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OMBA/D-24

**MANAGEMENT PROCESS AND
ORGANISATIONAL BEHAVIOUR**

Paper-MBA-101

Time : Three Hours] [Maximum Marks : 70

Note : Attempt *six* questions in all, however question no. one is compulsory.

Compulsory Question

1. Short Answer type questions :
 - (i) Nature and meaning of management.
 - (ii) Nature of planning.
 - (iii) Objectives of controlling.
 - (iv) Nature of perception.
 - (v) Principles of effective learning. (5×4=20)
2. Discuss the contribution of Hawthorne experiments in the discipline of management.
3. What is the concept of Management by Objectives? Discuss the process of decision making in detail.
4. Define Personality. Discuss the Big 5 Personality Traits theory and its relevance to organisational behaviour.

5. Define attitude. How attitude can be formed and changed? Discuss with the help of suitable examples.
 6. What do you mean by Organisational Culture? Discuss how organisational culture can be created and sustained.
 7. What do you know about interpersonal and group dynamics? Discuss the reasons of group formation and group cohesiveness.
 8. What are the main causes of organisational conflicts? Suggest some techniques/strategies of organizational conflict management.
 9. Write short notes :
 - (a) Organizational learning.
 - (b) Workplace Spirituality and work behavior.
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MANAGERIAL ECONOMICS

Paper-MBA-102

Time : Three Hours]

[Maximum Marks : 70

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

Compulsory Question

1. Write short notes on the following :

- (a) Positive cross elasticity of demand.
- (b) Demand estimation.
- (c) Law of diminishing returns.
- (d) Shut down point.
- (e) CRR vs. SLR.

(5×4=20)

2. Explain the significance and limitations of marginal and incremental analysis in managerial decision making.
3. Explain the sales maximizing model of the firm. Discuss the limitations of this model.

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4. Explain price, income and substitution effect. Separate price effect into income and substitution effect in case of normal good with fall in price.
5. What are the causes of monopoly? Explain the price and output determination in monopoly situation of the market structure.
6. What is the difference between TC, AC and MC. Explain the short run and long run cost curves.
7. What is oligopoly? Explain the kinked demand curve and dominant price leadership model of oligopoly.
8. Differentiate between GDP and GNP and explain the methods of measuring national income.
9. What are the determinants of exchange rate? How it affects exports and imports of a country?

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BUSINESS COMMUNICATION

Paper : MBA-103

Time : Three Hours]

[Maximum Marks : 70

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

Attempt *five* questions out of remaining eight questions

(10 marks each).

1. Compulsory Question

Write short notes on the following :

- (a) Impromptu.
- (b) Paralanguage.
- (c) Visual aids.
- (d) Semantic barriers
- (e) E-mail etiquettes.

(5×4=20)

2. How reading skill is important in business communication?
Discuss the ways to improve reading skills.

3. Discuss the role of workshops in business communication.
What types of workshops are conducted at workplace?

4. What is Kinesics? What kinesics mistakes should be
avoided to make presentation effective.?

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5. Discuss the role of voice modulation in effective public speech. How stage fear can be overcome during public speech?
6. How questioning helps in making the communication? What types of questions can be asked at workplace?
7. Write an e-mail to a dealer for complaining against defective music system recently purchased from him.
8. Discuss the process of writing job application. What are the guidelines for writing impressive job application?
9. What is proposal? Discuss the essentials of writing a good proposal.

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BUSINESS ENVIRONMENT

Paper : MBA-104

Time : Three Hours]

[Maximum Marks : 70

Note : Question No. 1, comprising of five short answer type questions of 4 marks each, shall be compulsory and remaining eight questions will be of 10 marks out of which a student is required to attempt any *five* questions.

Compulsory Question

1. (a) Give reason for the poor performance of public sector in India.
 - (b) Why it is important to assess risk in business environment?
 - (c) What is PPP model?
 - (d) Recent trends in India's Balance of Payment.
 - (e) Analyse the role of intellectual property rights in fostering innovation.
2. Define the competitive environment in business. Discuss the key elements that contribute to a competitive business landscape.

3. Critically examine the performance of public sector in India in recent past. What are your recommendations to improve performance of public sector in India?
4. Explain the key monetary policy instruments used by central bank. Provide examples of how each instrument can influence the money supply and interest rates.
5. Define Industrialization and explain its importance in economic development. Describe the key global trends influencing industrialization in the 21st century.
6. Identify and explain the main challenges currently facing the banking industry. Consider issues like cybersecurity, fintech competition, and regulatory compliance.
7. Explain the concept of business opportunities in rural sectors. What factors make rural areas attractive for business development?
8. Analyse the role of exchange rates in balance of payment. How do fluctuations in exchange rates affect a country's trade balance and capital flows?
9. Identify and explain emerging trends in the service sector, such as the rise of telemedicine, online education, and e-commerce. How have these trends evolved in response to societal changes?

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**FINANCIAL REPORTING, STATEMENTS
AND ANALYSIS**

Paper-MBA-105

Time : Three Hours] [Maximum Marks : 70

Note : Attempt six questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, is compulsory, and the remaining 8 questions are of 10 marks out of which a student is required to attempt any 5 questions.

Compulsory Question

1. Explain briefly :
 - (a) Accrual Principle
 - (b) Receivables Liquidity Ratio
 - (c) What is the purpose of a Fund Flow Statement?
 - (d) What is the impact of quality control on a make-or-buy decision?
 - (e) Why is responsibility accounting important for decentralized organizations? (5×4=20)

2. How does the "matching principle" work to align expenses with the related revenues, and why is this important for reflecting a company's true financial performance? (10)

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3. How does the process of journalizing, posting to the ledger, and preparing trial balances help in the preparation of financial statements? (10)
4. How does accounting function as an information system, and what role does it play in providing financial data for decision-making within an organization? (10)
5. What is the importance of the Cash Flow Statement in financial analysis, and how does it differ from the Income Statement? Discuss the three sections of the Cash Flow Statement and explain why each is important for assessing a company's financial health. (10)
6. How does Human Resource Accounting (HRA) contribute to the overall financial management of an organization? Discuss the methods used to value human capital, and explain why these methods might differ from traditional financial accounting practices. (10)
7. XYZ Ltd. has provided the following financial information for the year ended December 31, 2023 :
 - Total Assets: \$5,000,000
 - Total Liabilities: \$3,200,000
 - Shareholders' Equity: \$1,800,000
 - Long-Term Debt: \$1,000,000
 - Interest Expense: \$120,000
 - EBIT (Earnings Before Interest and Taxes): \$500,000
 - Net Income: \$250,000

You are required to calculate the following solvency ratios for XYZ Ltd. and interpret the results and explain what they tell you about XYZ Ltd.'s solvency and financial leverage.

- (a) Debt-to-Equity Ratio.
- (b) Debt Ratio.
- (c) Equity Ratio.
- (d) Interest Coverage Ratio. (10)

8. ABC Manufacturing Ltd. produces widgets. The following cost data is available for the month of January 2023 :

Sales Volume : 10,000 units

Selling Price per Unit : \$50

Variable Cost per Unit :

Direct Materials : \$12

Direct Labor : \$8

Variable Overhead : \$4

Fixed Costs for the month: \$80,000

You are required to calculate the following:

- (a) Calculate the Contribution per Unit.
- (b) Calculate the Total Contribution for the month.
- (c) Determine the Break-even Point (in units).
- (d) If the company wants to achieve a profit of \$40,000, how many units of widgets should they sell?

(10)

9. What are the key methods used to determine transfer prices between subsidiaries in a multinational corporation, and how can transfer pricing impact tax liabilities? Why do tax authorities closely monitor transfer pricing practices? (10)

- (a) Debt to Equity Ratio
- (b) Debt Ratio
- (c) Equity Ratio
- (d) Interest Coverage Ratio

(10)

8. ABC Manufacturing Ltd. produces widgets. The following cost data is available for the month of January 2023:

- Sales Volume : 10,000 units
- Selling Price per Unit : \$20
- Variable Cost per Unit :
 - Direct Materials : \$12
 - Direct Labor : \$8
 - Variable Overhead : \$4
- Fixed Costs for the month : \$80,000

You are required to calculate the following:

- (a) Calculate the Contribution per Unit.
- (b) Calculate the Total Contribution for the month.
- (c) Determine the Break-even Point (in units).
- (d) If the company wants to achieve a profit of \$40,000, how many units of widgets should they sell?

(10)

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Total	Finance	Marketing	HR	Gender
300	50			Male
200				Female
500	100			Total

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STATISTICS AND ANALYTICS FOR
DECISION MAKING

Paper : MBA-106

Time : Three Hours]

[Maximum Marks : 70

Note : Attempt *six* questions in all. Question No. 1, comprising of five short answer type questions of 4 marks each, is compulsory, and the remaining eight questions are of 10 marks each, out of which a student is required to attempt any *five* questions.

Compulsory Question

1. Explain briefly :

- (a) Level of significance.
- (b) Application of MS Excel in data analysis.
- (c) Central Limit Theorem.
- (d) Kruskal-Wallis Test.
- (e) Role of probability in decision making. (5×4=20)

2. A survey of post-graduate students in the University School of Management at XYZ University revealed the following regarding the gender and majors of the students :

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Gender	Major			Total
	HR	Marketing	Finance	
Male	100	150	50	300
Female	100	50	50	200
Total	200	200	100	500

- (a) What is the probability of selecting a female student?
 - (b) What is the probability of selecting a finance or an HR major?
 - (c) What is the probability of selecting a female or an HR major?
 - (d) What is the probability of selecting a Marketing major, given that the person selected is a male?
 - (e) Suppose two students are selected randomly to attend a lunch with the Vice- Chancellor of the university. What is the probability that both of those selected are Finance majors? $(5 \times 2 = 10)$
3. Explain the reasons of sample survey. Also elaborate types of bias during sample survey. (10)
4. Explain the following sampling methods :
- (a) Stratified Random Sampling
 - (b) Cluster Sampling
 - (c) Quota Sampling
 - (d) Multi-stage sampling. $(4 \times 2.5 = 10)$

5. The Gibbs Baby Food Company wishes to compare the weight gain of infants using their brand versus their competitor's. A sample of 40 babies using the Gibbs products revealed a mean weight gain of 7.6 pounds in the first three months after birth. The standard deviation of the sample was 2.3 pounds. A sample of 55 babies using the competitor's brand revealed a mean increase in weight of 8.1 pounds, with a standard deviation of 2.9 pounds. At the 0.05 significance level, can we conclude that babies using the Gibbs brand gained less weight? (10)

6. A study investigated the perception of corporate ethical values among individuals specializing in marketing. Using $\alpha = 0.05$ and the following data (higher scores indicate higher ethical values), test for significant differences in perception among three groups. (10)

Marketing Manager	6	5	4	5	6	4
Marketing Research	5	5	4	4	5	4
Advertising	6	7	6	5	6	6

7. Eleven sales executive trainees are assigned selling jobs right after their recruitment. After a fortnight they are withdrawn from their field duties and given a month's training for executive sales. Sales executed by them in thousands of rupees before and after the training, in the same period are listed below :

Sales Before Training	23	20	19	21	18	20	18	17	23	16	19
Sales After Training	24	19	21	18	20	22	20	20	23	20	27

- Using Wilcoxon Matched Pairs Test, determine whether training has contributed to their performance. (10)
8. Explain how the Chi-Square test is used in the test of homogeneity. (10)
9. "Software Package like SPSS plays significant role in testing of hypothesis". Elaborate. (10)

A study investigated the perception of corporate ethical values among individuals specializing in marketing. Using $\alpha = 0.05$ and the following data (higher scores indicate higher ethical values), test for significant differences in perception among three groups. (10)

Marketing Manager	6	5	4	5	6	4
Marketing Research	5	7	4	4	5	4
Advertising	6	7	6	5	6	6

Even sales executive managers are assigned selling jobs right after their recruitment. After a fortnight they are withdrawn from their field duties and given a month's training for executive sales. Sales executed by them in thousands of rupees before and after the training in the same period are listed below:

Sales After Training	24	19	21	18	20	22	20	23	20	27
Sales Before Training	23	20	19	21	18	20	18	17	23	19

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COMPUTER APPLICATION FOR BUSINESS

Paper-MBA-107

Time : Three Hours]

[Maximum Marks : 70

Note : There are nine questions in all. Question No. 1, comprising of *five* short answer type questions of 4 marks each is compulsory and remaining eight questions are of 10 marks out of which a student is required to attempt any five questions.

Compulsory Question

1. Write notes on the following :
 - (a) E-commerce.
 - (b) Applications of Information Technology.
 - (c) Data base management system.
 - (d) Hardware and software integration.
 - (e) Network Topologies.

2. What is an input interface? How it differs from an output interface?

3. Define Network topology? Discuss various types of network topologies along with their advantages and disadvantages.

4. Define E-commerce? Discuss the difference between traditional commerce and E-commerce.
 5. Define software and its types? Chalk out the difference between hardware and software.
 6. What is an operating system? Discuss its functions and types?
 7. Discuss the following :
 - (a) Internet protocol.
 - (b) IT applications in Marketing and HRM.
 8. Differentiate between :
 - (a) Compiler, Interpreter and Assembler.
 - (b) Inter-organizational commerce and intra-organizational commerce.
 9. Write a comprehensive note on the components of database management systems.
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CORPORATE STRATEGY

Paper : MBA-301

Time : Three Hours]

[Maximum Marks : 70

Note : Attempt *six* questions in all, Question No. 1 is compulsory. Attempt remaining *five* questions, out of remaining eight questions carrying 10 marks each.

1. Compulsory Question

- (a) Discuss the criteria for strategic choice.
- (b) Describe competitive advantage in brief.
- (c) Differentiate between Strategic Planning Vs. Strategic Management.
- (d) Distinguish between strategic control and operation control.
- (e) State the principles underlying digitalization.

2. Explain the objective of business policy/strategic management course in terms of knowledge, skills and attitudes.

3. "Strategic management process should be viewed as a dynamic, continuous and flexible". Comment.

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4. What is meant by 'Hierarchy of Strategic intent'? Give its elements in the context of an Indian multinational corporation.
5. Outline the various method of organisational appraisal. How does it help in strategy formulation?
6. Analyse the important factors which a company should consider to match the organisational structures with strategy. Mention various organisational structures.
7. Explain BCG matrix and GE Matrix approaches of portfolio analysis to develop strategies.
8. What kind of barriers are there in strategy evaluation and control? Suggest suitable ways to overcome these barriers.
9. Describe the different elements that constitute the evaluation process for operation control.

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INDIAN ETHOS AND BUSINESS ETHICS

Paper : MBA-302

Time : Three Hours]

[Maximum Marks : 70

Note : Attempt *five* questions in all. Question No. 1 is compulsory. All questions carry equal marks.

Compulsory Question

1. Write short note on following questions?

- (a) Indian ethos has positively impacted the managerial practices of businesses how?
- (b) How Indian holy literatures develop ethical values?
- (c) Discuss about ethical issues between Indian v/s Western Management.
- (d) Importance, Advantages and disadvantages of Karma.
- (e) Absolutism verses Relativism.

**2. Write detailed notes on Business Ethics in Management?
What are the characteristics that influence the business ethics?**

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3. Discuss various techniques to resolve ethical dilemma in a business. Define about Indian model of business ethics.
4. Define in detail about Ethical Employee Relationship? Why is it important for the business follow Ethical code of conduct?
5. What are the affirmative action's while managing unethical organizations practices and also define the issues that face by general society?
6. Discuss the role of cultural intelligence in business, emphasizing how manager can leverage cultural diversity to enhance ethical decision-making and support for a positive work environment.
7. What are the six stages of moral development proposed by Lawrence Kohlberg, and how do they unfold over an individual's lifespan?
8. How does the Gurukul System of Learning differ from modern educational systems in India and how it important to understand the need for ethics in various aspects of life?

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DERIVATIVES TRADING IN INDIA

Paper-FM-303

Time : Three Hours]

[Maximum Marks : 70

Note : Attempt *six* questions in all. Question No. 1, comprising of 5 short answer type questions of 4 marks each, is compulsory, and the remaining 8 questions are of 10 marks out of which a student is required to attempt any 5 questions.

Compulsory Question

1. Explain briefly :

- (a) What is a margin requirement in futures trading in India?
- (b) What is a call option and how does it work in the Indian market?
- (c) What is the importance of liquidity in the Indian derivatives market?
- (d) How do derivatives help in price discovery in India?
- (e) What are the major exchanges in India where derivatives are traded? (5×4=20)

2. What are the key differences between commodity derivatives and financial derivatives, and how do they serve as risk management tools for investors and producers? (10)
3. If the price of gold rises from \$1,200 to \$1,500 per ounce over six months, and an investor holds a gold futures contract for 100 ounces, calculate the total profit or loss. How might macroeconomic factors like inflation or geopolitical risks affect the price movements of gold? (10)
4. What is a forward contract, and how does it differ from a futures contract in terms of customization, settlement, and trading venues? Explain with an example of a forward contract in the foreign exchange market. (10)
5. A European call option on a stock is trading at a premium of Rs. 5. The strike price of the option is Rs. 50, and the stock is currently priced at Rs. 55. Using the Black-Scholes model, calculate the option's intrinsic value, time value, and the break-even point for the option holder. What factors can cause the option premium to increase or decrease over time? (10)

6. What is a "Straddle" option strategy, and how does it benefit an investor who expects high volatility in the underlying asset but is uncertain about the direction of the price movement? Discuss the key advantages and disadvantages of using a straddle strategy. (10)

 7. Explain the key steps involved in the trading, clearing, and settlement process in the derivatives market. How do these processes ensure the smooth functioning and risk management of derivative transactions? (10)

 8. Explain the concept of "market abuse" in the context of the derivatives market. What are the legal measures in place to prevent practices like insider trading, price manipulation, and front-running in derivative transactions? (10)

 9. What are the key tax implications of trading in derivatives in India? Explain how income from derivative transactions is classified for tax purposes and the tax treatment of capital gains versus business income from such trades. (10)
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27101

BANKING AND FINANCIAL SERVICES

Paper-FM-304

Time : Three Hours]

[Maximum Marks : 70

Note : Attempt *six* questions in all. Question No. 1, comprising of *five* short answer type questions of 4 marks each, is compulsory, and the remaining eight questions are of 10 marks each, out of which a student is required to attempt any *five* questions.

1. Compulsory Question

Explain briefly :

- (a) Factoring.
 - (b) Doctrine of Caveat Emptor.
 - (c) Forfeiting.
 - (d) Open account sales.
 - (e) Role of Underwriters. (5×4=20)
2. Who is a merchant banker? Discuss the role of merchant bankers in a primary market issue management. (10)
3. Who can act as a depository participant? What are the various services offered by the depository participants? (10)
4. 'A wide variety of mutual fund schemes exist to cater to the needs such as financial position, risk tolerance and return expectations. Explain. (10)

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5. What is Securitization? Give examples of financial institutions that can be securitized. Explain the securitization process. (10)
6. Differentiate the following types of lease :
- (a) Operating Lease and Finance Lease.
 - (b) Sale and Lease Back Arrangements and Direct Lease.
 - (c) Leveraged Lease and Single Investor Lease.
 - (d) Domestic Lease and International Lease. (4×2.5=10)
7. Discuss the features of hire-purchase agreement. What are the main challenges ahead of the Indian financial structure as regards the hire-purchasing? (10)
8. Do rating agencies conduct a primary audit? What are the issues, importance and factors contributing to success of credit rating system in India? Also, discuss the Altman's credit scoring model. (10)
9. What are the key factors that affect the acceptability of a venture capital investment? Describe the development of venture capital industry in India. (10)

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27102

CORPORATE RESTRUCTURING AND CONTROL

Paper-FM-305

Time : Three Hours]

[Maximum Marks : 70

Note : Attempt *six* questions in all. Question No. 1, comprising of *five* short answer type questions of 4 marks each, is compulsory, and the remaining eight questions are of 10 marks each, out of which a student is required to attempt any *five* questions.

1. Compulsory Question

Explain briefly :

- (a) Cross-Border Merger.
- (b) Share Exchange Ratio.
- (c) Buy-back of shares.
- (d) Poison Pill.
- (e) Measuring post-merger efficiency. (5×4=20)

2. Elaborate the primary motives behind companies opting for corporate restructuring. Also explain the different types of corporate restructuring. (10)

3. What are the key challenges companies face during the process of corporate restructuring? Analyze the ethical considerations associated with corporate restructuring. (10)

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4. Define mergers and amalgamations in the context of business combinations. Discuss the legal and regulatory framework governing mergers and amalgamations. (10)
5. What is a takeover, and how does it differ from a merger? Discuss the key provisions of SEBI takeover regulations in India. (10)
6. What are the primary sources of funding for mergers and takeovers? How do companies determine the appropriate capital structure when planning a merger or takeover? (10)
7. Define the concept of demerger. Explain the reasons for a demerger. How does a split-off differ from a spin-off, and what factors influence the choice between the two? (10)
8. What are the common challenges companies face during the post-merger integration process? Explain the role of leadership in driving successful post-merger reorganization. (10)
9. How can companies use alliances to enhance their global market presence? What are the future trends and challenges in the field of strategic alliances? (10)

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SECURITY ANALYSIS

Paper : FM-306

Time : Three Hours]

[Maximum Marks : 70

Note : Question paper includes two parts. Part A include eight short answer type questions shaving 5 marks and Part B include five short answer type questions shaving 10 marks each. A student is required to attempt any *eight* questions from the Part A and *three* questions from Part B.

PART-A

Short Answer Questions (5 marks each)

1. Attempt any *eight* questions :

- (i) Define the capital management process and its significance.
- (ii) Differentiate between security and non-security forms of investment.
- (iii) What are the key characteristics of real estate investment?
- (iv) List and explain any *three* money market instruments.
- (v) Summarize the valuation theories for fixed income securities.

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- (vi) Describe the role of SEBI in the Indian stock market.
- (vii) What are the steps involved in the listing of securities?
- (viii) Explain the cost components associated with investing in securities.
- (ix) Describe the mechanics of investing in securities, focusing on order types.
- (x) What are the objectives of security analysis?

PART-B

Long Answer Questions (10 marks each)

Attempt any *three* questions :

2. Discuss the phases of security analysis, detailing the processes of fundamental and technical analysis.
3. Analyze the concept of risk and return in securities. How can investors measure this relationship?
4. Explain the Efficient Market Hypothesis (EMH) and its implications for investors.
5. Evaluate recent developments in the Indian stock market, focusing on technological advancements and regulatory changes.
6. Compare and contrast the characteristics and valuation of fixed and variable income securities.

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MARKETING RESEARCH AND ANALYTICS

Paper-MM-302

Time : Three Hours] [Maximum Marks : 70

Note : Attempt *six* questions in all. Question No. 1 is compulsory.
Attempt remaining *five* questions, out of remaining eight questions carrying 10 marks each.

1. Compulsory Question

- (a) What are the applications of Exploratory research design?
- (b) How is reliability assessed in measurement, and why is it important for research outcomes?
- (c) Describe the semantic differential scale and its role in measuring consumer perceptions.
- (d) Discuss in detail the process of product research.
- (e) Describe the concept of goodness-of-fit measures, such as R-squared, in regression analysis.

2. Define the concept of marketing research and its significance in the business decisionmaking process. How does research contribute to effective marketing strategies?

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3. Discuss the role of data collection methods in marketing research, including surveys, interviews, focus groups, and secondary data sources. How are these methods selected based on research objectives?
4. Provide examples of how regression analysis can be used for demand forecasting, market segmentation, or customer lifetime value prediction in marketing research. Highlight the benefits and limitations of these applications.
5. Discuss the challenges and opportunities associated with collecting and analyzing big data for marketing research. Provide examples of industries or companies that have successfully leveraged big data for marketing insights.
6. Discuss the Likert scale in detail. How is it constructed, and what are its advantages and limitations in marketing research?
7. How does exploratory research contribute to the understanding of consumer behavior and preferences? Provide specific examples of how it has been applied successfully in marketing campaigns.

8. How Factor Analysis is different from Conjoint Analysis?
What are the major applications of Factor Analysis?
9. Write short notes on :
- (a) Perceptual Map.
 - (b) Cluster Analysis.
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27106

SALES AND LOGISTICS MANAGEMENT

Paper-MM-303

Time : Three Hours]

[Maximum Marks : 70

Note : Q. No. 1 is compulsory carrying 4 marks each. Attempt any *five* questions out of remaining eight questions carrying 10 marks each.

1. Compulsory Question

Write short notes on the following :

- (a) Containerization.
- (b) Types of compensation.
- (c) Reverse logistics.
- (d) Activity based costing.
- (e) Revenue quota.

(5×4=20)

2. Explain the purpose of sales organization. Discuss the process of designing a sales organization.
3. What do you mean by market potential? How is it estimated?
4. Explain the various methods of providing training to salespersons in an organization. How this cost is calculated?

5. (a) Discuss the methods of motivating sales persons.
(b) How the sales performance is evaluated?
6. Explain in detail the functions of inventory in logistics and its relationship with supply chain management.
7. How packaging is an integral component of effective logistics management? What are the recent trends in packaging and the challenges associated with them.
8. What are the components of logistics management? Explain in detail each component.
9. Explain e-logistics. How it works? Give the benefits and the challenges associated with e-logistics. (5×10=50)

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CONSUMER BEHAVIOUR

Paper-MM-304

Time : Three Hours]

[Maximum Marks : 70

Note : Attempt *Six* questions in all. Q. No. 1 is compulsory comprising *five* questions carrying four marks each. Attempt five questions from remaining eight questions carrying ten marks each.

Compulsory Question

1. Write short notes on :

- (a) Subliminal perception.
- (b) Self Concept.
- (c) Adopter strategies.
- (d) Religious sub-culture.
- (e) Consumer behaviour audit.

2. Describe the interrelationship between consumer behaviour and marketing concept.

3. Explain the levels of consumer decision-making and their marketing implications.
4. How Freudian, neo-Freudian and trait theory is applied in understanding the consumer behaviour?
5. Under what circumstances, income is considered to be the better predictor of consumer behaviour than a composite measure of social class? When would you expect composite social class measure to be superior?
6. Discuss the cognitive dissonance theory. State any example in which the marketer tried to reduce the cognitive dissonance of a product/service through advertisement.
7. What is the impact of sub-culture on consumer behaviour? Discuss the various types of sub-cultures with suitable examples.
8. What is diffusion of innovation? Explain the basic elements of the diffusion process.
9. 'Opinion leader is more credible than commercial advertising.' Discuss this statement with the help of suitable examples.

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OMBA/D-24
DIGITAL AND SOCIAL MEDIA MARKETING

Paper-MM 306

Time : Three Hours]

[Maximum Marks : 70

Note : There are 9 questions in all. Question No. 1 comprising of 5 short answer type questions of 4 marks each and remaining 8 questions are of 10 marks each. Student is required to attempt question No. 1 which is compulsory and *five* questions from rest of the eight questions.

Compulsory Question

1. (i) What is Search Engine Marketing?
(ii) What are the different types of Keywords used in digital marketing?
(iii) Explain the concept of Lead generation.
(iv) Define Pay-Per-Click advertising.
(v) Differentiate between 'No-follow' and 'Do-follow' links in SEO.

2. Discuss the evolution of digital marketing and its impact on consumer behaviour.

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3. What is Search Engine Optimization? Discuss the process of search engine optimization.
4. Explain the role of social media platforms in creating customer engagement with examples.
5. What is email marketing? Highlights its advantages and key strategies for success.
6. Describe the concept and importance of content marketing in the digital marketing era.
7. How does Google Analytics assist marketers in tracking and analyzing campaign performance? Discuss the key metrics used for analyzing the performance.
8. Explain mobile marketing and its effectiveness in reaching target audience.
9. Discuss the challenges and opportunities associated with affiliate marketing.

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Total Pages : 2

27110

OMBA/D-24

HRD : SYSTEMS AND STRATEGIES

Paper : HRM-301

Time : Three Hours]

[Maximum Marks : 70

Note : Attempt *six* questions in all, however, question number one is compulsory.

Compulsory Question

1. Short answer type questions :

(a) Objectives of HRD.

(b) Quality circles.

(c) HRD Audit.

(d) Career and succession planning.

(e) Technology and HRD.

(5×4=20)

2. Discuss the scope and changing paradigm of HRD in present dynamics business environment.

3. Describe the determinants of HRD climate. How HRD climate effects the work culture of an organization?

4. Explain the Human Capital Appraisal to HRD. Discuss its objective & significance for development of human resources in a software organization.

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5. Discuss Rao & Pareek's integrated framework with its significance for human resources in a service organization.
6. Explain modern training methods adopted by organisations along with their merits and demerits.
7. What is organisational change? Explain HRD approaches/strategies for coping with organizational changes.
8. What are the effective roles of HRD managers in an organisation? Also discuss the challenges faced by HRD professionals.
9. Write a detailed note on recent trends and practices of HRD in Govt. Organisations.

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27112

MANAGEMENT OF INDUSTRIAL RELATIONS

Paper-HRM-303

Time : Three Hours]

[Maximum Marks : 70

Note : Attempt *five* questions from all units. Question No. 1 is compulsory. All questions carry equal marks.

1. Compulsory Question

Write short note on following :

- (a) What is harmonious and effective participation framework?
 - (b) What are the statutory measures in place to prevent industrial disputes in India?
 - (c) Enumerate and discuss the various functions performed by trade unions.
 - (d) Importance of employee discipline in the workplace.
 - (e) Write a short note on Industrial Disputes Act 1947.
2. What are the primary objectives of industrial relations in an organization? Identify and discuss the key external factors influencing industrial relations.

3. How can an organization effectively manage industrial conflict to prevent disputes? Discuss the impact of industrial disputes on employee morale and productivity.
4. Identify and describe the dispute settlement machineries established under the Industrial Disputes Act. What challenges might organizations face in utilizing these dispute resolution mechanisms?
5. How do negotiation skills contribute to effective industrial relations management? Explain the role of mediation in facilitating negotiations between labor and management.
6. How does employee discipline align with performance management and organizational goals? Identify common challenges organizations face in maintaining effective employee discipline.
7. Discuss the common types of grievances that employees may raise. Identify challenges organizations may face in effectively handling employee grievances. Explain the typical steps involved in a formal grievance handling procedure.
8. What challenges exist in promoting effective social dialogue between employers and workers? How has the integration of technology and automation affected industrial relations in India?

OMBA/D-24

HUMAN RESOURCE METRICS AND ANALYTICS

Paper-HRM-304

Time : Three Hours]

[Maximum Marks : 70

Note : Attempt six questions in all. Question No.1 is Compulsory.

Compulsory Question

1. Compulsory Questions. Attempt the following (Short Answer Type) :
 - (a) Identify the different types of data used in HR analytics.
 - (b) What is HR analytic value chain and state its relevance?
 - (c) Figure out the widely recognised types of Analytics.
 - (d) Discuss the concept of benchmarking in HR analytics.
 - (e) What are KPIs. How to determine them? (4×5=20)
2. Examine the changing dynamics of HR in the digital age and the role of analytics in adapting to these changes.
3. Critically analyze the application of HR metrics, scorecards, and benchmarking in measuring HR performance and driving organizational success.

4. Evaluate the prominent HR analytical frameworks and HR Models used for data-driven decision-making and discuss their applications.
5. Discuss the importance of engaging with stakeholders in the development and implementation of HR analytics initiatives. Analyze the role of consultants and coaches in guiding organizations through the adoption and advancement of HR analytics.
6. Discuss strategies for resolving data issues in HR analytics and improving data accuracy, consistency, and reliability.
7. Explain the role of storytelling and visualization in presenting HR analytics insights. How can these tools enhance stakeholder understanding and decision-making? Provide examples of effective storytelling techniques and visualization methods.
8. Discuss the common barriers organizations face when implementing HR analytics and propose strategies to overcome resistance from employees and management. Include real-world examples to illustrate your points.
9. Analyze the future of HR analytics in the context of emerging data sources and evolving technologies. What opportunities and ethical challenges do these advancements present for HR professional?

OMBA/D-24

COMPENSATION AND REWARD MANAGEMENT

Paper-HRM-305

Time : Three Hours]

[Maximum Marks : 70

Note : Attempt *six* questions in all, however Question No. 1 is compulsory.

1. Compulsory Question

Short answer type questions :

- (i) Importance of wage differentials in compensation and reward management.
- (ii) Meaning and significance of Skill based pay structure.
- (iii) Objective of performance linked pay.
- (iv) Fringe benefits and workers' motivation.
- (v) Object of the Payment of Bonus Act, 1965.

2. Throw some light on recent developments related to reward and recognition practices of leading organisations.

3. Explain the implications of Equity theory and Goal Setting theory in compensation management.

4. What is the concept of pay mix? Explain monetary and non-monetary components of compensation package of an employee in an organisation.
 5. Explain the design of pay structure of special HR in an organization. What are the major issues in designing pay package for special HR?
 6. Discuss the tax implications of various components of compensation packages and benefits paid to CEOs and Board of Directors. Explain with the help of suitable examples.
 7. What is the object of the Workmen's Compensation Act, 1923? Explain various provisions of the Act.
 8. What is the object of the Payment of Wages Act, 1936? Explain various provisions of the Act.
 9. Discuss the nature, constitution and functions of Pay Commission of India.
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27115

OMBA/D-24

**TALENT ACQUISITION AND
PERFORMANCE MANAGEMENT**

Paper-HRM-306

Time : Three Hours]

[Maximum Marks : 70

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

Compulsory Question

1. Attempt the following : (Short Answer Type)

- (a) What is the significance of job analysis in a performance management system.
- (b) Explain the relationship between performance management and pay.
- (c) Figure out the ethical dilemmas and issues associated with performance management and suggest ways to address them.
- (d) Discuss the relevance of MBO as a performance appraisal method.
- (e) Define the concept of the talent value chain and its importance in developing talent-friendly organizations.

2. Compare and contrast various types of metrics used in performance management, highlighting their advantages, limitations and their suitability in different situations.
3. Explain the concept and importance of potential appraisal. Also throw light on the steps involved in conducting a potential appraisal in an organization.
4. Identify common performance problems and analyze strategies to manage underperformers effectively. Discuss the steps involved in handling performance issues during performance review meetings.
5. Explain the succession management process and discuss how it integrates with career planning to create a comprehensive talent strategy?
6. Analyze the challenges and benefits of implementing a Talent Management System (TMS) and discuss strategies to overcome these challenges.
7. Why Talent Retention is quite important for every organisation? Discuss certain measures which are quintessential for retaining quality talent in modern day organisations.
8. In your opinion which is a talent friendly organisation? Throw light on certain key elements of talent friendly organisation.

9. Elaborate the concept of Personal Development Plan. Discuss the role of a Personal Development Plan (PDP) in employee growth and organizational development.
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27118

OMBA/D-24
EXPORT IMPORT PROCEDURES
AND DOCUMENTATION
Paper : IB-303

Time : Three Hours]

[Maximum Marks : 70

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

Compulsory Question

1. Write short notes on the following :
 - (a) Embargo.
 - (b) Bill of Lading.
 - (c) Sight draft.
 - (d) CIF.
 - (e) EDI. (4×5=20)

2. How documentation and procedures act as barriers in international trade? Explain with suitable examples. (10)

3. Discuss the role of WTO in the development and regulation of international trade. (10)

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4. Explain the price quotations. How are these important in determining the export price? (10)
 5. Explain the various steps involved in the processing and confirmation of export order. (10)
 6. What is not covered in marine cargo insurance? Explain the claim procedure of this insurance. (10)
 7. Discuss the benefits of pre-shipment finance. Explain the types of pre-shipment finance. (10)
 8. What is FEMA? Explain the objectives and main provisions of FEMA. (10)
 9. Write notes on :
 - (a) Deemed exports.
 - (b) EoUs. (5×2=10)
-

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27119

OMBA/D-24

INDIA'S FOREIGN TRADE & POLICY

Paper-IB-304

Time : Three Hours]


[Maximum Marks : 70

Note : Question No 1 is compulsory 5 short answer questions of 4 marks) and remaining 8 questions will be of 10 marks out of which the student is required to attempt *five* questions.

Compulsory Question

1. (a) Trade Regulation in India.
(b) Export Incentives.
(c) Duty Drawback Schemes.
(d) Major Import Commodity Groups.
(e) Components of Balance of Payments.
2. Write an essay on the directional pattern of India's Foreign Trade in Global Context.
3. Elaborate the problems and prospects of major export commodities from India.
4. Write in brief the role and importance of The Foreign Trade (Development and Regulation) Act.

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5. List various Export Promotion Councils working in India. What are the major objectives and functions of EPCs in India?
6. Explain the role of the State Trading Organisations in India.
7. Elucidate the contribution of EXIM bank and ECGC in foreign trade of India.
8. Highlight the impact of WTO on India's Trade Policy.
9. Explain the key outlines of the present Export-Import Policy.

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27140

OMBA/D-24

BUSINESS ANALYSIS USING EXCEL

Paper-BA-301

Time : Three Hours]

[Maximum Marks : 70

Note : Attempt *six* questions in all. Question No. 1, comprising of *five* short answer type questions of 4 marks each, is compulsory, and the remaining 8 questions are of 10 marks out of which a student is required to attempt any *five* questions.

1. Compulsory Question

Explain briefly :

- (a) What are the advantages of using Excel for scenario analysis in business planning?
- (b) How do PivotTables help business analysts summarize and analyze large datasets?
- (c) How can Excel help in identifying key performance indicators (KPIs) for business analysis?
- (d) How can Excel be used to build dashboards for tracking business metrics?
- (e) What are the benefits of using Excel's conditional formatting for business data analysis? (5×4=20)

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2. What are the key advantages of using Excel over other data analysis tools? Also discuss the limitations of using Excel for data analysis. (10)
3. What are some of the key tools and features in Excel that are specifically designed for business analysis, and how do they enhance analytical workflows? (10)
4. In what ways can Excel's integration with Power BI and other professional data tools help business analysts create more comprehensive reports and visualizations for decision-making? (10)
5. What strategies can business analysts use to ensure that Excel reports and presentations address the specific needs and concerns of different stakeholders, such as executives, department heads, and operational teams? (10)
6. What are the best methods for importing data into Excel from external sources such as databases, APIs, or cloud-based applications, and how can business analysts ensure the accuracy and consistency of imported data? (10)
7. How can Excel be used to perform time series analysis, and what functions or tools are most useful for identifying trends and seasonality in historical data? (10)

8. How can business analysts use Excel's charting tools to visually represent trends, relationships, and comparisons in business data? (10)

 9. What steps should a business analyst follow in Excel to assess the validity and reliability of a regression model, including checking for multicollinearity, heteroscedasticity, and other potential issues? (10)
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27143

OMBA/D-24

DECISION MODELLING AND DATA ANALYSIS

Paper-BA-304

Time : Three Hours]

[Maximum Marks : 70

Note : Students will be required to attempt *Six* questions in all. Question No. 1 is compulsory. Students are required to attempt *Five* more questions from the remaining Eight questions.

Compulsory Question

1. (a) Discuss the key elements of Decision Requirements Diagram (DRD).
 - (b) Write a note on threshold values and goal seek in manual what-if analysis.
 - (c) How sensitivity analysis is used in decision-making? Discuss.
 - (d) Explore the key point univariate numeric data analysis. How it is different from multivariate analysis?
 - (e) Can you do regression with cross-sectional data? Write the assumptions of cross-sectional regression?
- (5×4=20)

2. What is Decision Modelling? Discuss the strengths and limitations of Decision Modelling. Outline symbolic notations of Decision Modelling. (10)
3. How Excel approach is used for sensitivity analysis? Discuss the use of What-if analysis to predict the outcome of specific action performed under certain conditions. (10)
4. What is Monte Carlo simulation? Why it is used? How it is different from simulation? Write an example of Monte Carlo simulation in real life. (10)
5. What is single and multiple output decision tree classification? Elaborate the strategies for implementing decision tree. How decision tree rules are generated? (10)
6. Differentiate between linear regression and multiple regression. Evaluate the following datasets to fit a multiple linear regression model : (10)

y	140	155	159	179	192	200	212	215
x_1	60	62	67	70	71	72	75	78
x_2	22	25	24	20	15	14	14	11

7. Distinguish between trend and seasonal components that help in forecasting time series data? Discuss the potential consequences of removing the seasonal component from a time series for forecasting purposes. (10)

8. What is the primary objective of smoothing methods in time series forecasting? Compare and contrast simple exponential smoothing and Holt's exponential smoothing method. (10)

 9. Compare and contrast amongst autocorrelation and autoregression. Discuss the need for autocorrelation in time series. (10)
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