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Roll No.....

A-801

MBA I Semester Examinations (Dec 2025)
Management Process & Organizational Behaviour (MBA-101A)

Time- 3hrs
Max. Marks-60

The paper is divided into 4 parts: A, B, C, and D. All parts are compulsory.

1. Part A contains 10 Multiple Choice Questions (MCQs), all are compulsory. Each question carries 1 mark.
2. Part B contains 5 Short Answer Questions, out of which you must attempt any 3. Each question carries 5 marks.
3. Part C contains 3 Long Answer Questions, out of which you must attempt any 2. Each question carries 10 marks.
4. Part D contains a Case-Based Study Questions. The case study carries 15 marks.

PART A: Multiple Choice Questions

- a. The term "Management by Objectives" was introduced by:
 - i. Elton Mayo
 - ii. Peter Drucker
 - iii. Henry Fayol
 - iv. F.W. Taylor
- b. The process of identifying and grouping work to be performed is called:
 - i. Organizing
 - ii. Planning
 - iii. Controlling
 - iv. Directing
- c. Which among the following is not a step in decision-making?
 - i. Identifying the problem
 - ii. Developing alternatives
 - iii. Implementing the decision
 - iv. Communicating to employees only
- d. Staffing is primarily concerned with:
 - i. Designing strategies
 - ii. Planning future activities
 - iii. Placing the right person in the right job
 - iv. Monitoring control mechanisms
- e. Leadership based on personal charm and inspiration is called:
 - i. Autocratic Leadership
 - ii. Charismatic Leadership
 - iii. Democratic Leadership
 - iv. Laissez-faire Leadership
- f. Which theory classifies personality into Type-A and Type-B individuals?
 - i. Jung's Typology
 - ii. Freud's Psychoanalytic Theor
 - iii. Friedman and Rosenman's Theory
 - iv. Maslow's Need Theory
- g. According to Transactional Analysis, which ego state is emotional and spontaneous?
 - i. Rational Ego State
 - ii. Child Ego State
 - iii. Adult Ego State
 - iv. Parent Ego State
- h. Group norms help in:
 - i. Isolating individuals
 - ii. Reducing communication
 - iii. Regulating group behavior
 - iv. Increasing conflicts
- i. Organizational culture that emphasizes innovation and risk-taking is called:
 - i. Clan Culture
 - ii. Market Culture
 - iii. Hierarchy Culture
 - iv. Adhocracy Culture
- j. 1. The key objective of organizational development is to:
 - i. Increase revenue
 - ii. Improve organizational effectiveness

iii. Minimize supervision

iv. Reduce planning efforts

Part B: Short Answer Questions

1. Explain the essential managerial skills required at different organizational levels.
2. What are the major components of the staffing process?
3. Define emotional intelligence and discuss its relevance in management.
4. Write short notes on group decision-making and its benefits.
5. What are the main characteristics of organizational culture?

Part C: Long Answer Questions

2. Explain the nature, scope, and importance of organizational behavior in management.
3. Discuss the process of controlling and describe the various control techniques used in modern organizations.
4. Define organizational effectiveness. How is it related to organizational development and culture?

Part D: Case Study Based Questions

Case:

Read the following case and answer the questions below:

ABC Manufacturing Ltd. recently adopted automation technology to improve efficiency. However, many employees resisted the change, fearing job losses. The management initiated workshops to educate employees on the benefits and opportunities of automation. Gradually, attitudes began to shift, and productivity improved.

Questions

1. What type of organizational change was introduced in ABC Manufacturing Ltd.?
2. Which models of change management can explain this process?
3. How did communication and leadership play a role in overcoming resistance?
4. Suggest further steps to sustain the positive change in the long run.

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Roll No.....

B-801

MBA II Semester Examinations (Dec 2025)
Business Optimization Techniques (MBA-102A)

Time- 3hrs
Max.Marks-60

The paper is divided into 4 parts: A, B, C, and D. All parts are compulsory.

1. Part A contains 10 Multiple Choice Questions (MCQs), all are compulsory. Each question carries 1 mark.
2. Part B contains 5 Short Answer Questions, out of which you must attempt any 3. Each question carries 5 marks.
3. Part C contains 3 Long Answer Questions, out of which you must attempt any 2. Each question carries 10 marks.
4. Part D contains a Case-Based Study Questions. The case study carries 15 marks.

PART A: Multiple Choice Questions

- a. **IBFS of L.P.P. is obtained by assuming the values of _____ variables equal to zero.**
 - i. Basic
 - ii. Non-basic
 - iii. Slack
 - iv. Surplus
- b. **The method of solving Transportation problem is known as**
 - i. MODI method
 - ii. reduced matrix method
 - iii. Hungarian method
 - iv. None of the above.
- c. **The dual of primal minimization LPP having m- constraints and n- non negative variables should**
 - i. be a minimization LPP
 - ii. be a maximization LPP
 - iii. have n-constraints and m- non negative variable
 - iv. both b and c
- d. **If there are 5 –workers and 5-jobs in assignment problem then there would be**
 - i. 9 solutions
 - ii. 24 solutions
 - iii. 16 solutions
 - iv. 120 solutions
- e. **The probability distribution of customers joining queue is __.**
 - i. exponential
 - ii. normal
 - iii. Poisson
 - iv. None of these
- f. **Who coined the term Operations Research?**
 - i. J.F. McCloskey
 - ii. F.N. Trefethen
 - iii. P.F. Adams
 - iv. Both A and B
- g. **This innovative science of Operations Research was discovered during -----**
 - i. Civil War
 - ii. World War I
 - iii. World War II
 - iv. Industrial Revolution
- h. **Operations Research uses models to help the management to determine its ----- scientifically**
 - i. Policies
 - ii. Actions
 - iii. Both A and B
 - iv. None of the above
- i. **What aims at optimizing inventory levels?**
 - i. Inventory Control
 - ii. Inventory Capacity
 - iii. Inventory Planning
 - iv. None of the above

j. Which theory concerns making sound decisions under conditions of certainty, risk and uncertainty

- i. Game Theory
- ii. Network Analysis
- iii. Decision Theory
- iv. None of the above

Part B: Short Answer Questions

- 2. What is linear programming? Explain the slack and surplus variables?
- 3. State the difference between the Transportation Problem and Assignment Problem.
- 4. What is the difference between an event and an activity?
- 5. Write in brief about the types of deterministic inventory models.
- 6. Enumerate the applications of OR in Personnel Management?

Part C: Long Answer Questions

- 7. State the different types of models used in OR. Explain briefly the general methods for solving these OR models.
- 8. Compare and contrast CPM and PERT. Under what conditions would you recommend scheduling by PERT? Justify your answer with reasons.
- 9. Which situation is called a game? What is the maximum criterion of optimality?

Part D: Case Study Based Questions

Case:

Questions

- 1. A firm manufacturing a single product has three plants, I, II, III. They have produced 60, 35 and 40 units respectively during this month. The firm has made a commitment to sell 22 units to customer A, 45 units to customer B, 20 units to customer C, 18 units to customer D, 30 units to customer E. Find the minimum possible transportation cost of shifting the manufactured product to the five customers. The net cost of transporting the three plants to the five customers is given below:

	A	B	C	D	E
I	4	1	3	4	4
II	3	3	2	2	3
III	2	5	2	4	4

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Roll No.....

A802

**MBA I Semester Examinations (Dec 2025)
Managerial Economics (MBA-103A)**

**Time- 3hrs
Max.Marks-60**

The paper is divided into 4 parts: A, B, C, and D. All parts are compulsory.

1. Part A contains 10 Multiple Choice Questions (MCQs), all are compulsory. Each question carries 1 mark.
2. Part B contains 5 Short Answer Questions, out of which you must attempt any 3. Each question carries 5 marks.
3. Part C contains 3 Long Answer Questions, out of which you must attempt any 2. Each question carries 10 marks.
4. Part D contains a Case-Based Study Questions. The case study carries 15 marks.

PART A: Multiple Choice Questions

- a. Managerial Economics is best defined as:**
- | | |
|--|---|
| i. The science of wealth | ii. Application of economic theory in decision making |
| iii. Study of inflation and unemployment | iv. Production of goods and services |
- b. Which of the following is a micro-economic concept?**
- | | |
|------------------------|---------------------|
| i. National income | ii. Inflation |
| iii. Demand and supply | iv. Monetary policy |
- c. When the price of goods falls and quantity demanded increases this is known as**
- | | |
|--------------------|--------------------------------|
| i. Income effect | ii. Substitution effect |
| iii. Law of supply | iv. Law of diminishing returns |
- d. Which forecasting method uses historical data?**
- | | |
|---------------------|---------------------|
| i. Delphi method | ii. Expert opinion |
| iii. Trend analysis | iv. Consumer survey |
- e. The law of diminishing marginal productivity applies in the**
- | | |
|-------------|---------------|
| i. Long run | ii. Short run |
| iii. Both | iv. Neither |
- f. The optimal combination of inputs occurs where**
- | | |
|----------------------------------|---------------------------------------|
| i. Isocost is maximum | ii. Isoquant is tangent to isocost |
| iii. Isoquant intersects isocost | iv. Marginal cost equals average cost |
- g. Which cost is relevant for decision making?**
- | | |
|--------------------|---------------------|
| i. Sunk cost | ii. Historical cost |
| iii. Marginal cost | iv. Book value |
- h. Which market structure features many sellers and product differentiation?**
- | | |
|------------------------|------------------------------|
| i. Perfect competition | ii. Monopoly |
| iii. Oligopoly | iv. Monopolistic competition |
- i. Kinked demand curve is associated with**
- | | |
|-----------------------|--------------|
| i. Perfect completion | ii. Monopoly |
| iii. Oligopoly | iv. Duopoly |
- j. Which of the following is an example of market failure?**
- | | |
|-------------------------|------------------------|
| i. Monopoly | ii. Perfect completion |
| iii. Government subsidy | iv. Consumer surplus |

Part B: Short Answer Questions

1. What is wealth maximization? How is it differing from profit maximization?
2. What is Game theory and asymmetric information?
3. What are isoquant curves?
4. What are the basic concepts of economics that are used in managerial decision making?
5. What are public goods? Discuss in brief.

Part C: Long Answer Questions

1. What are economies of scale? Highlight the scope of economies of scale.
2. What is elasticity of demand? Explain its types and functions.
3. How are price and output determined under perfect competition?

Part D: Case Study Based Questions

Case:

FreshBakes Ltd., a bakery chain, operates across several cities. The company has experienced steady growth in demand, prompting management to consider expanding operations. However, recent financials reveal that despite increased output, overall profit margins are shrinking. A detailed analysis shows rising average costs due to overstaffing and inefficient procurement practices. Moreover, competition has intensified, putting pressure on prices.

The management decides to:

- Review short-run and long-run cost behaviours to identify sources of diseconomies of scale.
- Implement cost-control strategies, such as optimizing staffing and negotiating bulk procurement.
- Forecast demand in potential new locations using both market surveys and time-series data.
- Determine pricing strategies, balancing profit maximization with market penetration to counter new competition.

Q1. How can economies and diseconomies of scale influence the expansion decision?

Q2. Which pricing strategies can FreshBakes adopt in a highly competitive environment?

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Roll No.....

B-802

**MBA II Semester Examinations (Dec 2025)
Business Research Methodology (MBA-104A)**

**Time- 3hrs
Max.Marks-60**

The paper is divided into 4 parts: A, B, C, and D. All parts are compulsory.

1. Part A contains 10 Multiple Choice Questions (MCQs), all are compulsory. Each question carries 1 mark.
2. Part B contains 5 Short Answer Questions, out of which you must attempt any 3. Each question carries 5 marks.
3. Part C contains 3 Long Answer Questions, out of which you must attempt any 2. Each question carries 10 marks.
4. Part D contains Case-Based Study Questions. The case study carries 15 marks.

PART A: Multiple Choice Questions

- a. Studying whether a new pack design lifts next-quarter sales is mainly:**
 - i. Basic research
 - ii. Ethnography
 - iii. Applied research
 - iv. Conceptual research
- b. When a manager is unsure what the problem is, the first research step is to:**
 - i. Choose a sampling plan
 - ii. Define the problem and objectives
 - iii. Draft hypotheses
 - iv. Run a pilot survey
- c. Use an exploratory design when:**
 - i. Effects are already proven
 - ii. You must estimate a known proportion
 - iii. Prior knowledge is thin, and you need ideas
 - iv. You need a causal estimate with controls
- d. Best scale to capture agreement with statements (“I trust this app”):**
 - i. Rank-order scale
 - ii. Likert scale
 - iii. Semantic differential
 - iv. Stapel scale
- e. What makes a study an experiment?**
 - i. Large sample size
 - ii. Many survey items
 - iii. Manipulation + random assignment
 - iv. Field setting
- f. To reduce the researcher's degrees of freedom and ethical risk:**
 - i. Select a model based on the results.
 - ii. Hide nonsignificant paths.
 - iii. Pre-register hypotheses and analysis plan; report all robustness checks.
 - iv. Change DVs until significant.
- g. You compare product-mix composition across two segments with different base sizes. Most truthful visualization?**
 - i. Side-by-side counts.
 - ii. Two pie charts.
 - iii. 100% stacked bars using percentages, with base n annotated.
 - iv. Tree map.
- h. You have 20 attitude items; goal: form constructs, then actionable segments. Best sequence?**
 - i. Cluster on raw items → PCA on clusters.
 - ii. Factor analysis → cluster on factor scores.
 - iii. Conjoint → k-means.
 - iv. MDS → regression.
- i. You only have pairwise similarity ratings among brands (no attributes). Appropriate mapping?**
 - i. Conjoint analysis.
 - ii. Multidimensional scaling (MDS).
 - iii. Factor analysis.
 - iv. Logistic regression.

j. Cluster analysis helps to:

- i. Test mediation
- ii. Group similar customers into segments
- iii. Forecast time series
- iv. Validate measurement models

Part B: Short Answer Questions

1. A fintech suspects payment failures are hurting retention—what two clear research objectives and four distinct, testable research questions would you propose?
2. Which one qualitative and one quantitative method would you use to study “trust in food delivery,” and how would you link or triangulate their outputs to draw conclusions?
3. What three data-editing checks should be performed before coding, and why does each check matter for data quality and validity?
4. What two criteria would you use to evaluate a business research report, and why do these criteria matter for rigor, clarity, and usefulness?
5. How would you construct a perceptual map using MDS for a chosen product category, and how would you use the map to inform concrete positioning decisions?

Part C: Long Answer Questions

1. Pick any research hypothesis in your domain. How would you critique it for specificity, measurability, and falsifiability? Then rewrite it and outline a step-by-step test plan.
2. Uninstalls are rising in a mobile app, which design would you choose or sequence (exploratory, descriptive, experimental) to diagnose root causes, and why? Briefly specify the sample, measures, and one concrete experiment you would run.
3. Lay out an end-to-end data cleaning-to-tabulation pipeline for a large survey that is fully auditable.

Part D: Case Study-Based Questions

Case:

Prime Video India’s ad-free add-on (June 2025)

On June 17, 2025, Prime Video began showing ads in India to regular Prime members. Amazon introduced an optional ad-free add-on priced at ₹699/year (intro discount) or ₹129/month. Social chatter spiked: some long-tenured subscribers felt the “Prime = ad-free” promise had shifted mid-cycle, while others accepted ads for a lower overall price. Inside Amazon India, teams debated how to protect viewing hours and reduce churn without diluting Prime’s value stack (shipping, music, reading).

Dilemma:

Option A – Stay the course: Keep ads by default, push the low-priced ad-free add-on with sharp communication and limited-time promo credits.

Option B – Rebundle: Create a higher-priced “Prime Plus” that restores ad-free viewing for loyal annual subscribers, with tighter device limits to protect economics.

Questions

1. Design a clean A/B test that isolates pricing vs messaging effects.
2. If ad-free take-up is low but churn risk is rising, what’s your next move?

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Roll No.....

A-803

MBA I Semester Examinations (Dec 2025)

Business Communication (MBA-105A)

Time- 3hrs

Max.Marks-60

Note: The paper is divided into 4 parts: A, B, C, and D. All parts are compulsory.

- 1. Part A contains 10 Multiple Choice Questions (MCQs), all are compulsory. Each question carries 1 mark.**
- 2. Part B contains 5 Short Answer Questions, out of which you must attempt any 3. Each question carries 5 marks.**
- 3. Part C contains 3 Long Answer Questions, out of which you must attempt any 2. Each question carries 10 marks.**
- 4. Part D contains a Case-Based Study Questions. The case study carries 15 marks.**

PART A: Multiple Choice Questions (All compulsory, 1 mark each)

1. Business communication can best be defined as:

- A. The exchange of products between two parties
- B. The process of sharing information within and outside an organization
- C. The exchange of non-verbal gestures only
- D. The use of technology for sending messages

2. Which of the following is a psychological barrier to communication?

- A. Noise
- B. Poor lighting
- C. Filtering
- D. Long distance

3. A resume primarily highlights:

- A. Personal stories and experiences
- B. Professional skills, experience, and qualifications
- C. Family background
- D. Hobbies only

4. The 7 Cs of effective communication include all EXCEPT:

- A. Clarity
- B. Courtesy
- C. Correctness
- D. Confrontation

5. A complaint letter usually includes:

- A. Praise for the product
- B. Denial of facts
- C. Explanation of the issue and expected resolution
- D. Unnecessary details

6. When writing a professional email, the subject line should:

- A. Be creative and mysterious
- B. Clearly state the purpose
- C. Contain emojis
- D. Be left blank

7. A key advantage of using visual aids is that they:

- A. Replace the speaker entirely
- B. Make the presentation longer
- C. Enhance understanding and retain attention
- D. Remove the need for practice

8. A common technique to reduce stage fright is to:

- A. Avoid rehearsing
- B. Imagine worst-case scenarios
- C. Practice deep breathing and preparation
- D. Speak as quickly as possible

9. A key risk of inappropriate social media use is:

- A. Better job opportunities
- B. Loss of credibility and professional reputation
- C. Increased networking success
- D. Stronger corporate identity

10. Networking at business events typically involves:

- A. Avoiding eye contact
- B. Actively engaging in conversations and exchanging information
- C. Talking continuously about personal matters
- D. Ignoring new people

Part B: Short Answer Questions (Attempt any 3)

1. Discuss the benefits and limitations of using digital platforms for business networking.
1. What is interpersonal communication? Explain its role in building strong workplace relationships.
2. What is the importance of conducting meetings and conferences in an organization?
3. What steps should a candidate take to prepare effectively for a business interview?
4. Discuss any two techniques of negotiation that help achieve successful outcomes.
5. Discuss the difference between a resume and a curriculum vitae (CV).

Part C: Long Answer Questions (Attempt any 2, each question carries 10 Marks)

1. Describe the communication process in detail. Illustrate each stage with a diagram and explain how feedback and noise influence communication effectiveness.
2. You recently received an office printer from a supplier, but the product is defective and not functioning properly. Write a formal complaint letter to the supplier describing the issue, requesting a replacement, and expressing your dissatisfaction with the service. Use an appropriate business tone and format.

3. A company employee posted an unprofessional comment on social media, leading to negative publicity. As the communication manager, describe the steps you would take to handle the situation and restore the company's online reputation.

Part D: Case Study Based Questions (15 marks)

Horizon Tech is a mid-sized software development company specializing in custom IT solutions for small and medium enterprises. Recently, the company secured an opportunity to provide a comprehensive software solution to a prominent client, Stellar Logistics, who wants the project completed within a tight timeline at a competitive price.

Rajiv, the head of sales at Horizon Tech, has been assigned to lead the negotiation with Stellar Logistics. During preliminary discussions, the client expressed their expectations clearly: they want the project delivered in three months instead of the usual six, and they are pushing for a 20% reduction in the overall cost. On the other hand, Horizon Tech's project manager, Ananya, insists that delivering the project in three months will compromise quality and put significant pressure on the development team. She also emphasizes that reducing the price will affect the profitability of the project.

The negotiation team is divided on the approach. One group believes that offering a steep discount and promising rapid delivery is the best way to secure the contract quickly. Another group argues for sticking to standard pricing and timeline to ensure quality, suggesting that client expectations can be managed through proper explanation and value demonstration. The disagreement between the team members has escalated during internal meetings, with arguments over which strategy to adopt. The tension is beginning to affect team morale and collaborative decision-making.

Rajiv realizes that before meeting the client, the team needs to resolve internal differences and align on a clear negotiation strategy. He must ensure that everyone's concerns are heard, build consensus on acceptable compromises, and present a unified approach to the client. Moreover, he needs to prepare for the negotiation by understanding the client's priorities, anticipating counteroffers, and identifying areas for mutual gain that could lead to a win-win outcome.

The challenge for Horizon Tech is twofold: successfully negotiate favorable terms with Stellar Logistics while maintaining team harmony and resolving internal conflicts that could hinder decision-making. How the negotiation and conflict resolution are handled will significantly impact the project's success, the client relationship, and the internal cohesion of Horizon Tech's team.

Answer the following questions (7.5 marks each)

1. As Rajiv, outline the steps you would take to resolve the internal conflict within your team and build a consensus on the negotiation strategy with Stellar Logistics.
2. Identify and explain at least three negotiation techniques you could use during discussions with Stellar Logistics to achieve a win-win outcome, considering both the client's priorities and Horizon Tech's business interests.

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Roll No.....

B-803
MBA II Semester Examinations (Dec 2025)
Operations Management (MBA-106A)

Time- 3hrs
Max.Marks-60

The paper is divided into 4 parts: A, B, C, and D. All parts are compulsory.

1. Part A contains 10 Multiple Choice Questions (MCQs), all are compulsory. Each question carries 1 mark.
2. Part B contains 5 Short Answer Questions, out of which you must attempt any 3. Each question carries 5 marks.
3. Part C contains 3 Long Answer Questions, out of which you must attempt any 2. Each question carries 10 marks.
4. Part D contains a Case-Based Study Questions. The case study carries 15 marks.

PART A: Multiple Choice Questions

- a. Which of the following best represents an order winner in operations strategy?
 - i. Low cost
 - ii. Brand image
 - iii. Flexibility
 - iv. Product features
- b. What does the process view of operations emphasize?
 - i. Functional hierarchy
 - ii. Flow of resources and activities
 - iii. Employee motivation
 - iv. Financial control
- c. In manufacturing process design, a job shop layout is most appropriately suited for which type of production?
 - i. Mass production
 - ii. Batch production
 - iii. Customized production
 - iv. Continuous process
- d. Kanban is primarily used for which purpose in operations management?
 - i. Forecasting demand
 - ii. Signaling material replenishment
 - iii. Scheduling manpower
 - iv. Quality testing
- e. What is a major disadvantage of the Economic Order Quantity (EOQ) model?
 - i. Ignores quantity discounts
 - ii. Minimizes total cost
 - iii. Uses stable demand assumption
 - iv. Considers uncertainty
- f. How is the capacity utilization rate calculated?
 - i. Actual output / Effective capacity
 - ii. Effective capacity / Design capacity
 - iii. Design capacity / Actual output
 - iv. Actual output / Total cost
- g. A P-chart is used to monitor which aspect of a process?
 - i. Mean of continuous data
 - ii. Proportion of defectives
 - iii. Variance of process
 - iv. Cycle time
- h. DMAIC in Six Sigma stands for:
 - i. Define, Measure, Analyze, Improve, Control
 - ii. Design, Manage, Assess, Implement, Control
 - iii. Define, Monitor, Analyze, Integrate, Control
 - iv. Develop, Measure, Adjust, Improve, Control
- i. Supply Chain Innovation can be best characterized by:
 - i. Cost reduction alone
 - ii. Use of digital, data-driven technologies
 - iii. Manual record keeping
 - iv. Outsourcing only

j. In the context of Industry 5.0, what is the primary focus of operations and production?

- | | |
|--------------------------|--|
| i. Full automation | Human-machine collaboration and sustainability |
| iii. Centralized control | iv. Profit maximization |

Part B: Short Answer Questions

1. Explain the significance of operations strategy in achieving business competitiveness.
2. Discuss the main differences between JIT and MRP systems.
3. Define and explain Inventory Carrying Cost and Stock-out Cost with examples.
4. What is Process Capability Index (Cpk)? How is it used in quality control?
5. Explain the potential benefits and challenges of implementing additive manufacturing in supply chain operations.

Part C: Long Answer Questions

1. Explain the role of decision tree analysis in operations management. Illustrate with an example how it helps in handling uncertainty in process decisions.
2. Describe the Lean Operations Philosophy. Explain how techniques such as Kaizen, Just-in-Time, and Value Stream Mapping contribute to improving productivity and reducing waste.
3. Explain the concept of Total Quality Management (TQM) and its linkage with Statistical Process Control (SPC). Illustrate with an example how organizations can move from detection to prevention in quality management.

Part D: Case Study Based Questions

Case:

A leading e-commerce logistics company in India is struggling with fluctuating customer demand, delivery delays, and high warehouse costs. To address these issues, management wants to redesign its supply chain and introduce Lean and digital technologies such as IoT and Blockchain for better visibility and efficiency.

Questions

1. Identify the key challenges in the company's operations and map them to relevant process inefficiencies.
2. How Lean principles and capacity planning can help the company align its operations with fluctuating demand.
3. Suggest how IoT and Blockchain integration can transform the firm's supply chain into a more transparent and agile system.

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Roll No.....

A804

**MBA I Semester Examinations (Dec 2025)
Business Environment (MBA-107A)**

**Time- 3hrs
Max.Marks-60**

The paper is divided into 4 parts: A, B, C, and D. All parts are compulsory.

1. Part A contains 10 Multiple Choice Questions (MCQs), all are compulsory. Each question carries 1 mark.
2. Part B contains 5 Short Answer Questions, out of which you must attempt any 3. Each question carries 5 marks.
3. Part C contains 3 Long Answer Questions, out of which you must attempt any 2. Each question carries 10 marks.
4. Part D contains a Case-Based Study Questions. The case study carries 15 marks.

PART A: Multiple Choice Questions

- a. The primary purpose of environmental scanning is to:
 - i. Control competitors
 - ii. Identify opportunities and threats
 - iii. Predict sales
 - iv. Increase prices
- b. Purchasing Power is influenced by:
 - i. Price level
 - ii. Income level
 - iii. Inflation rate
 - iv. All of the above
- c. Monetary policy is controlled by:
 - i. Ministry of Finance
 - ii. RBI
 - iii. SEBI
 - iv. NITI Aayog
- d. Balance of Payments (BoP) consists of:
 - i. Current account and capital account
 - ii. Domestic and international accounts
 - iii. Imports and reserves
 - iv. None
- e. The Foreign Trade Policy (FTP) aims to:
 - i. Promote exports
 - ii. Restrict imports
 - iii. Regulate corporate tax
 - iv. Control inflation
- f. A benefit of LPG reforms was:
 - i. Reduced foreign competition
 - ii. Decrease in exports
 - iii. Entry of global firms in India
 - iv. Fall in FDI
- g. Atmanirbhar Bharat focuses on:
 - i. Import dependence
 - ii. Self-reliance and local manufacturing
 - iii. Selling PSUs
 - iv. None
- h. A challenge for MSMEs in India is:
 - i. High access to credit
 - ii. Severe competition and inadequate technology
 - iii. Excess global demand
 - iv. None
- i. The Competition Act, 2002 aims to control:
 - i. Monopolies and unfair trade practices
 - ii. Foreign trade
 - iii. Bank lending rates
 - iv. Labour relations

- j. BRICS originally included:
- | | |
|--|---|
| i. Brazil, Russia, India, China, South Africa | ii. Britain, Russia, Iceland, China, Spain |
| iii. Bangladesh, Romania, India, Chile, Sweden | iv. Bhutan, Russia, India, China, Singapore |

Part B: Short Answer Questions

1. What is environmental analysis? State any three objectives of environmental scanning.
2. What is meant by purchasing power and how does it influence consumer behavior?
3. Explain the determinants of demographic factors affecting business.
4. What is Balance of Payments (BoP)? Mention its components.
5. What is the role of WTO in international trade?

Part C: Long Answer Questions

1. "Environmental analysis is essential for strategic decision making." Discuss this statement in light of the micro and macro business environment factors.
2. Evaluate the evolution of India's Foreign Capital Policy, including FDI and FPI trends, along with their impact on domestic industries.
3. Discuss the major banking reforms introduced in India after 1991.

Part D: Case Study Based Questions

Case:

TechHub Engineering Pvt. Ltd., an MSME, manufactures machine components. The company benefited from India's New Industrial Policy of 1991, which encouraged competition and reduced licensing hurdles. It also received easier credit due to banking reforms like priority sector lending.

Under **Make in India**, TechHub partnered with a foreign firm to obtain advanced manufacturing technology. During the Atmanirbhar Bharat campaign, the government provided incentives for local sourcing and digital adoption. Despite these advantages, TechHub faces challenges: delayed payments from public sector buyers, shortage of skilled labour, and inadequate access to advanced technology.

Questions

1. Discuss two major challenges faced by MSMEs like TechHub in India.
2. How does Atmanirbhar Bharat promote domestic manufacturing?

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No. of Pages: 03

Roll No.....

A-805

**MBA I Semester Examinations (Dec 2025)
Accounting for Managers (MBA-109A)**

**Time- 3hrs
Max.Marks-60**

The paper is divided into 4 parts: A, B, C, and D. All parts are compulsory.

1. Part A contains 10 Multiple Choice Questions (MCQs), all are compulsory. Each question carries 1 mark.
2. Part B contains 5 Short Answer Questions, out of which you must attempt any 3. Each question carries 5 marks.
3. Part C contains 3 Long Answer Questions, out of which you must attempt any 2. Each question carries 10 marks.
4. Part D contains a Case-Based Study Questions. The case study carries 15 marks.

PART A: Multiple Choice Questions

- a. Financial accounting mainly records:
 - i. Future plans
 - ii. Past transactions
 - iii. Employee salaries only
 - iv. Marketing expenses
- b. Basic accounting equation is:
 - i. $\text{Assets} = \text{Liabilities} + \text{Capital}$
 - ii. $\text{Profit} = \text{Sales} + \text{Expenses}$
 - iii. $\text{Cash} = \text{Bank} + \text{Cheques}$
 - iv. $\text{Revenue} = \text{Cost} + \text{Tax}$
- c. Real accounts relate to:
 - i. Properties and cash
 - ii. Only incomes
 - iii. Only expenses
 - iv. Personal loans only
- d. Trading account shows:
 - i. Gross profit or loss
 - ii. Net profit only
 - iii. Balance sheet items
 - iv. Bank balance
- e. Closing stock goes to:
 - i. Trading Account (credit side)
 - ii. Profit & Loss only
 - iii. Cash book
 - iv. Journal only
- f. Horizontal analysis compares:
 - i. Same year different items
 - ii. Different years same items
 - iii. Different companies
 - iv. Different countries
- g. Current ratio measures:
 - i. Short-term liquidity
 - ii. Long-term debt
 - iii. Profitability
 - iv. Market value
- h. Ratio analysis limitation is:
 - i. Ignores inflation
 - ii. Shows future
 - iii. Perfect always
 - iv. Very complex
- i. HR Accounting values:
 - i. Human resources as assets
 - ii. Machines only
 - iii. Buildings only
 - iv. Cash only
- j. Segment analysis studies:
 - i. Different business parts
 - ii. Whole company
 - iii. Competitors only
 - iv. Customers only

Part B: Short Answer Questions

1. What is segmental reporting? How does it assist management in decision-making? Provide an example.
2. Explain the importance of financial accounting to different users with two examples each.
3. Describe the accounting equation. Show how a business transaction affects it with two examples.
4. Explain the purpose of Bank Reconciliation Statement. Mention any four reasons for differences between Cash Book and Pass Book.
5. Discuss the role of Indian Accounting Standards (Ind-AS) in financial reporting and how it aligns with IFRS.

Part C: Long Answer Questions

1. What is Responsibility Accounting? Explain its types, process of implementation, and advantages with examples.
2. Explain the purpose and importance of the Cash Flow Statement. Describe the three main categories of cash flows and how each category affects a company's financial health.
3. M/s ABC Enterprises is preparing its bank reconciliation statement as on 31st March 2025. The Cash Book balance shows ₹60,000, but the bank statement shows differences as described below:
 - Cheques issued but not yet presented total ₹18,000.
 - A cheque of ₹8,000 deposited was dishonored.
 - The bank collected a customer's bill of ₹12,000 directly and credited the company's account.
 - Bank charges of ₹600 and overdraft interest of ₹900 were debited by the bank.
 - A cheque of ₹14,000 deposited was wrongly credited by the bank as ₹19,000.
 - A cheque of ₹4,000 was entered twice in the Cash Book.
 - A supplier's cheque for ₹9,000 was wrongly entered as ₹900 in the Cash Book.

Prepare the Bank Reconciliation Statement for this company as at 31st March 2025.

Part D: Case Study Based Questions

Case:

Questions

The following trial balance of A Ltd. is extracted as on 31st March 2025:

Particulars	Debit (₹)	Credit (₹)
Opening Stock	50,000	
Purchases	1,20,000	
Sales		2,00,000
Carriage Inwards	5,000	
Salaries	18,000	
Rent	8,000	
Debtors	30,000	
Creditors		25,000

Particulars	Debit (₹)	Credit (₹)
Cash at Bank	20,000	
Plant & Machinery	1,00,000	
Furniture	40,000	

Adjustments:

- Closing stock is valued at ₹60,000.
- Salaries outstanding ₹2,000.
- Rent prepaid ₹1,000.
- Depreciate Plant & Machinery at 10% and Furniture at 5%.
- Provide for doubtful debts @ 5% on debtors.

Prepare Trading Account, Profit & Loss Account, and Balance Sheet as on 31st March 2025 after considering these adjustments.

No. of Pages: 02

Roll No.....

B-805

**MBA II Semester Examinations (Dec 2025)
Financial Management (MBA-110A)**

**Time- 3hrs
Max.Marks-60**

The paper is divided into 4 parts: A, B, C, and D. All parts are compulsory.

- 1. Part A contains 10 Multiple Choice Questions (MCQs), all are compulsory. Each question carries 1 mark.**
- 2. Part B contains 5 Short Answer Questions, out of which you must attempt any 3. Each question carries 5 marks.**
- 3. Part C contains 3 Long Answer Questions, out of which you must attempt any 2. Each question carries 10 marks.**
- 4. Part D contains a Case-Based Study Questions. The case study carries 15 marks.**

PART A: Multiple Choice Questions

1. The primary goal of financial management is to:
 - a) Maximize profits
 - b) Maximize shareholder wealth
 - c) Minimize cost
 - d) Ensure liquidity
2. Which one of the following is a capital budgeting decision?
 - a) Purchasing inventory
 - b) Taking a bank loan
 - c) Buying a new machine
 - d) Paying dividends
3. Working capital management involves managing:
 - a) Long-term assets
 - b) Equity and debt
 - c) Current assets and current liabilities
 - d) Fixed capital
4. Financial planning helps in:
 - a) Forecasting cash needs
 - b) Monitoring expenditure
 - c) Strategic decision making
 - d) All of the above
5. Which of the following is not a component of the cost of capital?
 - a) Cost of debt
 - b) Cost of equity
 - c) Cost of retained earnings
 - d) Cost of sales
6. Dividend policy affects:
 - a) Liquidity
 - b) Firm value
 - c) Assets
 - d) Liabilities
7. The NPV method assumes cash flows are reinvested at:
 - a) Internal Rate of Return
 - b) Cost of capital
 - c) Risk-free rate
 - d) Inflation rate
8. Weighted Average Cost of Capital (WACC) includes:
 - a) Only cost of debt
 - b) Only cost of equity
 - c) Both debt and equity costs
 - d) None of the above
9. Financial leverage affects:
 - a) Operating income
 - b) Earnings per share
 - c) Cost of goods sold
 - d) Sales revenue
10. Which of the following is not a capital structure theory?
 - a) Net income approach
 - b) MM hypothesis
 - c) Modigliani dividend model
 - d) Trade-off theory

B – Short Answer Questions

1. Differentiate between profit maximization and wealth maximization with examples.
2. Explain the concept of capital budgeting. Discuss any two techniques used to evaluate capital projects.
3. A project requires an initial investment of ₹1,00,000 and generates ₹30,000 per year for 5 years. Calculate the payback period and simple accounting rate of return, assuming average investment is ₹50,000.
4. Compute the cost of equity using the Dividend Discount Model (DDM):
Current dividend = ₹4 per share,
Growth rate = 8%,
Market price = ₹80.
5. What are the key assumptions of MM's Dividend Irrelevance Theory? How realistic are they?

Part C – Long Answer Questions

1. Discuss the factors affecting the capital structure of a firm. What are the various theories of capital structure?
2. Describe the different types of dividend policies and the factors influencing dividend decisions.
3. The capital structure of XYZ Ltd. is:
Equity: ₹10,00,000 at 15% cost of equity
Debt: ₹5,00,000 at 10% interest
Tax rate: 30%
Calculate:
a) WACC (Weighted Average Cost of Capital)
b) Effect on WACC if the debt proportion increases to 60%

Part D – Case Study

Case Study: Capital Budgeting – NPV & IRR Analysis

XYZ Ltd. is considering two investment projects, Project A and Project B. Both projects require an initial investment of ₹5,00,000. The expected cash inflows from each project over the next 5 years are as follows:

Year	Project A (₹)	Project B (₹)
1	1,00,000	1,50,000
2	1,25,000	1,50,000
3	1,50,000	1,00,000
4	1,25,000	1,00,000
5	1,00,000	50,000

The company uses a discount rate of 10% for evaluating such projects.

Questions:

- a) Calculate the Net Present Value (NPV) of both projects.
- b) Which project should the company accept and why?

No. of Pages: 03

Roll No.....

A-806

MBA I Semester Examinations (Dec 2025)

Quantitative Techniques for Business Decisions (MBA-111A)

Time- 3hrs

Max.Marks-60

The paper is divided into 4 parts: A, B, C, and D. All parts are compulsory.

1. Part A contains 10 Multiple Choice Questions (MCQs), all are compulsory. Each question carries 1 mark.
2. Part B contains 5 Short Answer Questions, out of which you must attempt any 3. Each question carries 5 marks.
3. Part C contains 3 Long Answer Questions, out of which you must attempt any 2. Each question carries 10 marks.
4. Part D contains a Case-Based Study Questions. The case study carries 15 marks.

PART A: Multiple Choice Questions

- a. The transpose of a matrix is obtained by:
 - i. Changing signs of all elements
 - ii. Replacing every element with its inverse
 - iii. Interchanging rows and columns
 - iv. Multiplying by identity matrix
- b. The arithmetic mean is the best measure when the data:
 - i. Has extreme outliers
 - ii. Is symmetrical
 - iii. Is highly skewed
 - iv. Has open-ended classes
- c. The simplest measure of dispersion is:
 - i. Standard deviation
 - ii. Mean deviation
 - iii. Range
 - iv. Variance
- d. A positively skewed distribution has:
 - i. Mean < Median < Mode
 - ii. Mean > Median > Mode
 - iii. Mean = Median = Mode
 - iv. Median > Mean > Mode
- e. Independent events imply:
 - i. $P(A|B) = 0$
 - ii. $P(A|B) = P(A)$
 - iii. $P(A \text{ and } B) = P(A) + P(B)$
 - iv. Events cannot occur together
- f. In a binomial distribution, mean =
 - i. np
 - ii. n/p
 - iii. p/n
 - iv. \sqrt{np}
- g. Pearson correlation is applicable for:
 - i. Ordinal data
 - ii. Nominal data
 - iii. Interval & ratio data
 - iv. Categorical data
- h. In $Y = a + bX$, 'b' represents:
 - i. Intercept
 - ii. Slope
 - iii. Random error
 - iv. Standard deviation

i. Type I error means:

- i. Accepting a false H_0
- ii. Rejecting a true H_0
- iii. Accepting a true H_0
- iv. Rejecting a false H_0

j. t-test is appropriate when:

- i. Sample > 100
- ii. Variance known
- iii. Sample < 30
- iv. Normal distribution irrelevant

Part B: Short Answer Questions

2. Explain the concept of the transpose of a matrix and its basic algebraic properties. Also discuss the conditions for the existence of an inverse of a square matrix and describe any one method of finding the inverse with a suitable example.
3. Explain the concept and importance of dispersion in statistics. Describe the commonly used measures of dispersion—range, mean deviation, variance, and standard deviation.
4. Discuss kurtosis as a measure of the shape of a distribution. Explain the concepts of mesokurtic, leptokurtic, and platykurtic distributions and illustrate how kurtosis helps in understanding the peakedness or flatness of a dataset.
5. Define classical, relative frequency, and subjective probability. Explain how each approach is applied in real-life decision-making.
6. Define regression analysis and types of regression models—simple and multiple—and illustrate each type with a suitable example.

Part C: Long Answer Questions

7. (a) A fitness center wants to examine whether there is a relationship between the number of weekly gym visits (X) and the BMI reduction (Y) of members. The following data were collected from 12 members:

Member	1	2	3	4	5	6	7	8	9	10	11	12
Weekly Gym Visits (X)	2	3	1	4	3	5	2	4	3	6	5	2
BMI Reduction (Y)	0.5	0.7	0.2	1	0.8	1.2	0.4	1.1	0.6	1.5	1.3	0.3

Using the data above: Calculate the correlation coefficient (r) between weekly gym visits and the BMI reduction and Interpret whether the relationship is strong/moderate/weak and positive/negative.

7. (b) A hospital administration wants to determine whether patient recovery time (Y in days) can be predicted from the number of physiotherapy sessions attended (X). Data from 10 patients are shown below:

Patient	1	2	3	4	5	6	7	8	9	10
Physiotherapy Sessions (X)	3	5	2	6	4	7	5	8	6	3
Recovery Time (Y in days)	14	11	16	10	13	9	12	8	10	15

Calculate the regression equation $Y = a + bX$. Compute the slope (b), intercept (a) and predict the expected recovery time for a patient who attends 7 physiotherapy sessions.

8. (a) A In a company's recruitment test, scores are normally distributed with a mean of 70 and a

standard deviation of 10. Using the Normal distribution, determine:

- a) The probability that a randomly selected candidate scores above 85.
 - b) The percentage of candidates scoring between 60 and 80.
 - c) The minimum score needed to be in the top 10% of all candidates.
8. (b) The A manufacturing plant buys raw materials from two suppliers:
 Supplier X provides 60% of the total material with a defect rate of 4%.
 Supplier Y provides 40% of the material with a defect rate of 7%.
 A randomly selected material unit from the plant is found to be defective. Determine the probability that the defective unit came from:
 a) Supplier X and b) Supplier Y
9. Explain the steps involved in hypothesis testing. Discuss the concepts of null hypothesis, alternative hypothesis, Type I and Type II errors, level of significance, and p-value. Illustrate your answer with a suitable business or social science example.

Part D: Case Study Based Questions

10. (a) A fitness equipment manufacturer wants to compare the effectiveness of two different treadmill models—Model A and Model B—in improving users’ average calorie burn per session. The company believes that Model B may help users burn more calories, but they want to statistically verify this claim.

To test this, the company randomly selects two independent groups of users and records their average calories burned in a 40-minute workout session. Data Collected is as follows:

Model	Sample Size (n)	Sample Mean (\bar{x})	Sample Standard Deviation (s)
A	120	410 calories	52 calories
B	150	430 calories	60 calories

At the 5% significance level, test whether there is a significant difference in the mean calories burned between users of Model A and Model B.

10. (b) A retail chain wants to determine whether customers’ age group influences their preferred mode of payment. The marketing research team conducts a survey among 300 customers and categorizes them into age groups and payment preferences. Observed Frequency Table is as follows

Age Group	UPI	Credit/Debit Card	Cash	Total
18–30	50	40	30	120
31–45	45	35	20	100
46–60	25	20	35	80
Total	120	95	85	300

Using the data in the table, test whether there is a significant association between age group and preferred mode of payment at an appropriate level of significance.

No. of Pages: 02

Roll No.....

B-806

MBA II Semester Examinations (Dec 2025)
Human Resource Management (MBA-112A)

Time- 3hrs
Max.Marks-60

The paper is divided into 4 parts: A, B, C, and D. All parts are compulsory.

1. Part A contains 10 Multiple Choice Questions (MCQs), all are compulsory. Each question carries 1 mark.
2. Part B contains 5 Short Answer Questions, out of which you must attempt any 3. Each question carries 5 marks.
3. Part C contains 3 Long Answer Questions, out of which you must attempt any 2. Each question carries 10 marks.
4. Part D contains a Case-Based Study Questions. The case study carries 15 marks.

PART A: Multiple Choice Questions

- a. Which of the following best defines *Human Resource Management*?
 - i. Managing machines and materials
 - ii. Managing financial resources
 - iii. Managing people at work
 - iv. Managing production processes
- b. HRM evolved from which earlier management function?
 - i. Industrial Welfare
 - ii. Scientific Management
 - iii. Personnel Management
 - iv. Industrial Relations
- c. Which of the following is *not* a function of HRM?
 - i. Recruitment
 - ii. Marketing Research
 - iii. Training
 - iv. Compensation
- d. Forecasting future HR requirements is part of:
 - i. HR Planning
 - ii. Job Design
 - iii. Job Evaluation
 - iv. Recruitment
- e. Which stage of socialization introduces a new employee to the organization's culture?
 - i. Encounter Stage
 - ii. Pre-arrival Stage
 - iii. Metamorphosis Stage
 - iv. Orientation Stage
- f. Which of the following is a modern method of performance appraisal?
 - i. Checklist Method
 - ii. 360-Degree Feedback
 - iii. Rating Scale
 - iv. Forced Distribution
- g. The Balanced Scorecard approach integrates performance management with:
 - i. Financial Ratios
 - ii. Organizational Strategy
 - iii. Job Descriptions
 - iv. Compensation
- h. Employee engagement primarily focuses on:
 - i. Attendance tracking
 - ii. Employee compliance
 - iii. Emotional commitment and involvement
 - iv. Grievance reporting
- i. The *main cause* of industrial disputes is often related to:
 - i. Bonus and wage issues
 - ii. Recruitment policies
 - iii. Employee turnover
 - iv. Social activities
- j. HR Analytics is used to:
 - i. Replace HR managers
 - ii. Track only payroll data
 - iii. Predict and improve HR decision-making
 - iv. Reduce employee headcount

Part B: Short Answer Questions

2. Explain the key differences between HRM and Personnel Management.
3. Discuss the importance of HR Forecasting in HR Planning.
4. Evaluate the role of modern performance appraisal techniques in enhancing employee performance and organizational effectiveness.
5. Explain the concept of Employee Engagement and its significance in organizations.
6. Identify and discuss three critical challenges faced by HR managers due to globalization and technological advancement. How can these be addressed through proactive HR policies?

Part C: Long Answer Questions

7. Explain the process of recruitment and selection. How can organizations improve employee retention?
8. Elaborate the concept and process of Performance Management. How does it link with the Balanced Scorecard approach?
9. Discuss the role of Industrial Relations in maintaining harmony. Explain mechanisms for resolving industrial disputes.

Part D: Case Study Based Questions

Case:

BrightWave Technologies Ltd., a fast-growing IT and digital services company in Bangalore, recently launched a new Performance Management System (PMS) to make appraisals more transparent and developmental. The new system includes monthly feedback, goal setting, and competency assessments.

After a few months, the HR department started receiving mixed responses. Some employees appreciated frequent feedback, while others found the process lengthy and confusing. Team leaders complained that the appraisal forms were not standardized, leading to inconsistent ratings. A few employees also felt that their efforts were not adequately recognized and began showing signs of disengagement.

The HR Director, Ms. Ritika Mehta, wants to review the PMS and ensure that it supports employee motivation, fairness, and retention.

Questions

10 (a) Identify the main problems in BrightWave's current performance management system. Suggest practical steps the HR department can take to make the system more effective and fairer.

(7.5 Marks)

10 (b). How can BrightWave Technologies improve employee engagement and motivation using appropriate HR practices and communication strategies?

(7.5 Marks)

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C-801
MBA III Semester Examinations (Dec 2025)
Entrepreneurship Development (MBA-201A)

Time- 3hrs
Max.Marks-60

The paper is divided into 4 parts: A, B, C, and D. All parts are compulsory.

1. Part A contains 10 Multiple Choice Questions (MCQs), all are compulsory. Each question carries 1 mark.
2. Part B contains 5 Short Answer Questions, out of which you must attempt any 3. Each question carries 5 marks.
3. Part C contains 3 Long Answer Questions, out of which you must attempt any 2. Each question carries 10 marks.
4. Part D contains a Case-Based Study Questions. The case study carries 15 marks.

PART A: Multiple Choice Questions

- a. _____ applied the word entrepreneur to business for the first time.
- | | |
|------------------------|-----------------------|
| i. Robert Owen | ii. Joseph Schumpeter |
| iii. Richard Cantillon | iv. Max Weber |
- An entrepreneur who owns more than one business at a time is called _____
- b.
- | | |
|--------------------------------|-------------------------------|
| i. An intrapreneur | ii. A corporate entrepreneur. |
| iii. A portfolio entrepreneur. | iv. None of the above. |
- c. What is the hallmark of a successful entrepreneur?
- | | |
|--------------------------|---------------------|
| i. Risk-bearing capacity | ii. Persistence |
| iii. Flexibility | iv. Self-confidence |
- _____ Entrepreneurs neither introduce new changes nor adopt new methods
- d. innovated by others.
- | | |
|--------------|--------------|
| i. Technical | ii. fabian |
| iii. Induced | iv. business |
- e. According to Schumpeter, Is the most important function of a modern entrepreneur _____
- | | |
|---------------|----------------|
| i. Innovation | ii. invention |
| iii. Skill | iv. creativity |
- What can be defined as an attractive project idea that an entrepreneur accepts as a basis for
- f. his investment decision?
- | | |
|------------------|--------------|
| i. Possibility | ii. Business |
| iii. Opportunity | iv. Notion |
- Which of the following is not a quality of a successful entrepreneur specified by
- g. McClelland?
- | | |
|--|---|
| i. He is endowed with unusual creativeness | ii. He has a high degree of ambition
He also has a strong need for |
| iii. He is enriched by a high propensity | iv. achievement |
- h. The term “Entrepreneur” has been derived from the word “entendre” which means:
- | | |
|----------------|------------------|
| i. To give | ii. To undertake |
| iii. To choose | iv. To decide |
- i. Why should an entrepreneur do a feasibility study for starting a new venture?
- To see if there are possible barriers
- | | |
|--|------------------------------------|
| i. To identify possible sources of funds | ii. to success |
| iii. To estimate the expected sales | iv. To explore potential customers |
- j. Which of the following is not a source of ideas for an entrepreneur?
- | | |
|--------------------------|---------------------------|
| i. Product profile | ii. Imports and exports |
| iii. Cost of the project | iv. Emerging technologies |

Part B: Short Answer Questions

1. Explain the nature and forms of entrepreneurship
2. The Entrepreneurial process
3. Disruptive Innovation Theory
4. Go-To-Market strategy
5. Independent work models

Part C: Long Answer Questions

1. Discuss the techniques for Ideation and Concept evaluation in Idea creation.
2. Write a note on startup metrics and KPIs startup valuation and exit strategies.
3. Explain the concept, evolution of Entrepreneurship, characteristics of Entrepreneur and the examples of Entrepreneurs of India.

Part D: Case-Based Questions

Case Study:

It is not often acknowledged that Rai Bahadur Mohan Singh Oberoi, 100, chairman of an empire of 29 hotels spanning most of the world's landmass is also the man who pioneered India as a brand, way back when it was only a bazaar of begging bowls and exotica. At 90, he looked back in something close to awe and said, "I often wonder how I did it". Certainly, he did not give much of the credit to luck. True, he stood at the right time at the right place to confront his destiny, but this was just physical happenstance. What he did with the situation was amazing for a man from the boondocks of Bhaun, with little education and really not to the manner born.

Indeed, if anything the Rai Bahadur made his fortune out of calamity. If his father hadn't died of cholera when he was only an infant, his mother would not have returned to the ancestral how which gave Oberoi the connections and contacts that helped him raise money later to buy his first hotel the Clarke's Shimla. If he hadn't flunked the interview for his first job as clerk with the government of India, he would never have made his way to the Shimla Mall, gazed in wonderment at the glitter of the Cecil and made up his mind that would work there. If a fatal bug in the water supply, hadn't laid low Calcutta's mighty grand hotel. It would never have been up for grabs. Again, Oberoi just chanced to hear about it at the Delhi railway station when he was leaving to return to base in Shimla. He simply changed his ticket and his direction and went to mint millions out of war-time Calcutta – another catastrophe. Life served his lemons regularly but with even greater regularity did the Rai Bahadur made lemonade. The story of the Rai Bahadur is all the more impressive because there was nothing in his background to suggest that he would be able to create the world-class ambience and sophistication for which the group is now celebrated, that he would be able to foresee India's current positioning in the global market, while doffing a deferential hat to history when it was demanded.

For instance, when other hotels were cramming their lobbies with brassbound chests and colonial nostalgia. Oberoi created the first international business hotel, the Oberoi intercontinental in Delhi. However, in the Mena house, Egypt, and the Windsor, Australia, he went extraordinary lengths and expense to produce authenticity to the last detail, including countrywide searches for memories and memorabilia. In order to

replicate the flooring in the Windsor, he tracked down the original supplier of the tiles in distant Stokeon-Trent, England. Celebrating his 100th birthday last week with his mind almost as clear as it was 50 years ago, perhaps the one philosophy responsible might be his dictum. “I never worry. It clutters the brain. The problem may not happen, and even if it does, worrying will only come in the way of a clear-headed solution”.

Questions:

1. “Nature and nurture play a key role in entrepreneurship development”. Explain with reference to above case study.
2. In your opinion, what are the significant determinants in the making of Shri Oberoi’s entrepreneurial career?

No. of Pages: 2

Roll No.....

C-814

MBA III Semester Examinations (Dec 2025)
Data Analysis using Python I (MBA-BA-251A)

Time- 3hrs
Max.Marks-60

The paper is divided into 4 parts: A, B, C, and D. All parts are compulsory.

1. Part A contains 10 Multiple Choice Questions (MCQs), all are compulsory. Each question carries 1 mark.
2. Part B contains 5 Short Answer Questions, out of which you must attempt any 3. Each question carries 5 marks.
3. Part C contains 3 Long Answer Questions, out of which you must attempt any 2. Each question carries 10 marks.
4. Part D contains a Case-Based Study Questions. The case study carries 15 marks.

PART A: Multiple Choice Questions

- a. Which Python environment is a cloud-based interactive notebook often used for collaborative data analysis?
 - i. PyCharm
 - ii. VS Code
 - iii. Google Colab
 - iv. Anaconda Navigator
- b. In Python, what will be the output of `9 // 2`?
 - i. 4.5
 - ii. 4
 - iii. 1
 - iv. Error
- c. Which of the following methods adds a new key-value pair to a dictionary?
 - i. `append()`
 - ii. `add()`
 - iii. `insert()`
 - iv. assignment operator (`=`)
- d. Which of the following is the correct syntax for slicing a list named `my_list` to get all elements from the 3rd index (inclusive) up to the 7th index (exclusive)?
 - i. `my_list[3:7:1]`
 - ii. `my_list[3:7]`
 - iii. `my_list(3:7)`
 - iv. `my_list{3:7}`
- e. What is a Python module?
 - i. A class definition used for Object-Oriented Programming.
 - ii. A file containing Python definitions and statements that can be imported.
 - iii. A function that calls itself recursively.
 - iv. A built-in data type for numerical operations.
- f. The `range()` function is typically used within which type of control flow statement?
 - i. while loop
 - ii. if/else block
 - iii. for loop
 - iv. try/except block
- g. A recursive function is a function that:
 - i. is imported from a standard Python library.
 - ii. is defined without a return statement.
 - iii. accepts no arguments.
 - iv. calls itself during its execution.
- h. Which data cleaning technique is used to ensure a dataset's descriptive statistics (like mean, median, standard deviation) are not disproportionately affected by extreme, incorrect values?

- i. Type conversion
- ii. Handling outliers
- iii. Handling missing values
- iv. String formatting
- i. Which of the following libraries is commonly used for visualization in Python?
 - i. Matplotlib
 - ii. NumPy
 - iii. Os
 - iv. requests
- j. Outlier detection is an important step in:
 - i. Data visualization
 - ii. Data cleaning
 - iii. Data encryption
 - iv. Data storage

Part B: Short Answer Questions

1. Explain the importance of Jupyter Notebook and Google Colab in data analytics.
2. What are tuples in Python? Discuss their business applications.
3. What are conditional statements in Python? Write a short example using if-else.
4. Define Functions in Python. What is the difference between a function with no arguments and a function that takes keyword arguments (kwargs)? Give a brief example of when you would use each.
5. Explain the concept of data type conversion in Python. Discuss how data type conversions are useful in business data analysis.

Part C: Long Answer Questions

1. Discuss in detail various operators in Python with suitable examples.
2. Explain the concept of functions and modules in Python. Illustrate how modular programming enhances code reusability.
3. What is exception handling in Python? Explain the different types of errors and exception-handling mechanisms.

Part D: Case Study Based Questions

Case:

A retail company wants to analyze customer purchase data using Python. The data contains customer IDs, purchased products, quantities, and total amounts. Some entries have missing product names and duplicate records.

Questions

1. How would you read the data from a CSV file and identify duplicates?
2. What methods would you apply to clean missing and duplicate data?
3. Suggest Python libraries and visualization techniques to analyze the total sales by product category.

No. of Pages: 02

Roll No.....

C-816
MBA III Semester Examinations (Dec 2025)
Decision Modeling & Data Analysis (MBA-BA-255A)

Time- 3hrs
Max.Marks-60

The paper is divided into 4 parts: A, B, C, and D. All parts are compulsory.

1. Part A contains 10 Multiple Choice Questions (MCQs), all are compulsory. Each question carries 1 mark.
2. Part B contains 5 Short Answer Questions, out of which you must attempt any 3. Each question carries 5 marks.
3. Part C contains 3 Long Answer Questions, out of which you must attempt any 2. Each question carries 10 marks.
4. Part D contains Case-Based Study Questions. The case study carries 15 marks.

PART A: Multiple Choice Questions

- a. Which Excel function is best suited to handle missing numeric data by substituting averages?
 - i. IFERROR
 - ii. AVERAGEIF
 - iii. SUBSTITUE
 - iv. REPLACE
- b. A business analyst uses Power Query for:
 - i. Data import and transformation
 - ii. Data encryption
 - iii. Data summarization only
 - iv. Manual entry
- c. Dynamic charts are different from static charts because they:
 - i. Use live data connections
 - ii. Are printed only
 - iii. Cannot be edited
 - iv. Have no formulas
- d. In Pivot Tables, slicers are mainly used to:
 - i. Filter data interactively
 - ii. Combine datasets
 - iii. Create macros
 - iv. Export data
- e. A decision tree uses probabilities to:
 - i. Optimize revenue
 - ii. Represent uncertainty and outcomes
 - iii. Merge data
 - iv. Sort records
- f. Sensitivity analysis in decision modelling helps to:
Measure how changes in inputs affect
 - i. outputs
 - ii. Replace missing data
 - iii. Calculate the regression slope
 - iv. Build charts
- g. In multiple regression, multicollinearity occurs when:
 - i. Independent variables are highly correlated
 - ii. The dependent variable is constant
 - iii. Errors are random
 - iv. Intercept equals zero

- h. In a Monte Carlo simulation, increasing the number of trials generally:
 - i. Decreases model accuracy
 - ii. Improves estimate stability
 - iii. Removes uncertainty
 - iv. Makes results random
- i. Goal programming differs from linear programming in that it:
 - i. Handles multiple conflicting objectives
 - ii. Maximizes a single variable
 - iii. Ignores constraints
 - iv. Uses binary inputs only
- j. In Game Theory, a 'dominant strategy' refers to:
 - i. A strategy is always better than others
 - ii. A strategy with zero payoff
 - iii. Randomly chosen to move
 - iv. Equilibrium solution

Part B: Short Answer Questions

1. Describe how missing data can be treated using imputation methods. Explain with an example.
2. Explain the role of slicers and timelines in interactive Excel dashboards.
3. What is multicollinearity in regression models, and how can it be detected?
4. Differentiate between sensitivity analysis and scenario analysis in decision modelling.
5. What is a dominant strategy in Game Theory? Illustrate with an example payoff matrix.

Part C: Long Answer Questions

1. Explain the process of performing a Monte Carlo simulation for risk assessment. How can output histograms help in interpretation?
2. Discuss how multi-attribute decision trees can be used for complex business decisions involving conflicting goals.
3. What are the key assumptions underlying regression analysis? Explain how violation of these assumptions affects model validity.

Part D: Case Study-Based Questions Case:

A company maintains monthly sales data for the past two years, segmented by Region (North, South, East, West) and Product Line (Electronics, Furniture, and Clothing). Management wants to identify sales trends, analyse regional performance, and create an interactive dashboard to visualize insights for decision-making.

The Business Analyst has been asked to summarise findings using Pivot Tables and Dashboard techniques in Excel to help management make informed strategic decisions.

Attempt any Three:

1. Explain how Pivot Tables can be used to summarise and analyse sales data by region and product line.
2. Suggest suitable charts or visuals for representing monthly sales trends and product-wise comparisons in the dashboard.
3. How can filters, slicers, and timelines enhance interactivity in dashboards for management use?
4. What kinds of managerial insights can be drawn if one region consistently underperforms? Suggest at least two corrective strategies.
5. Discuss the advantages of using dashboards over static reports in communicating data-driven insights.

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The paper is divided into 4 parts: A, B, C, and D. All parts are compulsory.

1. Part A contains 10 Multiple Choice Questions (MCQs), all are compulsory. Each question carries 1 mark.
2. Part B contains 5 Short Answer Questions, out of which you must attempt any 3. Each question carries 5 marks.
3. Part C contains 3 Long Answer Questions, out of which you must attempt any 2. Each question carries 10 marks.
4. Part D contains a Case-Based Study Questions. The case study carries 15 marks.

PART A: Multiple Choice Questions

a. Why can unsystematic risk be substantially reduced through portfolio diversification while systematic risk continues to persist even in highly diversified portfolios?			
i.	Because macroeconomic forces simultaneously influence all securities regardless of industry or sector	ii.	Firm-level operational and managerial uncertainties differ and vanish as portfolio size expands
iii.	Broader economic risk is unrelated to the diversification process undertaken by investors	iv.	Market-driven volatility behaves randomly and therefore cannot be diversified
b. How would a perfect negative correlation (−1.0) between two securities influence portfolio risk within Markowitz’s Modern Portfolio Theory framework?			
i.	A theoretical possibility of eliminating total portfolio variance emerges	ii.	The diversification benefit is neutralized due to offsetting risk levels
iii.	Portfolio volatility increases substantially and becomes unpredictable	iv.	Risk sharing among assets becomes impossible in practical markets
c. A portfolio has weights 0.4 and 0.6 in assets A and B. Standard deviation of A is 10%, B is 18% and correlation is −0.4. The portfolio risk is closest to:			
i.	7.23%	ii.	8.16%
iii.	9.44%	iv.	10.20%
d. How does the MACD indicator improve accuracy in identifying momentum reversals when compared with conventional simple moving averages?			
i.	It tracks convergence and divergence between two moving averages, enabling clearer interpretation of trend strength and reversal signals	ii.	It replaces price trend analysis with purely volume-based movement detection
iii.	It eliminates false reversal signals completely in periods of high volatility	iv.	It evaluates past asset returns instead of relative trend direction
e. Why does the Semi-Strong form of the Efficient Market Hypothesis reject the possibility of consistently achieving abnormal returns through fundamental or technical analysis?			
i.	The market prices fully incorporate all publicly accessible financial and economic information	ii.	Insider information is legally available without restrictions
iii.	Technical models uniformly predict the future price patterns	iv.	Market regulators actively control price adjustments
f. What determines the degree of sensitivity a bond’s price exhibits when market interest rates fluctuate?			

	i.	Duration measures the weighted average timing of cash inflows and indicates interest-rate risk exposure	ii.	Maturity alone forecasts all potential changes in bond pricing
	iii.	Coupon payment scheduling governs sensitivity to yield variation	iv.	Principal repayment structure influences volatility more than duration
g.	Where does Beta become central in investment valuation under the CAPM framework?			
	i.	It evaluates the sensitivity of individual security returns relative to broad market return movements	ii.	It determines the managerial decision-making regarding dividend payouts
	iii.	It measures the unsystematic portion of financial risk	iv.	It forecasts long-term corporate bond yields
h.	Why does the Arbitrage Pricing Theory provide a more flexible structure for estimating expected return compared to the traditional CAPM model?			
	i.	APT considers multiple macroeconomic factors rather than restricting risk to a single market-based index	ii.	Arbitrage opportunities in APT permanently eliminate pricing errors
	iii.	APT remains confined only to options and futures pricing	iv.	Historical pricing patterns exclusively guide APT estimation
i.	How can hedge funds be differentiated from mutual funds in the context of regulatory structure and investment strategy orientation?			
	i.	Hedge funds pursue aggressively leveraged and speculative strategies under minimal regulation, whereas mutual funds operate under strict regulatory norms to protect public investors	ii.	Hedge funds represent low-risk investment vehicles guaranteed by government backing
	iii.	Hedge fund investors consistently receive higher returns than mutual fund investors	iv.	Derivative usage for hedging and speculation is restricted in hedge fund strategies
j.	What does Jensen's Alpha quantify when evaluating portfolio performance against expected risk-adjusted benchmarks?			
	i.	Excess return generated beyond the expected return predicted by CAPM after adjusting for systematic risk	ii.	Total portfolio return generated without incorporating any risk component
	iii.	Inflation-adjusted deviation from average market return	iv.	Standard deviation expressed in relation to market volatility

Part B: Short Answer Questions

1. What is meant by risk-return trade-off in portfolio management? State the factors that influence this relationship with respect to investor decision-making.
2. Explain the limitations of traditional CAPM and describe how APT resolves them with real market scenarios.
3. What is technical analysis? Discuss any two commonly used technical indicators employed for predicting future price movements of securities.
4. Explain the concept of Efficient Frontier and derive optimal portfolio selection using Markowitz Model.
5. Critically discuss the influence of behavioral biases such as loss aversion, herding, anchoring, and disposition effect on investor decisions. Suggest corrective mechanisms.

Part C: Long Answer Questions

1. Explain the process of fundamental analysis in detail. Discuss the relevance of financial statement evaluation, ratio analysis, and discounted cash flow techniques in determining the true worth of equity securities.
2. Critically evaluate Sharpe, Treynor and Jensen's Alpha in measuring portfolio performance. When does each perform poorly?
3. Mr Singh buys 250 shares of 'Alpha Ltd' at Rs. 115 in the cash segment. To hedge, he sells 250 futures at Rs.125. The next day, the share price increases by 8%, and the futures by 10%. Mr. Singh closes his position by counter transaction. Find out his gain in this transaction.

Part D: Case Study Based Questions

Case:

In February 2025, Trinity Capital Advisors, an independent portfolio management firm in New Delhi, reviewed the investment performance of Ms. Kavya Arora, a 40-year-old corporate strategist with a portfolio value of ₹3.9 crores. Her existing asset allocation consists of ₹1.4 crores in large-cap equity funds, ₹70 lakhs in mid-cap funds, ₹90 lakhs in short-term corporate bond funds, ₹50 lakhs in government securities, and ₹40 lakhs in gold ETFs. The portfolio generated a return of 8.9% in the last financial year, while the benchmark returned 12.4%, and performance measures indicate a Sharpe ratio of 0.42 and a negative Jensen's Alpha, suggesting weak risk-adjusted performance. Market conditions are currently volatile due to global monetary tightening and fluctuating crude oil prices, prompting Trinity to propose a revised strategy involving a shift toward defensive sectors (FMCG & Pharma ETFs), reduction of mid-cap exposure, use of Nifty futures for hedging, and introduction of a structured ₹1.5-lakh monthly SIP. Recent credit-rating alerts issued against select mid-cap borrowers have further strengthened the firm's recommendation to review credit-risk exposure.

Questions

1. Evaluate whether the current asset allocation and return outcome appropriately reflect Ms. Arora's investment objectives and risk profile in the context of recent market volatility.
2. Evaluate the performance of the existing portfolio using the Sharpe Ratio, Treynor Ratio, and Jensen's Alpha and determine whether the portfolio manager has added risk-adjusted value over the benchmark, using:
Risk-free rate = 6%, Portfolio return = 8.9%, Market return = 12.4%, Portfolio beta = 1.08, Standard deviation = 11.9%.

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No. of Pages: 02

Roll No.....

C-805

MBA III Semester Examinations (Dec 2025)
Banking Insurance & Financial Services (MBA-FM-257A)

Time- 3hrs
Max.Marks-60

The paper is divided into 4 parts: A, B, C, and D. All parts are compulsory.

1. Part A contains 10 Multiple Choice Questions (MCQs), all are compulsory. Each question carries 1 mark.
2. Part B contains 5 Short Answer Questions, out of which you must attempt any 3. Each question carries 5 marks.
3. Part C contains 3 Long Answer Questions, out of which you must attempt any 2. Each question carries 10 marks.
4. Part D contains a Case-Based Study Questions. The case study carries 15 marks.

PART A: Multiple Choice Questions

a.	Financial services mainly help in:			
	i.	Mobilizing savings	ii.	Storing money only
	iii.	Creating inflation	iv.	Printing currency
b.	Securitization means:			
	i.	Conversion of loans into securities	ii.	Issuing shares
	iii.	Buying government bonds	iv.	Rating companies
c.	Primary regulator of merchant banking in India is:			
	i.	RBI	ii.	SEBI
	iii.	IRDAI	iv.	NABARD
d.	Lease differs from hire purchase because:			
	i.	Ownership does not transfer in lease	ii.	Payment is in cash only
	iii.	Hire purchase has no installments	iv.	Lease involves no agreement
e.	Which is a type of mutual fund?			
	i.	Equity fund	ii.	Gold loan
	iii.	Public deposit	iv.	Treasury bill
f.	Credit rating agencies mainly assess:			
	i.	Creditworthiness	ii.	Interest rates
	iii.	Tax liabilities	iv.	Government policies
g.	Factoring is related to:			
	i.	Selling receivables	ii.	Buying machines
	iii.	Hiring employees	iv.	Leasing land
h.	Example of digital fraud is:			
	i.	OTP bypass	ii.	Cheque clearing
	iii.	Cash deposit	iv.	ATM passbook printing
i.	KYC stands for:			
	i.	Know Your Customer	ii.	Keep Your Cash
	iii.	Know Your Credit	iv.	Keep Your Card
j.	Neo-banks are:			
	i.	Digital-only banks	ii.	Village banks
	iii.	Cooperative banks	iv.	Rural banks

Part B: Short Answer Questions

1. Define financial services and state their importance to the economy.
2. Write short notes on mutual funds – types.
3. Explain KYC and AML in banking.
4. What are credit card and UPI frauds? Give examples.
5. Write a brief note on Neo-banks.

Part C: Long Answer Questions

1. Explain securitization with its funding mechanism and the Indian scenario.
2. Describe the role of regulatory bodies – RBI, SEBI, and IRDAI in protecting investors and preventing fraud.
3. Explain the application of Artificial Intelligence, Blockchain, and Digital Currency in the BFSI sector.

Part D: Case Study Based Questions

Case:

DigiTrust Bank is a newly launched Neo-bank (digital-only bank) operating entirely through mobile applications and internet banking platforms. The bank provides services such as instant digital savings accounts, online personal loans using AI-based credit scoring, virtual credit cards, and seamless UPI and QR-code payment facilities. Due to easy onboarding and simple services, the bank witnessed rapid growth, especially among young customers and small merchants using digital payments.

However, within a few months, several customers reported incidents of financial fraud. Many users lost money after unknowingly sharing their One-Time Passwords (OTP) with fraudsters who claimed to be bank officials. In other cases, merchants received fake calls and were tricked into scanning QR codes that caused money to be deducted instead of credited. There were also incidents of phishing emails and fake app links leading to unauthorized access to customer accounts.

During an inspection, the Reserve Bank of India (RBI) observed that DigiTrust Bank's KYC verification process was weak, and customer awareness regarding fraud prevention was low. The RBI instructed the bank to implement stronger KYC and AML compliance systems, enhance its cybersecurity framework, adopt advanced fraud monitoring tools using AI and machine learning, and conduct financial literacy programs for customers as part of the Digital India initiative.

The bank management is now planning to redesign its digital security architecture, improve employee training, and adopt better real-time fraud detection systems to protect customers and ensure regulatory compliance.

Questions

1. Identify the types of digital frauds faced by customers in the case. **(5 Marks)**
2. Explain how improved KYC and AML practices can help DigiTrust Bank prevent such frauds. **(5 Marks)**
3. Suggest simple cybersecurity measures DigiTrust Bank should adopt to enhance customer safety and regulatory compliance. **(5 Marks)**

No. of Pages: 02

Roll No.....

C-811

**MBA III Semester Examinations (Dec 2025)
Reward & Performance Management (MBA-HRM-253A)**

**Time- 3hrs
Max.Marks-60**

The paper is divided into 4 parts: A, B, C, and D. All parts are compulsory.

1. Part A contains 10 Multiple Choice Questions (MCQs), all are compulsory. Each question carries 1 mark.
2. Part B contains 5 Short Answer Questions, out of which you must attempt any 3. Each question carries 5 marks.
3. Part C contains 3 Long Answer Questions, out of which you must attempt any 2. Each question carries 10 marks.
4. Part D contains a Case-Based Study Questions. The case study carries 15 marks.

Part A – Multiple Choice Questions (1×10=10 Marks) (Attempt all questions)

1. Compensation management primarily aims at:
a) Employee satisfaction b) Legal compliance c) Cost reduction d) All of the above
2. The Workmen's Compensation Act was enacted in:
a) 1923 b) 1936 c) 1948 d) 1965
3. "Pay level" refers to:
a) Hierarchical structure b) Average pay within the organization c) Pay comparison with market d) Grade-based payment
4. The primary focus of performance management is:
a) Salary fixation b) Employee development c) Cost optimization d) Grievance handling
5. Which one of the following is a key element of total rewards strategy?
a) Job insecurity b) Career development c) Job dissatisfaction d) Punishment
6. OKRs in performance management refer to:
a) Objectives and Key Results b) Organizational Key Rewards c) Outcome-based KPIs d) None of these
7. Which of the following is an example of indirect compensation?
a) Incentives b) Salary c) Provident fund d) Bonus
8. "Strategic Pay Decisions" ensure alignment between:
a) HR policies and employee needs b) Pay systems and business strategy c) Payroll and accounting d) Recruitment and training
9. A key challenge in international compensation is:
a) Cultural diversity b) Technology adoption c) Employee turnover d) Local taxation only
10. HR Metrics in compensation management help in:
a) Controlling payroll b) Measuring pay equity and ROI c) Ensuring statutory compliance d) Scheduling bonuses

Part B – Short Answer Questions (5×3=15 Marks) (Attempt any three)

1. Differentiate between compensation strategy and compensation structure with examples.
2. Explain the role of organizational culture in reward management.
3. Discuss the ethical issues associated with executive compensation.
4. What are the strategic challenges of linking talent management and performance management systems?
5. Explain the application of predictive analytics in determining high-potential employees.

Part C – Long Answer Questions (10×2=20 Marks) (Attempt any two)

1. “Performance management should be future-oriented rather than punitive.” Critically analyze this statement in light of contemporary appraisal practices.
2. Examine the impact of global mobility and cross-cultural factors on international compensation management.
3. Propose a framework for integrating compensation analytics with HR metrics for strategic decision-making.

Part D – Case Study (15 Marks) Case: “Lumina Healthcare Ltd.”

Lumina Healthcare, a multi-specialty hospital chain with 12 branches across India, adopted a performance-linked reward system three years ago. The system integrated pay-for-performance, recognition programs, and career growth initiatives. However, a recent internal audit and employee engagement survey revealed multiple issues:

- 40% of high-performing doctors and nurses felt their performance was inadequately rewarded compared to administrative staff.
- The variable pay component was based on patient satisfaction scores, but scoring systems differed across branches.
- AI-based dashboards used for appraisal produced inconsistent data due to incomplete inputs.
- The HR team observed rising turnover among mid-level healthcare professionals and difficulty attracting talent in specialized areas.
- Senior management is debating whether to redesign the system around team-based rewards and introduce analytics-driven retention dashboards.

Questions:

- a) Analyze the reasons behind the declining effectiveness of Lumina’s current reward and performance systems.
- b) How can the organization ensure fairness and accuracy in data-driven performance evaluation?
- c) Suggest a redesigned multi-level reward framework balancing individual, team, and organizational performance.
- d) Discuss how strategic compensation analytics can support retention and organizational effectiveness in healthcare.

No. of Pages: 02

Roll No.....

C-812
MBA III Semester Examinations (Dec 2025)
HR Analytics (MBA-HRM-255A)

Time- 3hrs
Max.Marks-60

The paper is divided into 4 parts: A, B, C, and D. All parts are compulsory.

1. Part A contains 10 Multiple Choice Questions (MCQs), all are compulsory. Each question carries 1 mark.
2. Part B contains 5 Short Answer Questions, out of which you must attempt any 3. Each question carries 5 marks.
3. Part C contains 3 Long Answer Questions, out of which you must attempt any 2. Each question carries 10 marks.
4. Part D contains a Case-Based Study Questions. The case study carries 15 marks.

Part A

1. HR Analytics primarily focuses on:
a) Intuition-based decision making b) Policy documentation c) Data-driven HR decision making d) Employee counselling
2. The LAMP framework in HR Analytics stands for:
a) Logic, Analytics, Measures, Process b) Logic, Analytics, Measures, People c) Learning, Assessment, Metrics, Performance d) Labour, Analysis, Metrics, Planning
3. Which of the following is *not* a component of HR metrics?
a) Turnover rate b) Training ROI c) Recruitment cost d) Employee discipline cases
4. The transition from HRM to HCM emphasizes:
a) Control of employees b) Administrative efficiency c) Viewing employees as assets d) Reducing workforce size
5. In HR analytics, “data cleaning” involves:
a) Deleting all incomplete records b) Ensuring accuracy, consistency, and completeness of data c) Formatting the reports d) Designing surveys
6. Which of the following tests would be most suitable for comparing means between two HR groups?
a) Chi-square b) T-test c) Regression d) ANOVA
7. Predictive analytics in HR is used to:
a) Review past performance b) Forecast future HR trends c) Store employee data d) Evaluate only compensation
8. Ethical HR analytics emphasizes:
a) Limiting HR budgets b) Protecting employee data privacy c) Sharing all HR data d) Prioritizing productivity over privacy
9. In performance analytics, a key measure of workforce productivity is:
a) Absenteeism rate b) Engagement score c) Revenue per employee d) Attrition cost
10. The future of HR analytics will be driven largely by:
a) Manual reporting b) Predictive AI and cloud technologies c) Paper-based HR systems d) HR intuition

Part B – Short Answer Type Questions

1. Define HR Analytics. Explain its evolution and importance in today's organizations.
2. Briefly explain the LAMP and HCM:21 frameworks of HR analytics.
3. Discuss the ethical issues involved in managing HR data.
4. Differentiate between descriptive, predictive, and prescriptive analytics in HR.
5. Explain how HR analytics contributes to employee retention.

Part C – Long Answer Type Questions

1. Explain the process of collecting, cleaning, and preparing HR data for analysis. How can poor data quality impact HR decisions?
2. Discuss the applications of statistical tools (Regression, Correlation, Hypothesis Testing) in HR analytics. Give practical examples.
3. How can HR analytics be integrated into strategic decision-making processes? Discuss with examples from recruitment, performance, and compensation analytics.

Part D – Case Study Case: “InsightCorp Ltd.”

InsightCorp Ltd., a leading FMCG company with 2,000 employees, has begun implementing an HR analytics system to address increasing employee turnover and declining engagement levels. The HR team collected data on demographics, job roles, compensation, performance ratings, and exit interviews. Findings showed that employees with higher workloads and limited career growth opportunities were more likely to leave. Additionally, units with data-driven managers had lower attrition.

However, HR faced challenges:

- Inconsistent data from multiple systems
- Lack of data analytics skills among HR professionals
- Concerns about employee privacy during data collection

Questions:

- a) Identify the key HR metrics that can help InsightCorp measure and control attrition.
- b) Suggest steps for improving HR data quality and analytical capabilities.
- c) Discuss ethical considerations while handling employee data.
- d) Recommend a predictive model HR could use to forecast attrition risk.

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No. of Pages: 03

Roll No.....

C-822

MBA III Semester Examinations (Dec 2025)
Management of International Business (MBA-IB-251A)

Time- 3hrs
Max.Marks-60

The paper is divided into 4 parts: A, B, C, and D. All parts are compulsory.

1. Part A contains 10 Multiple Choice Questions (MCQs), all are compulsory. Each question carries 1 mark.
2. Part B contains 5 Short Answer Questions, out of which you must attempt any 3. Each question carries 5 marks.
3. Part C contains 3 Long Answer Questions, out of which you must attempt any 2. Each question carries 10 marks.
4. Part D contains a Case-Based Study Questions. The case study carries 15 marks.

PART A: Multiple Choice Questions

- a. The Theory of Relative Factor Endowments is given by:
- | | |
|------------------|------------------------|
| i. David Ricardo | ii. Adam Smith |
| iii. F W Taussig | iv. Ohlin and Hecksher |
- b. A multinational is a firm that controls and manages production facilities in:
- | | |
|--|----------------------------------|
| i. Both developed and developing countries. | ii. At least two countries. |
| One country but relies on multiple markets | At least two developed countries |
| iii. for the consumption of goods it produces. | iv. and one developing country. |
- c. Horizontal integration occurs when
- | | |
|---|---|
| Firm creates singular country production facilities, each of which produces different | Firm creates multiple production facilities, each of which produces |
| i. good or goods. | ii. the same good or goods. |
| Firm creates multiple production facilities, each of which produces different good or | Firm creates singular country facilities, each of which produces |
| iii. goods. | iv. the same good or goods. |
- d. Which of the following would be an example of foreign direct investment from the United States to Taiwan?
- | | |
|---|--|
| i. A USA bank buys bonds issued by a Taiwan computer manufacturer. | ii. A USA car manufacturer enters into a contract with a Taiwan firm to make and sell it spark plugs. |
| iii. Microsoft hires a Taiwanese computer programmer to debug some software for it. | iv. The state of California rents space in Taipei for one of its employees to use promoting tourism in |
- e. Which is the right sequence of stages of Internationalization
- | | |
|---|--|
| Domestic, transnational, global, international, | Domestic, international, |
| i. multinational. | ii. multinational, global, transnational |
| Domestic, multinational, international, | domestic, international, transnational. |
| iii. transnational, global | iv. Multinational, global |
- f. Which is not an Indian Multinational Company?
- | | |
|--------------|------------------|
| i. Unilever | ii. Asian paints |
| iii. Piramal | iv. Wipro |
- g. Ultimatelywas replaced by theon 1st Jan 1995
- | | |
|----------------|---------------|
| i. GATS, WTO | II. WTO, GATT |
| iii. GATT, WTO | IV. IMF, GATT |
- h. By definition, currency appreciation occurs when
- | | |
|--|---|
| i. The value of all currencies falls relative to gold. | ii. The value of all currencies rises relative to gold. |
| The value of one currency rises relative to | The value of one currency falls |
| iii. another currency. | iv. relative to another currency |

- i. In a quote exchange rate, the currency that is to be purchase with another currency is called the
 - i. Liquid currency
 - ii. Foreign currency
 - iii. Local currency
 - iv. Base currency
- j. Hedging is used by companies to:
 - i. Decrease the variability of tax paid
 - ii. Decrease the spread between spot and forward market quotes
 - iii. Increase the variability of expected cash flows
 - iv. Decrease the variability of expected cash flows

Part B: Short Answer Questions

1. Explain EPRG framework.
2. Explain the role of WTO in International Business.
3. What are Regional Blocs and the need for them?
4. Different ways of hedging foreign exchange fluctuation risk.
5. INCO Terms.

Part C: Long Answer Questions

1. Discuss the nature and scope of International Business.
2. Explain theories of International Trade.
3. Discuss different types of Cultural Framework used in International Business.

Part D: Case Study with Questions

COCA-COLA'S MICRO ENVIRONMENT

The marketing department of Coca-Cola develops core strategies for company brands to make sure that all communication is consistent in all the markets. With a combined effort, the Coca-Cola system attempts to maximize its resources for profitable growth and market leadership. The marketing departments are responsible for product's advertisement, marketing and promotion. If all these departments perform their duty effectively, then the objectives of the Coca-Cola Company will be met. Coca-Cola agreed to swap some brands and buy a 17% stake in Monster Beverage Corp. for about \$2.15 billion, increasing its bet on the rapid growth of the energy-drink market. Under the agreement, the two companies will share their production, marketing and distribution.

Marketing intermediaries aid the company in promoting, selling and distributing its goods to the end customers. Intermediaries encompass marketing agencies, distribution firms and resellers. For example, in a deal, Coke joined hands with a US-based company Wendy that it will provide coke to all the fast-food chains located in the US. In this case, Wendy is an important example of intermediary for coke.

Suppliers offer raw materials and resources that are required by the firms to produce goods and services. For example, bottling partners is a company-owned entity, namely Hindustan Coca Cola Beverages Ltd. Suppliers always play a crucial role in the operations of every firm.

Customers of coke differ massively in terms of age. From kids to youngsters, youngsters to elders and elders to older people, coke has always captured high customer attention for decades. For example, with the help of market survey, Coke finds that one million US population drinks coke with breakfast every single day. This is how coke has been favourite drink of customers for centuries. Recent survey shows that coke is the only product in the world of which more than 85% of the population is well aware. All companies have to

keep updated study of their customers. In case of coke, the company has always maintained excellent customer retention.

Coca Cola's annual Stakeholder Panel is particularly insightful with members of the Panel drawn from NGOs, academia, investors, trade associations, suppliers and other technical experts. The Panel's scope is to identify emerging risks and opportunities, and to encourage company demonstrate ever-greater leadership and innovation.

QUESTIONS

1. What are the micro business environment components of Cola-Cola as in the case mentioned above?
2. How has Coca-Cola maintained its customer base?

No. of Pages: 02

Roll No.....

C-824

MBA III Semester Examinations (Dec 2025)
Export Import Procedure & Documentation (MBA-IB-255A)

Time- 3hrs
Max.Marks-60

The paper is divided into 4 parts: A, B, C, and D. All parts are compulsory.

1. Part A contains 10 Multiple Choice Questions (MCQs), all are compulsory. Each question carries 1 mark.
2. Part B contains 5 Short Answer Questions, out of which you must attempt any 3. Each question carries 5 marks.
3. Part C contains 3 Long Answer Questions, out of which you must attempt any 2. Each question carries 10 marks.
4. Part D contains a Case-Based Study Questions. The case study carries 15 marks.

PART A: Multiple Choice Questions

- a. What does the Aligned Documentation System (ADS) aim to do?
 - i. Increase documentation costs
 - ii. Limit export procedures
 - iii. Standardize and simplify export documentation
 - iv. Replace all trade laws
- b. Which of the following is NOT a common export document?
 - i. Commercial Invoice
 - ii. Packing List
 - iii. Bill of Lading
 - iv. Trade Tariff Document
- c. What does INCOTERMS define?
 - i. Shipment insurance policies
 - ii. Import-export licensing Responsibilities, costs, and risks in international trade contracts
 - iii. Customs tariffs
 - iv. international trade contracts
- d. What role does the International Chamber of Commerce (ICC) play in global trade?

Promoting open trade, self-regulation, and

 - i. dispute resolution
 - ii. Setting mandatory trade tariffs
 - iii. Controlling currency exchange rates
 - iv. Managing trade deficits
- e. What is the key responsibility of forwarding agents?

Coordinating Customs Clearance and logistics

 - i. Manufacturing goods
 - ii. and logistics
 - iii. Setting prices
 - iv. Issuing Letters of Credit
- f. What should a policyholder do immediately after cargo loss or damage?
 - i. File a police report only
 - ii. Ignore minor losses
 - iii. Notify the insurance company promptly
 - iv. Wait for shipment arrival
- g. Which of the following is NOT a common method of payment in international trade?
 - i. Cash in Advance
 - ii. Letters of Credit
 - iii. Documentary Collection
 - iv. Barter System
- h. What is the primary objective of FEMA (Foreign Exchange Management Act)?

To regulate foreign exchange transactions

 - i. and facilitate external trade and payments
 - ii. To restrict foreign trade
 - iii. To ban foreign investments
 - iv. To control domestic currency only

i. What is the main objective of the DEPB (Duty Entitlement Pass Book) scheme?

- | | | |
|-------------------------------------|---|--------------------------------|
| | To neutralize customs duty on import content of exported products | |
| i. To increase customs duty | ii. | via duty credits |
| iii. Eliminate export documentation | iv. | Provide direct cash incentives |

j. EOUs, EPZs, and SEZs are primarily known for:

- | | | |
|--------------------------------------|-----|----------------------------------|
| i. Importing goods only | ii. | Restricting foreign investment |
| | | Export promotion through special |
| iii. Domestic sales enhancement only | iv. | fiscal and regulatory benefits |

Part B: Short Answer Questions

1. What is Electronic Data Interchange (EDI)? Explain its role in trade documentation.
2. Analyze the importance of INCOTERMS in ensuring smooth shipping documentation and customs clearance.
3. Examine the role of export houses in promoting India's foreign trade performance.
4. Analyze the structure and advantages of the Aligned Document System (ADS) in harmonizing trade documentation.
5. Assess the impact of SEZs on India's export performance and employment generation.

Part C: Long Answer Questions

1. Analyze the complete export order processing cycle from order receipt to shipment dispatch.
2. Explain the various methods of payment in international trade along with their relative merits and limitations.
3. Describe the origin, objectives, and key provisions of FEMA in India's foreign exchange management system.

Part D: Case Study Based Questions

FreshField Exporters is a mid-sized Indian company specializing in exporting fresh vegetables to the Middle East and Southeast Asia. The company works with local farmers to procure quality produce and ensures compliance with Indian export regulations, utilizing the ITC (HS) classification system for customs clearance. Recently, FreshField faced challenges with delays in customs due to inaccuracies in documentation and unfamiliarity with changing international trade requirements. To address these issues, FreshField decided to implement the Aligned Document System (ADS) to standardize their export documentation and invested in basic Electronic Data Interchange (EDI) software to speed up communication with customs. They also started closely following WTO guidelines to reduce compliance-related barriers and consulted with export houses to improve market reach. Despite initial hurdles, FreshField managed to improve customs clearance times and customer satisfaction by enhancing document accuracy and responsiveness to regulatory updates.

Questions:

1. Explain the challenges FreshField faced in handling international trade procedures and how the implementation of ADS and basic EDI helped improve their export operations.
2. Propose additional strategies FreshField can adopt to further streamline documentation and reduce trade barriers while expanding to new markets. Consider the role of INCOTERMS and trade classification systems in your answer.

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No. of Pages: 03

Roll no.:.....

C-806
MBA III Semester Examinations (Dec 2025)
Consumer Behaviour (MBA-MM-251A)

Time- 3hrs
Max.Marks-60

The paper is divided into 4 parts: A, B, C, and D. All parts are compulsory.

1. Part A contains 10 Multiple Choice Questions (MCQs), all are compulsory. Each question carries 1 mark.
2. Part B contains 5 Short Answer Questions, out of which you must attempt any 3. Each question carries 5 marks.
3. Part C contains 3 Long Answer Questions, out of which you must attempt any 2. Each question carries 10 marks.
4. Part D contains a Case-Based Study Questions. The case study carries 15 marks.

PART A: Multiple Choice Questions

1. Choose the correct alternative out of the given choices:

i) Which factor is a primary driver of Consumer Involvement?

- A. The size of the store.
- B. Perceived Risk, Personal Relevance, and Symbolic Meaning
- C. The speed of the purchase transaction.
- D. Price (always)

ii) A consumer's purchase is heavily influenced by their immediate physical surroundings, such as the store's design, music, and lighting. This is an example of which type of influence?

- A. Situational Influence
- B. Cultural Influence
- C. Economic Influence
- D. Psychological Influence

iii) The Cognitive Dissonance Theory suggests that consumers try to reduce post-purchase discomfort by:

- A. Returning the product immediately, regardless of satisfaction.
- B. Increasing the attractiveness of the rejected alternative.
- C. Ignoring all external information about the purchase.
- D. Seeking information that confirms the high quality of the chosen product.

iv) In the Business Buying Center, who has the formal authority to select the supplier and arrange the purchase terms?

- A. Initiator
- B. Influencer
- C. Gatekeeper
- D. Decider

v) In the family decision-making unit, the individual who first suggests or thinks of the idea of buying a particular product or service is the:

- A. Decider

- B. Initiator
- C. Gatekeeper
- D. User

vi) Word-of-Mouth (WOM) influence is most effective when the consumer is:

- A. Experiencing Complex Buying Behaviour (high involvement and high brand differences).
- B. Seeking variety in a low-cost category.
- C. Low-involved in the product category.
- D. Already brand-loyal and satisfied.

vii) The concept that people's possessions contribute to and reflect their identities is known as:

- A. The Theory of Planned Behaviour
- B. The Extended Self
- C. Ideal Self
- D. Self-Efficacy

viii) According to Freud's psychoanalytic theory, which part of the human personality acts as an internal moral compass, often driving a consumer toward socially acceptable choices?

- A. Id
- B. Libido
- C. Superego
- D. Ego

ix) When a consumer screens out most of the information to which they are exposed, this is known as:

- A. Selective Distortion
- B. Subliminal Perception
- C. Selective Attention
- D. Selective Retention

x) A consumer purchases the same brand of cereal every week without much thought. This is an example of which type of buying behaviour?

- A. Dissonance-Reducing Buying Behaviour
- B. Complex Buying Behaviour
- C. Variety-Seeking Buying Behaviour
- D. Habitual Buying Behaviour

Part B: Short Answer Questions

2. What are the strategies for enhancing customer experience across different touchpoints?
3. What are the challenges in rural marketing in India?
4. What are different buying motives?
5. What strategies need to be designed for different stages of PLC?
6. Distinguish between wholesaling and retailing. What is the future of online retailing in India?

Part C: Long Answer Questions

7. Write a detailed note on segmentation, targeting and positioning. Why they are considered crucial for marketing success.
8. Critically analyze the process of new product development. What errors marketers must avoid at different stages of development of new products?
9. Explain in detail different promotional tools. What factors influence the choice of promotion mix for a product?

Part D: Case Study Based Questions

Case Study: The Scarcity Effect in Fast Fashion

Scenario: *StyleRush*, an online fast-fashion retailer, decided to test the scarcity principle on a select line of popular accessories. Normally, items were restocked regularly. For the test line, the company implemented two psychological triggers: limited quantity and limited time.

Analysis of Consumer Behavior: StyleRush began adding dynamic, real-time notifications to the product pages: "Only 3 items left in stock!" and "Sale ends in 2 hours 15 minutes!" This strategy directly taps into the Heuristic-Systematic Model of persuasion. Consumers, particularly in fast-paced online shopping, often use heuristics (mental shortcuts) to make decisions. Scarcity acts as a powerful heuristic, implying that if a product is running out, it must be desirable and valuable (since others want it).

The limited-time timer introduced loss aversion—the fear of missing out on a deal (FOMO) is a stronger motivator than the pleasure of gaining the item. This created a sense of urgency, moving customers quickly past the evaluation stage to the purchase stage, short-circuiting deliberation. Customers prioritized the quick purchase over detailed product comparison.

Results: During the test period, the accessories with the scarcity notifications saw a 55% increase in conversion rates compared to items without the notifications, despite no change in price or product quality. Furthermore, the average order value (AOV) for these items slightly increased, suggesting consumers were less likely to use discount codes when feeling rushed. The study confirmed that manufactured scarcity can significantly accelerate the consumer decision-making process by leveraging urgency and perceived demand.

Questions:

- A. What is the long-term impact of frequently using scarcity tactics on customer trust and perceived brand authenticity for a fast-fashion retailer?
- B. How would the effectiveness of this scarcity tactic change if the target customers were shifted from impulse buyers (e.g., Gen Z) to systematic, high-involvement shoppers (e.g., luxury goods buyers)?
- C. At what point does "fake" scarcity—where an item is constantly "on sale" or "almost sold out"—cause skepticism and a resulting decline in conversion rates?

No. of Pages: 02

Roll No.....

C-807
MBA III Semester Examinations (Dec 2025)
Retail Marketing (MBA-MM-253A)

Time- 3hrs
Max.Marks-60

The paper is divided into 4 parts: A, B, C, and D. All parts are compulsory.

1. Part A contains 10 Multiple Choice Questions (MCQs), all are compulsory. Each question carries 1 mark.
2. Part B contains 5 Short Answer Questions, out of which you must attempt any 3. Each question carries 5 marks.
3. Part C contains 3 Long Answer Questions, out of which you must attempt any 2. Each question carries 10 marks.
4. Part D contains a Case-Based Study Questions. The case study carries 15 marks.

PART A: Multiple Choice Questions

- a. Which of the following best defines 'retailing'?
 - i. Wholesale sales
 - ii. Online blogs
 - iii. Sale to final consumer
 - iv. Personal use only
- b. What is the main purpose of visual merchandising?
 - i. Lower prices
 - ii. Attract customers
 - iii. Increase staff
 - iv. Reduce inventory
- c. CRM in retail stands for?
 - i. Customer Relationship Management
 - ii. Cash Receipts Management
 - iii. Credit Risk Monitor
 - iv. Customer Review Machine
- d. Which is an example of a store format?
 - i. Hypermarket
 - ii. Assembly line
 - iii. Warehouse zone
 - iv. Factory outlet
- e. RFID technology is mainly used for _____?
 - i. Branding
 - ii. Inventory tracking
 - iii. Social media
 - iv. Customer feedback
- f. What is omni-channel retailing?
 - i. Single channel
 - ii. Multichannel integration
 - iii. B2B sales
 - iv. Wholesale
- g. Which technique helps in customer retention?
 - i. Ignoring feedback
 - ii. Regular promotions
 - iii. No follow-ups
 - iv. Random closure
- h. If a retailer wants to analyse customer buying patterns, which method should they use?
 - i. Close the store
 - ii. Data analytics
 - iii. Invite celebrities
 - iv. Change logo
- i. A key factor in retail location selection is _____?
 - i. Noise
 - ii. Traffic
 - iii. Proximity to target market
 - iv. Distance from city
- j. A successful brand in retail achieves which of the following?
 - i. Customer trust
 - ii. Poor displays
 - iii. Staff layoffs
 - iv. Lower visibility

Part B: Short Answer Questions

1. State any three core functions of retailing.
2. Explain what differentiates a supermarket from a hypermarket.
3. Give an example of technology improving retail operations and describe its impact.
4. Analyze why location is crucial in store success and mention two factors to consider.
5. List three methods retailers use for customer retention.

Part C: Long Answer Questions

1. Discuss the growth of e-commerce in India and its impact on retail marketing strategies. What challenges do they face in supply chain and logistics management? Support your answer with recent case studies or examples.
2. Design a simple new customer engagement strategy for a small electronics retailer. Describe your approach and expected outcomes.
3. Discuss the impact of omni-channel retailing on consumer shopping behavior.

Part D: Case Study Based Questions

Case:

City Mart is a local supermarket operating in a competitive urban market. Over recent months, they noticed a decline in repeat customers despite competitive pricing and occasional promotions. To reverse this trend, City Mart introduced a digital loyalty card aimed at rewarding regular shoppers. Additionally, the store undertook a major redesign of its interior layout, improving aisle navigation and product visibility. The management also launched a mobile app to facilitate digital payments and provide personalized offers based on shopping history. After one month, the app recorded significant downloads and active users, but in-store sales showed only marginal improvement.

Questions

1. Analyze the reasons why the digital loyalty card and app generated high downloads but did not translate strongly into increased in-store sales. What factors could be affecting customer behavior?
2. As a retail consultant, propose an innovative and technology-driven strategy that City Mart could implement to better convert app engagement into higher store sales. Support your suggestion with expected outcome.

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