- Need of branding of a product for a tourism company

Q.4 Answer the following:

16

a) Define pricing. Explain major pricing strategies.

OR

b) What is the role of advertising in tourism industry?

Q.5 Explain the concept and definition of marketing. What is its significance in tourism industry?

16

Set **P**

M.B.A. (Semester - IV) (CBCS) Examination: March/April - 2026
System Management
Programming Concepts and Practices (20407426)

Day & Date: Thursday, 07-05-2026
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 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
- 8) _____ is a feature of reusing the set of properties and methods of one class in another class.
 - a) Abstraction
 - b) Inheritance
 - c) Encapsulation
 - d) Polymorphism

- 9) A function that calls itself is known as a ____ function.
 - a) Static
 - b) Recursive
 - c) Null
 - d) None of the Above
- 10) A variable declared inside the function is called _____.
 - a) private variable
 - b) function variable
 - c) local variable
 - d) complex variable
- 11) _____ is a feature of reusing the set of properties and methods of one class in another class.
 - a) Abstraction
 - b) Encapsulation
 - c) Inheritance
 - d) Polymorphism
- 12) A function may or may not take _____ from the calling function.
 - a) variables
 - b) parameters
 - c) instructions
 - d) inputs
- 13) '>=', '<=' or '==' are examples of _____ operators.
 - a) Arithmetic
 - b) Comparative
 - c) logical
 - d) unary
- 14) The _____ statement is used to discontinue the loop before iteration condition becomes false.
 - a) for
 - b) skip
 - c) stop
 - d) break
- 15) Method(s) of implementing polymorphism in OOP is (are) _____.
 - a) overloading
 - b) overriding
 - c) None of the above
 - d) Both of the above
- 16) An object is _____ of a class.
 - a) a property
 - b) a method
 - c) a variable
 - d) an instance

Q.2 Answer the following. **16**

- a) Increment-Decrement operators in programming
- b) Various Elements of a Flowchart

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

- Difference between Structured & Object-Oriented Programming
- Explain the concept of Arrays with examples.

Q.4 Attempt Any One of the following. 16

- a) Explain in detail concept of Branching & Looping Constructs.**

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 Discuss in detail types of operators and function of different operators. Also discuss their precedence. **16**