

MMS/J-21: 27427

## MBA-201: Optimization Models for Business Decisions

Time: 3 hrs]

[Max. Marks: 70

**Note: Attempt Six questions in all. Question no. 1 is compulsory and each part of this carries 4 marks. Remaining questions are of 10 marks each.**

- Q. 1 (a) In relation to Linear Programming, explain the assumptions of Certainty and Continuous variable.  
 (b) Describe the meaning of EMV, EOL and EVPI.  
 (c) Briefly explain the role of sensitivity analysis in linear programming.  
 (d) Describe the Hungarian method of solving the assignment problem.  
 (e) What is the difference between transportation and trans-shipment problems?
- Q. 2 Give the role and significance of Management Science in business and industry for scientific decisions.
- Q. 3 A company produces three products A, B and C. These products require three ores  $O_1$ ,  $O_2$  and  $O_3$ . The maximum quantities of the ores  $O_1$ ,  $O_2$ , and  $O_3$  available are 22 tonnes, 14 tonnes and 14 tonnes, respectively. For one tonne of each of these products, the ore requirements are:

Product	$O_1$	$O_2$	$O_3$	Profit per tonne (in Rs. '000)
A	3	1	3	1
B	--	2	2	4
C	3	3	0	5

How many tones of each product A, B and C should company produce to maximize the profit?  
 Do it with simplex method.

- Q. 4 A company management and labour union are negotiating a new 3 years settlement. Each of these has 4 strategies:

- I. Hard and aggressive bargaining
- II. Reasoning and logical approach
- III. Legalistic strategy
- IV. Conciliatory approach

		Company Strategies			
		I	II	III	IV
Union Strategies	I	20	15	12	35
	II	25	14	8	10
	III	40	2	10	5
	IV	-5	4	11	0

What strategy will the two sides adopt? Also determine the value of game.

- Q. 5 Discuss briefly various inventory models.
- Q. 6 What is goal programming? State some programme areas in management where you think goal programming might be applicable. Be as specific as possible.
- Q. 7 Compare and contrast CPM and PERT. Under what circumstances would you use PERT as opposed to CPM in project management?
- Q. 8 "When it becomes difficult to use an optimization, technique for solving a problem one has to resort is simulation technique." Discuss.
- Q. 9 "Basic problem in queuing theory is to strike an economic balance between the service cost and waiting cost." Elucidate this statement by taking an example.

Roll No. ....

Total Pages : 02

**MMS/J-21**

**27728**

**ENTREPRENEURSHIP**

**MBA-401**

Time : Three Hours]

[Maximum Marks : 70

**Note :** There are nine questions in all. Attempt *six* questions in all including Question No. 1 comprising of *five* short answer type questions of 4 marks each and remaining eight questions will be of 10 marks each.

**Compulsory Question**

1. Discuss the following :
  - (a) Entrepreneurial ecosystem
  - (b) Differentiate between corporate and intrapreneurial organizational culture
  - (c) Relationship between business and scalability
  - (d) Crowd funding
  - (e) Creative destruction.
2. Define Entrepreneurship. Discuss the various players involved in the entrepreneurial ecosystem along with their respective roles.
3. Differentiate between market segmentation and market positioning and the relevance of these two concepts to an entrepreneur.

(2)L-27728

4. Differentiate the following :
  - (a) Industry analysis and competitor analysis
  - (b) Idea and opportunity.
5. Define and differentiate between the three basic legal forms of business entities. Also define the concept of holding company.
6. Write a comprehensive note on digital economy as a boon to entrepreneurs. Also discuss briefly various successful e-business models.
7. A good business plan should clearly highlight the exit strategy. What is the significance of the exit strategy for investors ? Explain by giving concrete examples.
8. Differentiate the following :
  - (a) Technical feasibility and operational feasibility
  - (b) Entrepreneur and intrapreneur.
9. “The fundamental question that needs to be answered is whether an idea has a business model in place.” What is the implication of this statement for identification of opportunities ?

Roll No. ....

Total Pages : 02

**MMS/J-21**

**27729**

**CORPORATE SOCIAL RESPONSIBILITY  
AND SUSTAINABILITY  
MBA-402**

Time : Three Hours]

[Maximum Marks : 70

**Note :** Attempt *Six* questions in all. Q. No. 1 is compulsory.

1. Answer the following in brief :
  - (i) Is there any need for CSR ?
  - (ii) Explain the concept of corporate sustainability with example.
  - (iii) Why corporate governance rating is important ?
  - (iv) How do sustainability indexes work ?
  - (v) What are the principles of responsible investment ?

**5×4=20**
2. Define CSR. Discuss various phases of evolution of CSR in India. **10**
3. What is the difference between corporate citizenship and CSR ? What is the good corporate citizenship ? **10**
4. Discuss the structure of corporate governance. Is there a set process for good corporate governance ? **10**

(2)L-27729

5. "Corporate governance in India is gaining acceptance at large scale." Explain the statement along with the issues for consideration in this regards. **10**
6. What does Global Reporting Initiatives mean in sustainability ? Discuss Global Reporting Initiatives guidelines. **10**
7. What are the social, environmental and economic responsibilities of business ? **10**
8. Define Triple bottom line. Discuss the ways businesses can achieve the triple bottom line through sustainability. **10**
9. "Sustainability reporting is full of challenges." Elucidate. What measures would you like to suggest to face these challenges ? **10**

Roll No. ....

Total Pages : 02

**MMS/J-21**

**27732**

**BEHAVIOURAL FINANCE**

**FM-403**

Time : Three Hours]

[Maximum Marks : 70

**Note :** Attempt *six* questions in all. Q. No. **1** is compulsory and each part of this carries 4 marks. Remaining questions are of 10 marks each.

1. (a) Explain classical probability theory.  
(b) What is the impact of over-reaction and under-reaction on financial decisions ?  
(c) Explain implications of mental accounting on investor behaviour.  
(d) What is value investing ?  
(e) Explain, how limited arbitrage leads to market inefficiency ?
2. “Traditional Finance is somehow related with rationality whereas Behavioural Finance is more inclined towards irrationality in decision making.” From this perspective, how is behavioural finance different from conventional finance ?

3. What do you mean by Expected Utility Theory and what are Von Neumann-Morgenstern Axioms that define a rational decision maker ?
4. What are various psychology aspects of an investor which have a significant influence on his investment decision making ?
5. How behavioural finance explain bubbles ? Explain in detail various causes of bubbles.
6. Illustrate the prospect theory which says that investor value gains and losses differently, placing more weight on perceived gains versus perceived losses.
7. What do you understand by anomaly ? What are different market anomalies as per behavioural finance ?
8. What is behavioural corporate finance ? In what sense does behavioural finance applies to corporation ?
9. Write a note on key contemporary issues in Behavioural finance in the present situation.

**MMS/M-21: 27733**  
**FM-404: Portfolio Management**

Time: 3 hrs]

[Max. Marks: 70

**Note:** Attempt six questions in all. Q.No. 1 is compulsory and each part of this carries 4 marks. Remaining questions are of 10 marks each.

- Q. 1 (a) Why is it more difficult to determine the value of an equity share as opposed to finding the value of a bond?  
(b) What is the difference between over diversification and under diversification?  
(c) Discuss most important bond portfolio performance evaluation technique.  
(d) What is the difference between fixed income and variable income securities?  
(e) Explain client data collection and analysis.
- Q. 2 What do you understand by portfolio management? Explain how the expected return and risk of risky securities are usually calculated?
- Q. 3 Many investors have known for years that they should not “put all the eggs in single basket.” How does Markowitz analysis shed light on this old principle?
- Q. 4 How is beta derived from a security’s model? Why are high beta securities termed aggressive?
- Q. 5 How does the Arbitrage Pricing Theory (APT) differ from the CAPM? Which theory, in your view, holds better position to explain the expected returns on stocks? Discuss in detail.
- Q. 6 Write down a detailed note on valuation process adopted for valuation of alternative investments.
- Q. 7 What is the essential difference between the Sharpe and Treynor models of performance measurement? Which model do you think is preferable?
- Q. 8 Discuss briefly:  
(a) SEBI guidelines on portfolio management.  
(b) What are the desired characteristics of asset management companies?
- Q. 9 What do you mean by wealth management? How are assets allocation decision taken considering risk profiling.

Roll No. ....

Total Pages : 02

**MMS/J-21**

**27734**

**INSURANCE AND RISK MANAGEMENT  
FM-405**

Time : Three Hours]

[Maximum Marks : 70

**Note :** Attempt *Six* questions in all. Question No. 1 which is compulsory.

1. State and describe the following : **5×4=20**
  - (a) Insurable interest
  - (b) Principle of subrogation
  - (c) Claims settlement in general insurance
  - (d) Insurance ombudsman
  - (e) Risk pooling and diversification.
2. State and explain the salient features of IRDA Act, 1999. Describe guidelines enshrined therein for the life and non-life insurance businesses. **4+6=10**
3. Compare and contrasts the distinctive features of life insurance products of public and private sector insurance companies in India. **5+5=10**
4. Describe, in brief, appointment, functions, code of conduct and remuneration of individual insurance agents. **4×2.5=10**

(5)L-27734

5. Write notes on the following : **5+5=10**
- (a) Insurance distribution channels
  - (b) Salient features of LIC Act, 1956.
6. What are the objectives of risk management ? How is risk identified and measure in insurance contracts ? Explain. **4+6=10**
7. Critically examine congruence in the inconsistent perspectives of risk management and shareholders wealth creation. **10**
8. Examine the veracity of corporate risk management tools being used in the Indian insurance industry. **10**
9. Write a detailed note on the enterprise risk management. **10**

Roll No. ....

Total Pages : 02

**MMS/J-21**

**27735**

**PRIVATE EQUITY AND WEALTH  
MANAGEMENT  
FM406**

Time : Three Hours]

[Maximum Marks : 70

**Note :** Q. No. **1** is compulsory and each part of it carries 4 marks. From Q. Nos. **2** to **9**, attempt any *five* questions carrying 10 marks each.

1. Answer/explain the following in up to two pages length each :
  - (a) Who are participants in Private Equity Industry ?
  - (b) What do you mean by High Net worth Individuals ?
  - (c) What are LP Liquidity Options ?
  - (d) What are various business indicators of private equity firms ?
  - (e) Describe legal aspects of financial planning.
2. “On a general basis, PE can be explained as an investment in the equity of unlisted companies and an alternative way of financing for private companies instead of external debt.” Comment on this statement and describe the role of private equity.

**(3)L-27735**

3. How is the PE investment process structured, what criteria affect the investment decision and why ?
4. How do the PE firms manage their portfolio over the life of the investment ? Also comment on their exit/value realization transactions.
5. Elaborate the role of the following as investment vehicles :
  - (a) Hedge Funds
  - (b) Sovereign wealth funds
  - (c) Public trade private equity firms.
6. What is the impact of financial crisis on private equity firms ? Also enumerate the current issues related to private equity firms.
7. What is Personal Financial Planning ? What steps are involved in personal financial planning process ?
8. What are types of risk ? How can we analyse risk ? How does general insurance help in managing risk ?
9. Write notes on the following :
  - (a) Personal financial statement analysis
  - (b) Motor Insurance
  - (c) Group Insurance.

Roll No. ....

Total Pages : 02

**MMS/J-21**

**27736**

INTERNATIONAL MARKETING

MM-401

Time : Three Hours]

[Maximum Marks : 70

**Note :** Attempt *six* questions in all. Q. No. 1 is compulsory comprising five questions of 4 marks each. Attempt *five* questions of 10 marks each from remaining eight questions.

**Compulsory Question**

1. (a) Switch trading  
(b) Countervailing Duty  
(c) Export Drop-Shipper  
(d) C&F vs. CIF  
(e) Advertising Standardization.
2. Write a note on the recent barriers imposed by India on the traded goods from USA, and China during COVID-19 situation. Give suitable examples with the product categories.
3. Take the case of any company and explain its modes of entry in various nations. Give the justification behind the selection of route of entry.

(2)L-27736

1

4. “Standardization is cost effective but companies cannot fully standardize its operations.” In the light of this statement, explain with suitable examples, how standardization is implemented by companies to get the cost advantage ?
5. Which control steps are followed by companies at international level ? What problems are faced at different steps and how are these resolved ?
6. How offering product warranties and services help the organizations to achieve competitive advantage in foreign markets ? Illustrate with suitable examples.
7. What factors should be considered in setting global advertising budget ? Give the methods of setting this budget.
8. Explain the various terms of payment used in international transactions. How do these affect the pricing decisions ?
9. How global e-marketing abolished the boundaries among nations ? Give the recent trends in this direction.

Roll No. ....

Total Pages : 02

**MMS/J-21**

**27737**

**BUSINEES MARKETING**

**MM-402**

Time : Three Hours]

[Maximum Marks : 70

**Note :** Attempt *Six* questions in all. Question No. **1** is compulsory of 4 marks each. Attempt *five* questions of 10 marks each from remaining eight questions.

**(Compulsory Question)**

1. (a) Reseller market  
(b) Buying Situations  
(c) Alfa and Beta Testing  
(d) Financial vs. Operative Leases  
(e) Vertical Marketing System.
2. Classify organizational customers and give the marketing implications for different business product types and customers.
3. Explain the buyphases in purchase decision process. At what stage the business marketer should get involved and what are the benefits of this involvement ?
4. Explain the Webster and Wind model of business buyer behaviour.

(5)L-27737

5. How secondary data acts as reliable source of information in business marketing ? Explain and name some sources of secondary data in terms of publications and online portals.
6. How Product Evaluation Matrix and Perceptual Mapping techniques are used to develop product strategies for existing products ? What alternative strategies business marketers use for existing products ?
7. Discuss the pricing strategies used in business marketing in the situations of (a) new products and (b) competitive bidding in competitive markets.
8. Explain the types of intermediaries used in business marketing. What factors influence the selection of channel members ?
9. Discuss with examples, the role of publicity and various tools of direct marketing in promoting the business products.

Roll No. ....

Total Pages : 02

**MMS/J-21**

**27738**

**SERVICE MARKETING**

**MM-403**

Time : Three Hours]

[Maximum Marks : 70

**Note :** Attempt *Six* questions in all. Q. No. 1 (20 marks) is compulsory. Attempt 5 more questions from remaining 8 questions (10 marks each).

1. Write notes on following :
  - (a) Prominent complimentary services in aviation industry.
  - (b) Interactive marketing.
  - (c) Positioning planks.
  - (d) Service differentiation.
  - (e) Role of physical evidence in service marketing.
2. How is service sector contributing to the Indian economy in pandemic era ? Can it revive the ailing Indian economy ?
3. What challenges are faced by a bank marketer on account of unique characteristics of services ? How can he overcome those ?
4. Is external environment at this juncture conducive for the growth of service sector ? Give reasons in support of your answer.

(2)L-27738

5. What service quality gaps are more pronounced in Indian telecom sector ? How can these be managed ?
6. What are the ways to enhance service productivity in Indian public sector service companies ? What are the challenges associated with the same ?
7. How do the smart companies recover over failed services ? Discuss best practices in this regard.
8. Should relationship marketing be practiced across customer profitability segments ? Which service companies fascinate you on this front ?
9. Why is extended marketing mix warranted in case of service marketing ? Answer depicting various elements.

Roll No. ....

Total Pages : 02

**MMS/J-21**

**27741**

RETAIL AND MALL MANAGEMENT

MM-406

Time : Three Hours]

[Maximum Marks : 70

**Note :** Question No. 1 (20 marks) is compulsory. Attempt *Five* more questions (10 marks each) from remaining eight questions.

1. Write notes on the following : **20**
  - (a) Retail consumer motives
  - (b) Prominent non-store retailers in India
  - (c) Strip malls
  - (d) Best performing malls in India
  - (e) Retail life-cycle.
2. How is retailing contributing to Indian economy ? What has been the impact of Covid-19 pandemic on retail sector in India ? **10**
3. What type of retailing do you visualise for Indian in coming years ? What issues are likely to creep in ? **10**
4. Discuss the store location policy of any prominent retailer. Further, critically evaluate it. **10**

(5)L-27741

5. Critically evaluate various store layouts. Also explain the layout of any store that fascinates you. **10**
6. Devise a workable CRM model for any retail store keeping traditional Indian handicraft items. **10**
7. Devise a strategic plan for any mall intending to come out of pandemic related mess. **10**
8. How would you measure performance of a mall ? What extraneous variables play role in it ? **10**
9. Discuss prominent HR issues in Malls in light of Covid-19 pandemic. **10**

Roll No. ....

Total Pages : 02

**MMS/J-21**

**27742**

**GROUP DYNAMICS AND LEADERSHIP  
EXCELLENCE  
HRM-401**

Time : Three Hours]

[Maximum Marks : 70

**Note :** Attempt *six* questions in all. However question number 1 is compulsory having  $5 \times 4 = 20$  marks, other questions carries 10 marks each.

1. Short answer type questions :
  - (i) What are the main characteristics of a group ?
  - (ii) What is Negative Brainstorming ?
  - (iii) How do group norms affect group behaviour ?
  - (iv) What is the role of Interpersonal competencies in team building ?
  - (v) What is effective leadership communication ?
2. Explain the group as a medium of learning and development of human resources in an organisation.
3. Explain any two group decision making techniques with their limitations.
4. What is the need of measuring interpersonal competencies at the workplace ? Explain FIRO-B method with its application for managing work behaviour.

5. How do group cohesiveness and conformity affect the work behaviour of employees. Suggest some measures to maintain cohesiveness and conformity in the group.
6. Explain transactional analysis theory of interpersonal behaviour with its implications for work behaviour.
7. Why information management in an organisation is important ? Explain the role of feedback in effective communication.
8. "A manager must be a leader but a leader may not be a manager." Comment.
9. Explain different styles of leadership with their merits and demerits.

Roll No. ....

Total Pages : 02

**MMS/J-21**

**27743**

**HUMAN RESOURCE MANAGEMENT**

**HRM-402**

Time : Three Hours]

[Maximum Marks : 70

**Note :** Attempt *six* questions in all. However Q. No. 1 is compulsory having five short questions (5×4=20) marks and other question carries 10 marks.

1. Short answer type questions :
  - (i) What is the nature and aim of SHRM ?
  - (ii) What are the essentials for talent management strategy in an organisation ?
  - (iii) What is the aim and objective of corporate social responsibility ?
  - (iv) What is the need for employee engagement ?
  - (v) What is the need for employee relation strategy ?
2. Which Strategic HRM approach is the best fit according to you for an Information Technology based organisation and why ?
3. “Alignment of HRM strategy with corporate strategy is a key to success of an organisation.” Comment.
4. What is the process of organisational development ? Explain Sensitivity/T training and its implications for organisational development.

(2)L-27743

5. What is the need of performance management ? Explain various group strategies for performance management adopted by organisations.
6. Explain the international HRM strategies of recruitment and selection adopted by multinational organisations.
7. “Downsizing is the right method of right restructuring of an organisation.” Critically evaluate this statement.
8. What are the challenges faced by HR managers in managing a diverse workforce ? Also discuss the competencies of HR professionals in SHRM in an organisation.
9. Critically examine and evaluate various approaches to measuring the impact of SHRM.

Roll No. ....

Total Pages : 02

**MMS/J-21**

**27744**

**CROSS CULTURAL AND GLOBAL HRM  
HRM-403**

Time : Three Hours]

[Maximum Marks : 70

**Note :** Attempt *Six* questions in all out of which Q. No. 1 is compulsory. Marks are given against each question.

1. Write short notes on the following :
  - (a) Global training patterns 4
  - (b) Challenges of cross-culture diversity 4
  - (c) Role of values in culture 4
  - (d) Components of global compensation 4
  - (e) Goals of global HRM. 4
2. Discuss the objectives of global HRM. What cultural challenges are faced by HR managers in global organizations ? 10
3. Define the key elements of global business environment. How do these help in managing cultural diversity ? Discuss. 10
4. Discuss the role of Halls and Halls cross-cultural classification in ensuring organizational growth ? Justify your answer with suitable examples. 10

(3)L-27744

5. What are the cross-cultural differences of communication ? Anticipate the problems arising out of such communication and suggest strategies to manage them effectively. **10**
6. Describe the challenges of global staffing. What are its implications for staff flow practices ? Discuss. **10**
7. Describe the suitable training and development module for global staff of a software company. What are important considerations while designing such modules ? Explain with justification. **10**
8. What is Global Compensation ? How do they differ from domestic compensation ? Discuss. **10**
9. Discuss the changing profile of industrial relations in India. What are its implications to organizational peace and harmony ? **10**

Roll No. ....

Total Pages : 02

**MMS/J-21**

**27747**

COMPETENCY MAPPING & ASSESSMENT  
CENTRES  
HRM-406

Time : Three Hours]

[Maximum Marks : 70

**Note :** Attempt *Six* questions in all. Q. No. 1 is compulsory having  $5 \times 4 = 20$  marks. Other questions carry 10 marks each.

1. Short answer type questions :
  - (i) Define the concepts of competency, competence and skill.
  - (ii) What are the benefits of competency mapping for managers ?
  - (iii) What is the need of core competency for performance management ?
  - (iv) What is the need for technical competencies ?
  - (v) What is the purpose of 360 degree feedback ?
2. What do we need to consider while creating a competency model ? Explain the techniques in competency modelling (build approach).
3. What are the different types of competencies required in management staff delivering service excellence ? Support your answer with the help of suitable examples.

(2)L-27747

4. What are the elements of a competency model ? Explain the dimensions to determine pr.
5. Explain SHRM communication competency model and its implications for organisational development.
6. Explain the set of competencies required in professional managers for global and cultural effectiveness in their organisations.
7. Explain a competency based career and succession planning system in an international organisation. Suggest some measures to make this system effective.
8. Compare and contrast assessment centre and development centre. Explain problems and challenges faced by assessment centres.
9. What dimensions of personality are measured by Myers - Briggs Type Indicator (MBTI) and also evaluate the importance of MBTI in competency mapping.

Roll No. ....

Total Pages : 02

**MMS/J-21**

**27751**

INTERNATIONAL STRATEGIC  
MANAGEMENT  
IB-404

Time : Three Hours]

[Maximum Marks : 70

**Note :** Question No. 1 comprising of five parts of 4 marks each is compulsory. Attempt *Five* questions out of the remaining eight questions carrying 10 marks each.

1. Explain/Answer the following in upto two page length each : **4×5=20**
  - (a) Difference between international strategic management and domestic strategic management.
  - (b) Dimensions of International Strategic Management.
  - (c) Gap analysis approach of strategy formulation
  - (d) Financial Functional Plan
  - (e) Synergic effect.
2. Describe the strategic management process for a firm willing to enter foreign markets. Explain, how will you carry analysis of international environment. **10**
3. What is Michael Porter's five force model ? How is it useful in strategic choice ? Also explain use of Shell Matrix. **10**

(5)L-27751

4. Why there is need to make changes in organisational structure with changes in strategies ? Why leadership changes and functional strategic changes are needed in strategy implementations ? **10**
5. What are various dimensions of culture ? Explain behavioural aspects of strategic implementation. **10**
6. Elaborate the following strategies by mentioning the circumstances under which they are suitable : **10**
  - (a) Product differentiation strategy
  - (b) Stability strategy
  - (c) Break through strategy
  - (d) Divestment strategy.
7. Describe the relationship between strategy formulation and implementation. Explain behavioural aspects of strategic implementation. **10**
8. What are the issues in strategic implementation ? Explain the four broad strategic areas involved in human resource and marketing management. **10**
9. Explain the following in short : **10**
  - (a) Strategic evaluation techniques
  - (b) Importance and meaning of Benchmarking
  - (c) Internet and strategic management
  - (d) Ethical issues in strategic management.

**MMS/J-21: 27752**  
**IB-405: Cross Cultural and Global Management**

Time: 3 hrs]

[Max. Marks: 70

**Note :**     *Questions No.1 is Compulsory, Attempt Six Questions in all.*

**Part-A (Short Answer Type 4 Mark each)**

1. Attempt the following Short Answer Type Questions (Compulsory)
  - a) Define Cultural Shock. When does it happen? How it is managed.
  - b) What is the relevance of Cross-cultural research in international business?
  - c) Enlist the prominent methods of appraisal followed by MNCs.
  - d) Differentiate between Global HRM and National/Domestic HRM
  - e) Which decision making approaches are preferred in International Businesses.

**Part-B (Attempt any 5, Each question is of 10 Marks Each)**

2. Throw light on various factors and variables on the basis of which two cultures differ. What is the relevance of these variables in effective cross-cultural management?
3. Examine the contribution of Hofstede to cross cultural management. Why his study is considered relevant for international management.
4. Which selection methods are followed for selecting employees in International Organisations? Throw light on certain challenges towards effective selection process.
5. Which theoretical frameworks of Leadership are considered relevant in International Business Context? Discuss some prominent styles of Leadership observed in MNCs.
6. Which channels and medium of communication are preferred for smooth conduct of International Businesses. Mention certain essential prerequisites for effective cross-cultural communication.
7. Elaborate various Code of Ethics or Ethical Values usually followed by MNCs during conduct of Cross-Cultural Businesses. What is the impact of ethics on public image of a business enterprise?
8. Explain the critical issues and challenges pertaining to expatriate's compensation decisions. What are the most effective strategies to counter such challenges?
9. How Indian Management thoughts are influenced by Western Management thoughts. Give examples.

Roll No. ....

Total Pages : 02

**MMS/J-21**

**27766**

**ENTERPRISE PLANNING, APPRAISAL AND  
FINANCING  
ED-401**

Time : Three Hours]

[Maximum Marks : 70

**Note :** There are nine questions in all. Attempt *Six* questions in all including Q. No. 1 comprising of five short answer type questions of 4 marks each and remaining eight questions will be of 10 marks each.

**(Compulsory Question)**

1. Discuss the following :
  - (a) Market and demand analysis as a facet of project analysis
  - (b) Market survey and its need
  - (c) Project audit
  - (d) Briefly explain Project Evaluation and Review Technique
  - (e) Project control.
2. Present a schematic diagram of the feasibility study. Also discuss the key questions raised in market analysis.

**(3)L-27766**

3. (a) Discuss the key steps in a sample survey.  
(b) Describe the aspects covered in market planning.
4. (a) What can a firm do to stimulate the flow of project ideas ?  
(b) List the important industry-specific sources of secondary information in India.
5. The choice of technology is influenced by a variety of considerations. Discuss.
6. List the techniques of risk analysis. Also discuss the concept of best and worst case analysis.
7. Discuss the steps involved in PERT ? Also differentiate between PERT and CPM ?
8. What is decision tree analysis ? Discuss the steps involved in the same.
9. Write notes on the following :
  - (a) Resource scheduling
  - (b) Authority and orientation problems in a project setting.

Roll No. ....

Total Pages : 02

**MMS/J-21**

**27768**

MARKETING MANAGEMENT IN NEW  
AGE BUSINESSES  
ED-403

Time : Three Hours]

[Maximum Marks : 70

**Note :** Q. No. 1 is compulsory (20 marks). Attempt *Five* more questions (10 marks each).

1. Write notes on the following :
  - (a) Appropriate pricing approaches during monopoly
  - (b) Examples of successful franchising arrangements
  - (c) Business vs. Consumer Marketing
  - (d) Promotion Mix
  - (e) Instances of niche marketing.
2. What strategies are available for a product falling in decline stage of product life-cycle ? Illustrate some of the products that have faced decline stage really well.
3. What bases can be used to segment the market for commercial buses ? Is segmentation less important in case of industrial products viz-a-viz consumer products ?
4. Which pricing approaches are most relevant during Covid-19 pandemic ? Give reasons in support of your answer.

(2)L-27768

5. Has the concept of 4 Ps faded in present day changed business environment ? Give reasons in support of your answer.
6. Critically evaluate various logistics approaches.
7. Discuss various factors influencing Pricing and Revenue Optimisation. Why is optimisation needed ?
8. Devise a distribution channel for selling advanced Photocopier to institutions.
9. Has it become desirable for organisation to keep lean portfolio during pandemic ? Give justification in support of your answer.

**MMS/ J-21: 27775**  
**BA-404: Predictive Analysis for Business Decision**

**Time: 3 Hours]**

**[Max. Marks: 70**

**Note:** Attempt six questions in all selecting any five from questions 2-9. Question No. 1 is compulsory.

1. Explain the followings:
  - a. Expected value of perfect information
  - b. Mathematical reason for shape of logistic curve
  - c. Methods to generate random numbers
  - d. Goodness of fit test for predictive model
  - e. Clustering techniques for brands **4 x5 = 20**
2. Discuss the steps involved in preparing a database for predictive modeling. What are the precautions in deciding the nature and types of data. **(10)**
3. An organization has two packaging machines: old and new. The new machine is more efficient if the materials are of good quality, on the other hand the old machine performs better if materials are of poor quality. The following information is given:
  - a. 80% materials are of good quality, 20 % material of poor quality.
  - b. The profit position is as under:
    - i. Using old machine
      1. If the materials are good Rs.2000
      2. If the materials are poor Rs.1600
    - ii. Using new machine
      1. If the materials are good Rs.2400
      2. If the materials are poor Rs.800

Use a decision tree to decide, which machine should be used to when the quality of materials is not known.

4. Let Y = 1 if a student’s final grade in an intermediate microeconomics course was A and Y = 0 if the final grade was a B or a C. **(10)**  
 TUCE = score on an examination given at the beginning of the term to test entering knowledge of macroeconomics.  
 PSI = 1 if the new teaching method is used = 0 otherwise.  
 GPA = the entering grade point average  
 The logistic model here can be written as:

$$L_i = \ln ((P_i) / (1 - P_i)) = \beta_1 + \beta_2 \text{ GPA}_i + \beta_3 \text{ TUCE}_i + \beta_4 \text{ PSI}_i + u_i$$

Interpret the results of the model given as below:

Dependent Variable: Grade				
Method: ML-Binary Logit				
Convergence achieved after 5 iterations				
Variable	Coefficient	Std. Error	Z Statistic	Probability
C	-13.0213	4.931	-2.6405	0.0082
GPA	2.8261	1.2629	2.2377	0.0252
TUCE	0.0951	0.1415	0.67223	0.5014
PSI	2.3786	1.0645	2.2345	0.0255
McFadden R <sup>2</sup> = 0.3740      LR statistic (3 df) = 15.40419				

5. Discuss the steps involved in development of an input index (distance) from multiple inputs of different nature. **(10)**
6. Briefly introduce the machine learning algorithms and their business applications. **(10)**
7. Explain the predictive model building process in general. **(10)**
8. Write a note on choice of predictive models. What are important considerations? **(10)**
9. Suppose that in a car market, three types of cars sports, luxury and economy are being sold. Discuss the steps involved in developing a perceptual map showing the clusters of these car brands. **(10)**

Roll No. ....

Total Pages : 02

**OMMS/J-21**

**27781**

DATA ANALYSIS USING PYTHON

BA-405

Time : Three Hours]

[Maximum Marks : 70

**Note :** Attempt *Six* questions in all. Question No. **1** is compulsory.

1. (a) Suppose you need to compute the square root of a number in a Python program. Would it be a good idea to write the code to perform the square root calculation ? Why or why not ?  
(b) What Python statement produces a list containing contains the values 45, -3, 16 and 8 ?  
(c) How the contents of a file can be read in Python ?  
(d) How a class is created in Python ?  
(e) How dictionary can be created in Python ? **5×4=20**
2. Describe various operators in Python in detail using suitable examples. **10**
3. Write a program in Python to find gcd of three numbers using functions. **10**
4. Describe any *five* methods of lists by writing a suitable program in Python. **10**

(5)L-27781

1

5. Explain the concept of multiple and hierarchical inheritance by writing a suitable program in Python. **10**
6. Explain the purpose and use of the following modules in Python : **10**
- (i) os
  - (ii) glob
  - (iii) sys
  - (iv) math
  - (v) statistics.
7. Write a program in Python to find number of characters, vowels, blank spaces, lines in a text file. **10**
8. Write a program using dictionary that converts Roman numerals into ordinary numbers. Here are the conversions :  
M = 1000, D = 500, C = 100, L = 50, X = 10, V = 5, I = 1.  
Don't forget about things like IV being 4 and XL being 40. **10**
9. Write a program in Python to find maximum and minimum tuple in a given dictionary. **10**

Roll No. ....

Total Pages : 02

**MMS/J-21**

**27428**

**BUSINESS RESEARCH METHODOLOGY**

**MBA-202**

Time : Three Hours]

[Maximum Marks : 70

**Note :** Attempt six questions in all. Q. No. 1 is compulsory (Short Answer Type of 4 marks each). Attempt any *five* questions from the remaining eight questions (10 marks each).

**(Compulsory Question)**

1. Short answer type questions :
  - (a) Briefly explain the concepts of reliability and validity.
  - (b) Mention the various Analytical Softwares which are widely used in research.
  - (c) Discuss the features and utility of Qualitative Researches.
  - (d) Identify the primary sources of data collection.
  - (e) What is the significance of concept of standard error in a sampling analysis ?
2. What is Hypothesis ? Why are they framed ? On what basis are they framed ? Explain the various steps involved in the tests of hypothesis exercise.

**(3)L-27428**

**1**

3. Define Experimental Research Design. How is experimental research design different from descriptive research design ? Under which situation such research designs are adopted ? Discuss its merits and demerits.
4. What is the basis purpose of Factor Analysis ? Explain in detail the conditions that are required to be satisfied before carrying out a factor analysis exercise.
5. Explain in brief the underlying assumptions of Multidimensional Scaling technique. What are the essential prerequisites for conducting and creating an MDS ?
6. Explain the meaning of sample and sample designs. Briefly describe some of most popular sample designs used in research.
7. Define Scaling. Describe the various scaling techniques and their applications in different functional areas of management.
8. Processing of data involves editing, coding, classifying and tabulating. Explain each of these steps by taking an appropriate research example.
9. Discuss in detail the steps that a researcher needs to follow to formulate a good research report. Do the criteria become different for different kinds of reports ? Explain with examples.

Roll No. ....

Total Pages : 02

**MMS/J-21**

**27429**

PRODUCTION AND OPERATION  
MANAGEMENT  
MBA-203

Time : Three Hours]

[Maximum Marks : 70

**Note :** Attempt *Six* questions in all. Q. No. 1 is compulsory and each part of this carries 4 marks. Remaining questions are of 10 marks each.

1. (a) Distinguish between manufacturing operations and service operations.  
(b) Discuss the factors affecting facility layout.  
(c) Explain in brief line of balance.  
(d) What is codification of material ?  
(e) What is the importance of sustainable operations management ?
2. Define production and operations management and describe its contribution to the well-being of both the customer and the company.
3. What is meant by capacity planning ? What are the major short term and medium term decisions taken while planning capacity for an organization ?

4. What do you mean by product design ? What are the features of product design ? Explain the factors determining product design.
5. Explain the assumptions which are necessary to use the basic Economic Order Quantity. How would you determine the Economic Order Quantity ?
6. Write a detailed note on supply chain management highlight lean vs. agile supply chains.
7. What do you mean by aggregate planning ? What decision options are available in aggregate planning ?
8. Discuss how Master Production Schedule and MRP are connected with each other. Discuss in detail which activities are performed in MRP.
9. Define quality of product and services. Explain the role of quality control functions in manufacturing industries.

Roll No. ....

Total Pages : 02

**MMS/J-21**

**27430**

**MARKETING MANAGEMENT**

**MBA-204**

Time : Three Hours]

[Maximum Marks : 70

**Note** : Attempt *Six* questions in all. Q. No. **1** is compulsory.

**1.** Answer the following in brief :

- (i) Discuss the role of ethics in marketing.
- (ii) What are the benefits of repositioning of product ?
- (iii) Differentiate between habitual and complex buying behaviour.
- (iv) Why are many new products failed ?
- (v) Why is advertising treated as most important component of promotion-mix ? **5×4=20**

**2.** What are broad components of holistic marketing ? Why a holistic approach to marketing is important ? **10**

**3.** “Information technology has brought revolution in the field of marketing.” Explain the statement with suitable examples. **10**

**4.** “STP marketing model is a familiar strategic approach in modern approach.” Elucidate. Is STP marketing model relevant to digital marketing ? **10**

**(3)L-27430**

**1**

5. Define Marketing Research. What are the main types of methods and techniques of marketing research ? **10**
6. Discuss the factors, mainly word of mouth communication (WOM) influencing consumer behaviour while purchasing smart phones. **10**
7. What are products classified ? How does this product classification affect product line decisions ? **10**
8. What are pricing strategies being used by marketers to sell garments ? **10**
9. “There are number of recent developments in marketing it more challenging task.” Elucidate. **10**

Roll No. ....

Total Pages : 03

**MMS/J-21**

**27431**

**CORPORATE FINANCE**

**MBA-205**

Time : Three Hours]

[Maximum Marks : 70

**Note :** Attempt *Six* questions in all. Q. No. 1 is compulsory. comprising of five short answers type questions of 4 marks each. From remaining eight questions attempt any *five* questions carrying 10 marks each.

1. Write short answers for the following (Compulsory) :

**5×4=20**

- (i) What role does a finance manager play in modern enterprise ?
- (ii) Why is the consideration of time important in financial decision-making ?
- (iii) Define economic order quantity. How is it computed ?
- (iv) Explain a stock split and its importance.
- (v) Explain with the help of an example, how payback period of investment is calculated ?

2. In what ways is the wealth maximization objective superior to the profit maximization objective ? Explain. **10**

(2)L-27431

3. A company is considering an investment proposal to install new milling controls at a cost of Rs. 50,000. The facility has a life expectancy of 5 years and no salvage value. The tax rate is 35%. Assume the firm uses straight line depreciation and the same is allowed for tax purposes. The estimated cash flow before depreciation and tax (CFBT) from the investment proposal are as follows : **10**

<b>Year</b>	<b>CFBT</b>
1	Rs. 10,000
2	Rs. 10,692
3	Rs. 12,769
4	Rs. 13,462
5	Rs. 20,385

Compute the following :

- (a) Average Rate of Return (ARR)  
 (b) Net Present Value (NPV).
4. Define Cost of Capital. Explain its significance in financial decision-making. Also explain the problems faced in determining the cost of capital. **10**
5. Discuss the assumptions and implications of the Net Income (NI) approach and Net Operating Income (NOI) approach. **10**
6. What is Cash Management ? What are the three principal motives for holding cash ? How can the appropriate level of cash balance be determined ? **10**

7. What is a stable dividend policy ? Discuss the merits of stable dividend policy. **10**
8. Define Working Capital Management. Why is it important to study the management of working capital as a separate area in financial management ? **10**
9. What is Financial Modeling ? Explain the process of building a Financial Model with suitable example. **10**

Roll No. ....

Total Pages : 02

**MMS/J-21**

**27432**

**HUMAN RESOURCE MANAGEMENT**

**MBA-206**

Time : Three Hours]

[Maximum Marks : 70

**Note :** Attempt *Six* questions in all, however Questions No. 1 is compulsory.

**(Compulsory Question)**

1. (a) What is the scope of Human Resource Management ?  
(b) Why is Human Resource Planning important ?  
(c) For what purposes Job Analysis data can be used ?  
(d) Differentiate between performance appraisal and performance management.  
(e) What are the main causes of industrial disputes ?
2. Discuss the evolution of Human Resource Management.
3. Discuss various methods of human resource forecasting.
4. What are the steps in selection procedure ? Discuss various types of psychological tests used for selection of employees.

(5)L-27432

5. Define Learning. Discuss the classical conditioning theory of learning.
6. Differentiate between wage and salary. Discuss the components of wage.
7. Explain the concept of industrial relations. Discuss the role of government in industrial relations in India.
8. Explain the importance of grievance management. Describe the procedure for handling grievances.
9. Write short notes on the following :
  - (a) Induction and Socialisation
  - (b) Occupational health and safety.

Roll No. ....

Total Pages : 01

**MMS/J-21**

**27433**

LEGAL ENVIRONMENT

MBA-207

Time : Three Hours]

[Maximum Marks : 70

**Note :** Attempt *six* questions in all. Q. No. 1 is compulsory comprising of five short answer type questions. Attempt any *five* questions out of remaining eight questions.

1. Write short notes on the following : **20**
  - (a) Business Laws
  - (b) Manager and Legal System
  - (c) Consideration
  - (d) Contract of Sale
  - (e) Trademark.
2. Write a note on structure of Indian Legal System. **10**
3. What are the business laws in India ? **10**
4. What are the requirements for validity of a contract ? **10**
5. Discuss rights of the surety. **10**
6. What are the rights of consumers ? **10**
7. Write a note on Partnership. **10**
8. Discuss the remedies for violation of copyright law. **10**
9. What do you understand by Quasi Contract ? **10**

**OMMS/J-21: 27441**  
**CP-201: Management Science**

Time: 3 hrs]

[Max. Marks: 70

Note: Attempt any eight questions of 5 marks each from the Part – A and any three questions of 10 marks each from the Part – B.

## Part – A

State and describe any eight of the following questions carrying 5 marks each:

- i) Formulation of LPP
- ii) Duality theorem
- iii) Integer programming
- iv) Routing and transshipment
- v) Sensitivity analysis
- vi) Stochastic models
- vii) Critical path
- viii) Phases of simulation
- ix) Waiting time costs
- x) Saddle point

## Part – B

Attempt any three of the following questions carrying 10 marks each.

- 1 Critically examine application of management science principles and tools in the contemporary business decision making.
- 2 Solve the following linear programming problem by Simplex method:
 

Minimize	$Z = X_2 - 3X_3 + 2X_5$
Subject to	$X_1 + 3X_2 - X_3 + 2X_5 = 7$
	$-2X_2 + 4X_3 + X_4 = 12$
	$-4X_2 + 3X_3 + 8X_5 + X_6 = 10$
	$X_j \geq 0, j = 1, 2, \dots, 6$
- 3 A demand pattern of the cakes made in a bakery is as follows:
 

No. of cakes demanded:	0	1	2	3	4	5
Probability:	0.05	0.10	0.25	0.30	0.20	0.10

 If the preparation cost is Rs. 3 per unit and the selling price is Rs. 4 per unit, how many cakes should the baker make to maximize the profits?
- 4 A person repairing mobiles finds that the time spent has been exponential distribution with 20 minutes. If the mobiles are repaired in the order in which they come in and their arrival is approximately Poisson with the average rate of 15 for 8- hour day. What is the repairman's expected idle time each day? How many jobs are ahead of the average mobile just brought in?
- 5 Write a detailed note on the application of inventory models in the business decision making.

Roll No. ....

Total Pages : 02

OMMS/J-21

27442

MARKETING MANAGEMENT

CP-202

Time : Three Hours]

[Maximum Marks : 70

**Note :** Attempt any *eight* questions from Part A (5 marks each)  
and any *three* questions from Part B (10 marks each).

**Part A**

Write notes on the following :

1. Actual instances of unethical marketing.
2. Niche marketing and its practical examples.
3. Marketing decision support system.
4. Components of public relations.
5. Non-Store retailing.
6. Product line dimensions of any FMCG company.
7. Pros and cons brand extension.
8. Instances of two part pricing.
9. Digital Marketing
10. Positioning Strategies.

(3)L-27442

1

### **Part B**

- 11.** Have consumer motives witnessed drift during Covid-19 Pandemic ? If yes, how ? Discuss using suitable examples.
- 12.** Discuss the process of developing a new product. What can be done by companies to reduce failure rate of new products ?
- 13.** How is price for a product determined ? What pricing variations can be made subsequently ?
- 14.** Devise a detailed promotional plan for a newly launched mid-segment car.
- 15.** What changes can be made by companies in their distribution system during pandemic ? Why are such changes warranted ?

**OMMS/J-21: 27443**  
**CP-203: Human Resource Management**

**Time Allowed: 3 hours**

**Max. Marks: 70**

**Note :** *Attempt any Eight Questions from Part-A and any three questions from Part-B*

Part-A

1. Discuss the role of HRM in Business Strategy of an organisation.
2. Which methods are used for collecting job related information in Job Analysis?
3. How to evaluate the effectiveness of a recruitment program.
4. 'Recruitment is a positive process, but selection is a negative process' Comment
5. Differentiate between Career Management, Career Development and Career Planning.
6. Which practices are prominently focused in Talent Management?
7. Explain the types of High-Performance Work Systems.
8. Why E-HRM is getting important day by day?
9. Elaborate certain most widely used On the Job training Methods.
10. Enlist the factors to be considered while deciding the compensation package of an employee.

Part-B

11. Discuss the relationship of HRP with business strategy. Examine the factors which influences the supply forecasting process while performing HRP. Briefly mention certain methods to perform supply analysis in organisations.
12. Differentiate between Job Evaluation and Performance Appraisal. Mention certain prerequisites of effective job evaluation program. Briefly describe the widely used methods to evaluate the jobs.
13. What are selection Tests. What role they play in selection process. Discuss their various types. What factors should be considered while choosing a selection test for a job.
14. What is the difference between Grievance, Dispute and Conflict? State the procedure used for managing grievances in modern organizations.
15. Design a training and development program for sales managers working in an MNC. What factors should be considered while designing such programs.

Roll No. ....

Total Pages : 03

OMMS/J-21

27444

FINANCIAL MANAGEMENT

CP-204

Time : Three Hours]

[Maximum Marks : 70

**Note :** From Part A attempt any *eight* questions out of first ten questions carry 5 marks each. From Part B Q. Nos. **11** to **15**, attempt *three* questions carrying 10 marks each.

**Part A**

1. Explain and illustrate the concept of 'Time Value of Money'.
2. What are features of optimum capital structure ? Also explain the term—Homemade Leverage.
3. Explain, how is the cost of capital computed using Dividend Discount Model ?
4. An investor has two options to choose from : First, Rs. 6,000 after one year; Second, 9,000 after four years. Assuming a discount rate of (i) 10 per cent and (ii) 20 per cent, which alternative should be opt for ?

(3)L-27444

1

5. How is risk assessed for a particular investment by using a probability distribution ? Take a simple example to explain this method.
6. Explain, how cost of capital is relevant in capital budgeting and financing decisions. Also describe procedure for determining Weighted Average Cost of Capital.
7. How would you determine the cost of equity in NOI Approach ?
8. Describe the important determinants of a capital structure.
9. What are Collection Policies ? What are the objectives of receivable management ?
10. What is Internal Financing ? To what extent this method of financing is adopted in companies ? Make an approach appraisal of this method of financing.

### **Part B**

11. Do the profitability index and the NPV criterion of evaluating proposals lead to the same conclusion about acceptance/rejection of an investment proposal ? Explain with illustration.

12. Calculate the explicit cost of debt when debentures are sold at premium of 10 per cent and flotation costs are 5 per cent of issue price. Assume coupon rate of interest on debentures in 10 per cent; face value of a debenture is Rs. 100; maturity period is 10 years; and tax rate is 35 per cent.
13. What are the factors that determine the dividend policy of a firm ? Also explain terms—bonus shares and stock split.
14. Explain various types of working capital. Also illustrate the EOQ method of inventory control.
15. What are the difficulties in determining cash flows for a new project ? Explain the MM Model of capital structure with example.

Roll No. ....

Total Pages : 02

OMMS/J-21

27445

BUSINESS RESEARCH METHODOLOGY

CP-205

Time : Three Hours]

[Maximum Marks : 70

**Note :** Attempt any *eight* questions of 5 marks each from the Part A and any *three* questions of 10 marks each from the Part B.

**Part A**

1. State and describe any *eight* of the following questions carrying 5 marks each : **8×5=40**
- (i) Qualities of good statistical hypothesis
  - (ii) Test markets and pilot studies
  - (iii) Experimental research designs
  - (iv) Sampling errors
  - (v) Sources of primary data
  - (vi) Research data editing
  - (vii) Criteria of judging research report
  - (viii) Cluster analysis
  - (ix) Predictive accuracy of regression outcomes
  - (x) Essentials of observation studies.

(3)L-27445

## Part B

**Note :** Attempt any *three* of the following questions carrying 10 marks each. **3×10=30**

2. What do you mean by scientific research ? What are its essentials ? Describe, scientific research process, in brief.
3. What is Research Design ? Differentiate between the exploratory and descriptive research designs. Which research design would you like to suggest for marketing research ? Explain.
4. What is Scaling ? What are its methods ? Are research subjects in Indian markets so aware to comprehend scaling differentials ? If not, what would you suggest to improve the effectiveness of scaling ?
5. State and explain the following :
  - (a) Random Sampling
  - (b) Research based decision making in Corporate India.
6. With hypothetical data set and research objectives, briefly describe analysis and interpretation of its research outcomes.

Roll No. ....

Total Pages : 02

OMMS/J-21

27446

PRODUCTION AND OPERATIONS  
MANAGEMENT  
CP-206

Time : Three Hours]

[Maximum Marks : 70

**Note :** Attempt any *eight* questions of 5 marks each from Part A  
and *three* questions of 10 marks each from Part B.

**Part A**

1. What is facility location and what factors influence it ?
2. Why is facility layout important ?
3. Write a brief note on automation and robotics.
4. Explain the factors to be considered while selecting a materials handling equipment.
5. Write a short note on master production scheduling.
6. Explain the need and importance of Plant Maintenance.
7. Distinguish between Method Study and Work Measurement.

(3)L-27446

1

8. Discuss the importance of stores management.
9. How do you determine economic order quantity ?
10. What is meant by acceptance sampling ?

**Part B**

11. What advantages are desired from efficient production operations management ?
12. Explain the objectives and functions of Production Planning and Control under different Production Systems.
13. Write an essay on Production Process Analysis with specific reference to product planning and process planning.
14. What do you mean by Materials Management ? Write briefly the importance of Materials Management for the present day organizations.
15. “Over the years, the concept of quality has acquired significant role from mere inspection to quality assurance.” Discuss.

Roll No. ....

Total Pages : 02

**OMMS/J-21**

**27447**

ORGANISATIONAL BEHAVIOUR

CP-207

Time : Three Hours]

[Maximum Marks : 70

**Note :** Attempt any *eight* questions from Part A of 5 marks each and any *three* questions from Part B of 10 marks each.

**Part A**

1. Discuss the nature of Organisational Behaviour.
2. Explain the factors affecting Job Satisfaction.
3. Define Learning. Discuss the principles of learning.
4. Explain the motivational factors of Herzberg's theory.
5. Discuss the concept of Group Cohesiveness.
6. Explain the elements of organisational culture.
7. Which factors affect group decision-making ? Explain group decision-making process.
8. Explain the main characteristics of Organisational Development.
9. Define Leadership. Explain leadership styles.

(5)L-27447

10. What can organisations do to manage stress among employees ? Explain.

**Part B**

11. Discuss various models of Organisational Behaviour.
12. Define Social Perception and explain the factors influencing social perception.
13. Explain the Stages of Group Development.
14. What are the features of dysfunctional groups ? How can you convert the dysfunctional groups into the functional ones ?
15. Suggest some measures to prevent resistance to change.