No. of Pages: 02

Roll No..................

A-804

MBA I Semester Examinations (June 2026)

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 Questions, out of which you must attempt any 1. The case study carries 15 marks.**

PART A: Multiple Choice Questions

a. **Which of the following is a macro-environmental factor?**
   i. Suppliers ii. Competitors
   iii. Inflation iv. Employees

b. **Foreign capital inflow helps in:**
   i. Reducing industrial growth ii. Increasing technological development
   iii. Decreasing employment iv. Restricting exports

c. **Ease of Doing Business ranking reflects:**
   i. Cultural diversity ii. Political ideology
   iii. Business regulatory environment iv. Population growth

d. **Which reform reduced industrial licensing in India?**
   i. Green Revolution ii. New Industrial Policy 1991
   iii. GST Reform iv. Banking Nationalization

e. **MSMEs are important because they:**
   i. Increase imports only ii. Generate employment opportunities
   iii. Eliminate exports iv. Reduce entrepreneurship

f. **Which Act deals with anti-competitive practices in India?**
   i. IT Act ii. Competition Act
   iii. IPR Act iv. Companies Act

g. **BRICS includes:**
   i. Brazil, Russia, India, China, South Africa ii. Bangladesh, Russia, India, Canada, Singapore
   iii. Brazil, Romania, India, China, Spain iv. Belgium, Russia, India, China, South Africa

h. **Which institution provides financial assistance to developing countries?**
   i. WTO ii. IMF
   iii. World Bank iv. ASEAN

i. **The IT Act in India primarily deals with:**
   i. Banking regulation ii. Environmental protection
   iii. Electronic governance and cyber law iv. Industrial disputes

j. **Purchasing power parity is related to:**

i. Export subsidy
ii. Inflation and currency valuation
iii. Industrial licensing
iv. Public sector reforms

Part B: Short Answer Questions

2. Discuss the importance of purchasing power in market analysis.
3. Write a note on India's foreign trade policy.
4. Explain the role of ASEAN in regional economic cooperation.
5. Discuss the importance of Intellectual Property Rights.
6. Discuss the impact of geopolitical environment on business decisions.

Part C: Long Answer Questions

7. Explain the structure of Indian economy and discuss the role of economic policies in business growth.
8. Critically examine the impact of banking reforms on the Indian financial system.
9. Evaluate the role of trade blocs such as BRICS, ASEAN, and EU in international business.

Part D: Case-Based Questions

10. Case Study: Digital Expansion of an Indian Retail Company

A large Indian retail company decided to expand into e-commerce and international markets. The company adopted digital payment systems, cloud-based customer databases, and AI-driven marketing tools. During expansion, the company encountered issues related to cyber security, data privacy, international competition, and compliance with intellectual property laws.

The company also sought foreign investment to strengthen its logistics and technology infrastructure. At the same time, the firm attempted to take advantage of government initiatives such as "Digital India," "Make in India," and MSME support schemes. However, increasing competition from global e-commerce firms, changing foreign trade regulations, and fluctuations in exchange rates created operational and strategic challenges.

Further, the management had to ensure compliance with the provisions of the IT Act and the Digital Personal Data Protection (DPDP) Act to protect customer information and maintain consumer trust.

Questions:

1.Explain the importance of the IT Act and DPDP Act for digital businesses.
2. Suggest suitable strategies for managing international competition and technological risks.

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No. of Pages: 03

Roll No..................

A-805

MBA I Semester Examinations (June 2026)

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 Questions, out of which you must attempt any 1. The case study carries 15 marks.**

PART A: Multiple Choice Questions

a. **Which of the following is NOT an accounting concept?**
   i. Going Concern
   ii. Accrual Concept
   iii. Market Share Concept
   iv. Consistency Concept

b. **The accounting equation is:**
   i. Assets = Liabilities + Capital
   ii. Assets = Liabilities – Capital
   iii. Capital = Assets + Liabilities
   iv. Assets + Capital = Liabilities

c. **IFRS stands for:**
   i. Indian Financial Reporting Standards
   ii. International Financial Reporting Standards
   iii. Internal Financial Ratio System
   iv. International Fund Regulation System

d. **Bank Reconciliation Statement is prepared to reconcile the balance of:**
   i. Cash Book and Bank Pass Book
   ii. Trial Balance and Balance Sheet
   iii. Ledger and Journal
   iv. P&L Account and Balance Sheet

e. **Depreciation is charged on:**
   i. Fixed Assets
   ii. Current Assets
   iii. Fictitious Assets
   iv. Liquid Assets

f. **Which of the following is a technique of financial statement analysis?**
   i. Ratio Analysis
   ii. Budget Analysis
   iii. Cost Analysis
   iv. Market Analysis

g. **Current Ratio is calculated as:**
   i. Current Assets / Current Liabilities
   ii. Current Liabilities / Current Assets
   iii. Fixed Assets / Current Liabilities
   iv. Total Assets / Total Liabilities

h. **Cash Flow Statement is governed by which Ind AS?**
   i. Ind AS 7
   ii. Ind AS 1
   iii. Ind AS 10
   iv. Ind AS 36

i. **Responsibility Accounting focuses on:**
   i. Responsibility Centers
   ii. Revenue Centers only
   iii. Cost Centers only
   iv. Investment Centers only

j. **Human Resource Accounting aims to:**
   i. Quantify the value of human assets
   ii. Measure only salary costs
   iii. Calculate machine productivity
   iv. Assess only training costs

Part B: Short Answer Questions

2. Explain any five Generally Accepted Accounting Principles (GAAP) with suitable examples.
3. Distinguish between Ind-AS and IFRS. How does the adoption of Ind-AS impact Indian businesses?
4. What is Bank Reconciliation Statement? State the reasons for disagreement between the Cash Book balance and the Bank Statement balance.
5. What is Segment Reporting? Also explain how segment reporting improves transparency in corporate reporting.
6. What is Responsibility Accounting? Briefly explain its types.

Part C: Long Answer Questions

7. Explain Funds Flow Analysis and Cash Flow Analysis. What are the differences between them? Prepare a specimen format of Cash Flow Statement as per Ind AS 7.
8. What is Responsibility accounting? What are its uses and significance? Briefly describe the responsibility centers?
9. Explain the preparation of final accounts with the help of imaginary figures. Prepare Trading Account, Profit & Loss Account and Balance Sheet and discuss their uses for stakeholders.

10.

Part D: Case-Based Questions

Sunrise Manufacturing Ltd. is a mid-sized company that produces consumer goods. The Finance Manager presents the following summarized financial data for the year ending 31st March 2026:

Particulars	Amount (₹ in Lakhs)
Net Sales	500
Cost of Goods Sold	320
Operating Expenses	80
Interest Expenses	10
Net Profit After Tax	60
Current Assets	150
Current Liabilities	75
Total Assets	400

Shareholder's Equity	200
Long-term Debt	100

Based on the above data, answer the following:

(a) Calculate the following financial ratios and interpret each:

(i) Current Ratio
(ii) Net Profit Ratio
(iii) Debt-Equity Ratio
(iv) Return on Assets (ROA)
(v) Gross Profit Ratio

(b) As a financial analyst, what is your assessment of the company's liquidity, profitability, and solvency position based on the above ratios? Suggest measures to improve the financial performance of Sunrise Manufacturing Ltd.

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No. of Pages: 02

Roll No………………

B-801
MBA II Semester Examinations (Jun 2026)
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 Questions, out of which you must attempt any 1. The case study carries 15 marks.**

PART A: Multiple Choice Questions

a. The first nonlinear programming procedure was used in which year?
   i. 1940 ii. 1950
   iii. 1960 iv. 1970

b. In linear programming, the solution is based on __________
   i. Tensile properties ii. Strain properties
   iii. Elementary properties iv. None of the mentioned

c. In pure integer programming problems, the optimum values are
   i. all values are integers ii. All values are either zero or one
   iii. Some are non-integer values iv. all are not integers.

d. In a sequencing problem the order of completion of jobs is called
   i. Completion sequence ii. Job sequence
   iii. Processing order iv. job order

e. Minimum inventory equals
   i. EOQ ii. Reorder level
   iii. Safety stock iv. Excess stock

f. Economic order quantity results in
   i. Reduced stock outs ii. Equalization of carrying cost and procurement cost
   iii. favourable procurement price iv. none of the above.

g. The total float of an activity 3-4 is 18 and the latest and earliest occurrences of the events 3 and 4 are 15, 12 and 22, 10 respectively, what is the free float of 3-4.
   i. 4 ii. 7
   iii. 6 iv. 10

h. IN PERT, the activity durations follow
   i. Alpha distribution ii. Gamma distribution
   iii. Beta distribution iv. Lambda distribution

i. Slack of an activity can be calculated by the formula
   i. LFT+EST ii. LFT-EST
   iii. LST-EFT iv. LFT×EFT

j. One of the elements considered in the economy of prestressed concrete structural system is?

i. Structural optimization
ii. Beam optimization
iii. Slab optimization
iv. Transverse optimization

Part B: Short Answer Questions

2. Define a general and standard linear programming problem.
3. Derive the Wilson EOQ formula. What are the practical limitations of EOQ formula? Also discuss the costs involved in an inventory problem.
4. Define inventory problem. List the various costs associated with an inventory problem.
5. Which situation is called a game? What is the maximum criterion of optimality?
6. Discuss the techniques for scheduling activities.

Part C: Long Answer Questions

7. What are forecasting errors? How forecasting errors can be measured?
8. How would you your understanding on balanced and unbalanced transportation problem.
9. Discuss the characteristics of a Queuing model.

Part D: Case-Based Questions

Case 1:

10. Questions

1. The Ashok Keyland truck company manufactures two specialized models of trucks, Model A01 and Model A02, in a single plant in India. Manufacturing operations were grouped into four departments: Engine assembly, metal stamping, Model A01 assembly, and Model A02 assembly. The following table gives details about the resource availability at the plant every month. Develop an optimal production strategy for the truck company.

Department	Machine-hours required per truck		Total machine hours available per month
	Model A01	Model A02	
Engine assembly	1	2	4000
Metal Stamping	2	2	6000
Model A01 assembly	2	-	5000
Model A02 assembly	-	3	4500
Profit	3000	5000	

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Roll No..................

B-802

MBA II Semester Examinations (June 2026)

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 a Case-Based Questions, out of which you must attempt any 1. The case study carries 15 marks.**

PART A: Multiple Choice Questions

a. Which of the following best describes business research?
- i. Generating assumptions
- ii. Replacing managerial judgment
- iii. Scientific investigation of business problems
- iv. Eliminating uncertainty completely

b. A good hypothesis should be:
- i. Complex and vague
- ii. Testable and clear
- iii. Broad and non-specific
- iv. Based on personal opinion

c. Which research design is used when researchers bring more clarity about a concept?
- i. Exploratory
- ii. Descriptive
- iii. Experimental
- iv. Causal

d. Which research design is most appropriate when a researcher intends to establish cause-and-effect relationships?
- i. Exploratory
- ii. Descriptive
- iii. Experimental
- iv. Observational

e. In qualitative research, focus group discussions are primarily conducted to:
- i. Quantify relationships
- ii. Test statistical significance
- iii. Generate deeper insights into perceptions
- iv. Validate regression models

f. Likert scale is used for:
- i. Data cleaning
- ii. Measuring attitudes
- iii. Coding data
- iv. Sampling

g. Direction & strength of the relationship are measured by
- i. Correlation
- ii. Regression
- iii. T-test
- iv. Multi-Dimensional Scaling (MDS)

h. Reliability in research primarily indicates:
- i. Accuracy of results
- ii. Stability of measurement
- iii. Objectivity of respondents
- iv. Validity of sampling

i. Factor analysis is used for:
- i. Forecasting
- ii. Sampling
- iii. Data classification
- iv. Data reduction

j. Which of the following represents an unethical research practice?
- i. Manipulation of findings
- ii. Obtaining informed consent
- iii. Maintaining respondent confidentiality
- iv. Citation of sources

Part B: Short Answer Questions

2. Examine the significance of the scientific method in improving the credibility of business research.
3. Compare qualitative and quantitative research methods with suitable managerial applications.
4. Differentiate between probability and non-probability sampling techniques with examples.
5. Analyze the role of data editing, coding, and tabulation in improving research quality.
6. Explain correlation and regression analysis and their applications in business decision-making.

Part C: Long Answer Questions

7. *"A poorly constructed hypothesis can weaken the entire research framework and lead to misleading managerial conclusions."* Critically examine the characteristics of a good hypothesis and evaluate their significance in ensuring effective business research outcomes.
8. Critically evaluate various research designs and justify their suitability in different business decision-making situations.
9. Describe the structure of a good research report and criteria for evaluating it.

Part D: Case-Based Questions

10.

A leading e-commerce company operating in major Indian cities has recently observed changing customer buying patterns and increasing competition from new online platforms. Although the company has access to large amounts of customer data collected through mobile applications, online surveys, purchase history, ratings, and feedback forms, management is finding it difficult to clearly understand customer preferences and market positioning. The company now plans to conduct a detailed business research study to identify different categories of customers based on their purchasing behavior, product preferences, price sensitivity, and shopping habits. In addition, management also wants to understand how customers perceive its brand in comparison to competing e-commerce platforms so that suitable marketing strategies can be developed.
To support managerial decision-making, the research team intends to apply advanced analytical techniques for interpreting customer data and deriving meaningful insights.

Questions

a) How can Factor Analysis and Cluster Analysis help the company in understanding customer behavior and market segments? Explain with suitable examples.

b) How can Conjoint Analysis and Multidimensional Scaling (MDS) assist the company in studying customer preferences and brand positioning?

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No. of Pages: 02
Roll No……………….

B-803
MBA II Semester Examinations (Jun 2026)
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 Questions, out of which you must attempt any 1. The case study carries 15 marks.**

PART A: Multiple Choice Questions

a. A "Bottleneck" in a process refers to:
- i. The fastest stage in the process
- ii. A storage area for finished goods
- iii. The beginning of the assembly line
- iv. The stage with the lowest capacity that limits output

b. Total Quality Management (TQM) is primarily characterized by:
- i. Final inspection only
- ii. Continuous improvement and customer focus
- iii. Reducing labor costs
- iv. Increasing machine speed

c. The Economic Order Quantity (EOQ) model helps in determining the order size that minimizes:
- i. Only carrying costs
- ii. Only ordering costs
- iii. The sum of carrying and ordering costs
- iv. Stock-out costs

d. The main goal of "Just-in-Time" (JIT) is to:
- i. Eliminate waste and minimize inventory
- ii. Increase inventory levels
- iii. Hire more warehouse staff
- iv. Slow down production

e. Job shop and batch processing are differentiated on the basis of:
- i. Job requirements
- ii. Degree of standardization
- iii. Volume of output
- iv. Both (b) and (c)

f. ………………………..is the term used to describe the set of statistical tools used by quality professionals for the purpose of quality control
- i. accounting standards
- ii. statistical quality control
- iii. population study
- iv. none of these

g. Applying Lean concepts to a service industry (like a hospital) usually focuses on:
- i. Reducing the number of doctors
- ii. Reducing "Waiting" time for patients
- iii. Increasing the cost of service
- iv. Selling more medical equipment

h. Which inventory system is "computer-based" and used to calculate the exact quantities of raw materials needed based on a production schedule?

i.	Economic Order Quantity (EOQ)	ii.	Just-in-Time (JIT)
iii.	Materials Requirement Planning (MRP)	iv.	ABC Analysis

i. Which of the following is not a part of supply chain management system?

i.	Supplier	ii.	Manufacturer
iii.	Information flow	iv.	Competitor

j. The shift from Industry 4.0 to Industry 5.0 is characterized by a move toward:

i.	Total replacement of humans by AI	ii.	Mass production only
iii.	Human-machine collaboration and sustainability	iv.	Reducing digital connectivity

Part B: Short Answer Questions

2 Explain the concept of Strategic Trade-offs in operations. Why can't a firm be "best" at everything (cost, quality, speed, flexibility)?

3. Differentiate between JIT and EOQ in inventory management, including one pro and one con for each.

4. Interpret the role of Capacity Planning in aligning an organization's internal resources with volatile market demand

5. Explain the difference between Inventory Carrying Costs and Stock-out Costs. Why must a manager balance both?

6. Interpret the concept of Muda (Waste). List and briefly explain any four types of waste commonly found in a manufacturing plant.

Part C: Long Answer Questions

7 Analyze the impact of shifting from a "Product-focused" layout to a "Process-focused" layout in a custom furniture manufacturing unit. What are the implications for cost and flexibility?

8 Critically analyze TQM as a holistic philosophy. Why is top-management commitment and employee empowerment essential to transition from inspection-based control to a prevention-based TQM culture.

9. Examine the opportunities and challenges for Indian Manufacturing in adopting Industry 5.0. How can firms balance automation with a "human-centric" approach?

Part D: Case-Based Questions

Case 1: Process Stability at "Fresh-Bake" Commercial Bakery

A commercial bakery, *Fresh-Bake*, is struggling with the consistency of their bread loaf weights. The Production Planning and Control (PPC) department has noticed that while the average weight is correct, the variation is high. Some loaves are too small to sell, while others are too large, leading to wasted dough. They have started using Control Charts to monitor the process.

Questions

1. Evaluate how the bakery can use Control Charts to distinguish between "Common Cause" variation (e.g., slight humidity changes) and "Assignable Cause" variation (e.g., a faulty oven thermostat).

2. Discuss how Process Stability Metrics and Statistical Process Control (SPC) can help the bakery reduce the "Costs of Poor Quality" associated with both internal scrap and customer dissatisfaction.

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No. of Pages: 02

Roll No..................

B-804

MBA II Semester Examinations (Jun 2026)

Marketing Management (MBA-108A)

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 Questions, out of which you must attempt any 1. The case study carries 15 marks.**

PART A: Multiple Choice Questions

a. Product differentiation is strongest when it is:
   - i. Easily copied
   - ii. Price-based only
   - iii. Valued and defensible
   - iv. Promotion-driven

b. In rural marketing, the most critical challenge is often:
   - i. Excessive media clutter
   - ii. Uniform consumer income
   - iii. Access and affordability
   - iv. High product standardization

c. High-involvement consumer buying usually involves:
   - i. Habitual response
   - ii. Minimal comparison
   - iii. Extensive evaluation
   - iv. Impulse purchase

d. A buying centre exists mainly in:
   - i. Impulse buying
   - ii. Rural buying only
   - iii. Organizational buying
   - iv. Retail promotion

e. New product development should begin with:
   - i. Commercialization
   - ii. Idea generation
   - iii. Test marketing
   - iv. Product launch

f. In the maturity stage, firms usually focus on:
   - i. Market modification
   - ii. Product secrecy
   - iii. Ignoring competitors
   - iv. Ending distribution

g. Penetration pricing is most suitable when:
   - i. Capacity is limited
   - ii. Product is luxury-only
   - iii. Market is very small
   - iv. Demand is price-sensitive

h. Consumer Behaviour: "Black Box Model" mainly explains:
   - i. Stimulus–response link
   - ii. Post-purchase conflict
   - iii. Organisational buying
   - iv. Price sensitivity

i. Retailing: "Wheel of Retailing" theory was proposed by:
   - i. William Stanton
   - ii. Louis Stern
   - iii. Malcolm McNair
   - iv. Philip Kotler

j. New Product Pricing: skimming vs penetration was classically discussed by:
   - i. Michael Porter
   - ii. Joel Dean
   - iii. Philip Kotler
   - iv. Kevin Keller

Part B: Short Answer Questions

2. Automation is often introduced to improve speed and efficiency, but it may also weaken customer experience. Examine how excessive or poorly designed automation can reduce customer satisfaction at important touchpoints.
3. Digitization has changed the relationship between channel partners. Analyze whether digitization has increased or decreased channel conflict, and explain digital strategies that can help reduce such conflict.
4. Integrating different marketing communication tools is easier in theory than in practice. Evaluate the major challenges organizations face while integrating IMC tools.
5. Price skimming may help a company recover costs quickly, but it can also create strategic risks. Evaluate why price skimming can become dangerous for an organization, using suitable examples.
6. A customer may behave differently while buying from e-commerce and quick-commerce platforms. Analyze how buying motives differ between these two formats.

Part C: Long Answer Questions

7. Many firms misunderstand the role of product lines and fail to manage them effectively. Analyze the probable reasons behind this misunderstanding and explain how poor product-line decisions can affect organizations.
8. While choosing a gym subscription, the buying motives of Gen Z consumers may differ from those of millennials. Analyze these differences on any five major aspects.
9. Sometimes a company delivers superior customer value but still fails in the market. Evaluate this situation with a suitable case or example.

Part D: Case-Study Based Questions

10.

Meera, a newly promoted content creation manager, discovered that her team was producing blogs, captions, and campaign scripts almost entirely through GenAI. Output had doubled, but originality had collapsed. Every brand sounded polite, polished, and forgettable. Her CEO praised the speed; the creative director feared intellectual laziness; junior writers quietly admitted they had stopped thinking before prompting. Meera had three choices: ban GenAI for ideation, make it compulsory for productivity, or create a "human-first, AI-second" workflow where employees must bring original insight before using tools. The harder question was not whether AI should be used, but who should remain accountable for meaning.

Questions

1. Design a content workflow where GenAI improves productivity without weakening human judgment and originality.
2. Evaluate whether GenAI should be treated as a creative partner, an efficiency tool, or a controlled risk in marketing teams.

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Roll No..................

B-805

MBA II Semester Examinations (Jun 2026)

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 Questions, out of which you must attempt any 1. The case study carries 15 marks.**

PART A: Multiple Choice Questions

a. **Equity shares have**

i. an unlimited life, and voting rights and receive dividends

ii. a limited life, with no voting rights but receive dividends

iii. a limited life, and voting rights and receive dividends

iv. an unlimited life, and voting rights but receive no dividends

b. **Financial decision involves**

i. Investment, financing and dividend decisions

ii. Financing, dividend and cash decisions

iii. Investment, financing and sales decisions

iv. None of these

c. **A decrease in a firm's willingness to pay dividends is likely to result from an increase in its**

i. Earnings stability

ii. Access to capital markets

iii. Profitable investment opportunities

iv. Collection of accounts receivable

d. **Cost of capital may be defined as**

i. Minimum Rate of Return that the firm should earn

ii. Average IRR of the Projects of the firm

iii. Rate of Return expected by Equity Shareholders

iv. Weighted Average cost of all debts

e. **The decision-tree approach is used in**

i. Proposals with longer life

ii. Sequential decisions

iii. Independent Cash flows

iv. Accept-Reject Proposal

f. **Which of the following is not an objective of cash management?**

i. Maximization of cash balances

ii. Optimization of cash balances

iii. Minimization of cash balances

iv. None of the above

g. **Cost of Capital for Equity Share Capital does not imply that**

i. Market Price is equal to Book Value of share

ii. Shareholders are ready to subscribe to right issue

iii. Market Price is more than Issue Price

iv. Any of the above three options

h. **CAPM stands for**

i. Capital asset pricing model

ii. Capital asset printing model

iii. Capital amount printing model

iv. Capital asset printing model

i. **As per Gordon's Model, whether the company adopts 50%, 80%, or any other payout ratio, the market price will remain the same when**

i. $K_e > r$	ii. $K_e < r$
iii. $K_e = r$	iv. $K_e > R_f$

j. **The assumptions of MM hypothesis of capital structure do not include the following**

i. Capital markets are imperfect	ii. Investors have homogeneous expectations
iii. All firms can be classified into homogeneous risk classes	iv. The dividend-payout ratio is cent percent, and there is no corporate tax

Part B: Short Answer Questions

2. What happens to the effective rate of interest as the frequency of compounding is increased?
3. Explain wealth maximization as an objective of financial management.
4. "Management of cash flows plays a very important role in cash management". Comment.
5. Explain the major factors determining the capital structure planning.
6. Why should a firm follow a stable dividend policy?

Part C: Long Answer Questions

7. You are the finance manager of a firm and asked to organize all the financial decisions of the firm. Elucidate the ways in which you will do it.
8. What similarities and differences are there between risk adjusted discount rate method and the certainty equivalent method?
9. What assumptions and arguments are used by Modigliani and Miller in support of the irrelevance of dividends? Are dividends really irrelevant?

Part D: Case-Based Questions

10.

The capital structure of Applied Systems Ltd. consists of 40,000 equity shares of Rs. 100 each, 10% preference share capital of Rs. 10,00,000, and 11% debentures of Rs. 50,00,000. The current market price of equity shares is Rs. 102. The company is expected to declare dividend of Rs. 12 per share at the end of the current year. The expected growth rate in dividend is 6 percent. Corporate tax rate is 40 percent.

(i) Find out WACC of the company.

(ii) If company further raises capital by issuing 12% debentures worth Rs. 30,00,000, examine its impact on WACC. The new debt is expected to result in increase in the expected equity dividend to Rs. 14 per share, fall in market price of shares to Rs. 98 and fall in dividend growth rate to 5 percent.

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No. of Pages- 02

Roll No……………….

B-806

MBA II Semester Examinations (Jun 2026)

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 Questions. The case study carries 15 marks.**

PART A: Multiple Choice Questions

a. HRM primarily focuses on

i. Machines ii. Finance

iii. People iv. Technology

b. Which of the following is a component of HR philosophy?

i. Recruitment policy ii. Organizational values

iii. Job analysis iv. Performance rating

c. The Resource-Based View (RBV) emphasizes:

i. External Competition ii. Internal Resources

iii. Government Policies iv. Market Demand

d. Job analysis results in:

i. Balance sheet ii. Audit Report

iii. Job description iv. Sales Plan

e. Which method is used for employee selection?

i. Brainstorming ii. Interview

iii. Forecasting iv. Benchmarking

f. Induction is related to:

i. Exit Process ii. Entry Process

iii. Training Method iv. Compensation

g. 360-degree appraisal includes feedback from:

i. Only Managers ii. Only peers

iii. Multiple sources iv. Only customers

h. Balanced Scorecard includes:

i. Financial only ii. HR only

iii. Customer only iv. Multiple perspectives

i. Job evaluation determines:

i. Performance
ii. Training Needs
iii. Worth of Job
iv. Employee Satisfaction

j. HR Analytics deals with:

i. Guess work
ii. Data Driven Decisions
iii. Policies Only
iv. Interviews

Part B: Short Answer Questions

2. Explain the scope of HRM.
3. What are HR policies?
4. Define job analysis and its components.
5. Explain employee engagement practices.
6. What is HR analytics?

Part C: Long Answer Questions

7. Discuss the evolution of HRM and its theoretical perspectives.
8. Explain recruitment, selection, and retention strategies in detail.
9. Describe performance appraisal methods and their challenges.

10. Part D: Case-Based Questions

ABC Pvt. Ltd. is experiencing high employee turnover, particularly among young professionals, which is affecting organizational stability and productivity. Exit interviews indicate that employees are dissatisfied due to limited career growth opportunities, lack of recognition for their efforts, and an unhealthy work-life balance. These factors have reduced employee engagement, motivation, and commitment toward the organization. The HR department has therefore been assigned the responsibility of redesigning effective retention strategies to improve employee satisfaction and reduce attrition. The company should focus on career development programs, recognition and reward systems, flexible work policies, and employee well-being initiatives to retain talented employees and build a positive work culture.

Questions:

1. Identify the key reasons for employee turnover.
2. Suggest suitable retention strategies.
3. How can HR analytics help in improving retention?

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No. of Pages: 02

Roll No..................

B-807

MBA II Semester Examinations (June 2026)

Corporate Governance Business Ethics & Sustainability (MBA-114A)

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 objective of corporate governance is to:

i. Maximize short-term profits
ii. Ensure accountability, fairness, transparency
iii. Minimize taxes
iv. Increase market share

b. Which theory views the firm as a nexus of contracts among stakeholders?

i. Agency
ii. Stewardship
iii. Stakeholder
iv. Resource-dependence

c. Cadbury Committee (1992) primarily addressed:

i. Insider trading
ii. Financial aspects of governance
iii. Environmental reporting
iv. Industrial relations

d. Sarbanes–Oxley Act (2002) introduced:

i. CSR spending
ii. CEO/CFO certification
iii. Carbon tax
iv. Integrated reporting

e. German model of governance features:

i. Single-tier board
ii. Two-tier with codetermination
iii. Concentrated state ownership
iv. Employee-free boards

f. Kohlberg's theory relates to:

i. Strategy
ii. Moral development
iii. Branding
iv. Budgeting

g. Teleological approach evaluates actions based on:

i. Duties
ii. Intentions
iii. Consequences
iv. Rules

h. Triple Bottom Line stands for:

i. Profit, Price, Performance
ii. People, Planet, Profit
iii. Policy, Process, Practice
iv. Plan, Perform, Perfect

i. GRI provides guidelines for:

i. Governance codes
ii. Sustainability reporting
iii. Financial audit
iv. HR policies

j. An independent director in India is expected to:

i. Represent promoters
ii. Safeguard all shareholders
iii. Manage operations
iv. Act as auditor

Part B: Short Answer Questions

2. Define corporate governance and explain any three essentials of good governance.
3. Distinguish between Anglo-American and Japanese models of corporate governance.
4. Explain ethical dilemma and the process to resolve it.
5. What is Corporate Citizenship? Give two examples of practices reflecting it.
6. Write short notes on (a) Code of Ethics and (b) Ethical culture in organizations.

Part C: Long Answer Questions

7. Discuss the evolution, scope, and objectives of corporate governance. Analyze its benefits and limitations.
8. Compare Cadbury, Greenbury, and Hampel Committees. Discuss their influence on later governance frameworks like SOX 2002.
9. Critically evaluate teleological vs. deontological approaches in business ethics with an example.

Part D: Case Study Based Questions

10 **Case: VerdaLife Organics Ltd. – A Governance and Ethics Challenge**

VerdaLife Organics Ltd., a fast-growing manufacturer of herbal personal-care products, recently positioned itself as a "sustainability-driven" brand. Despite its positive public image, internal governance issues have begun to emerge. The board of directors consists mostly of promoter family members, and independent directors have raised concerns about delayed and selective sharing of financial and environmental compliance reports. An internal audit revealed discrepancies in waste-management documentation, suggesting that certain manufacturing units were disposing wastewater without following prescribed environmental norms.

Simultaneously, VerdaLife launched a marketing campaign claiming that all its products are "100% eco-safe," despite lacking third-party certification. Employees in the marketing team expressed ethical concerns but were discouraged from questioning senior management decisions. The company's CSR budget, instead of being allocated to community herbal-cultivation programs as approved by the board, was largely spent on high-visibility brand endorsement events.

These developments have created tension among stakeholders, raising questions about ethical decision-making, board accountability, transparency, and the alignment between CSR commitments and actual practices.

Questions:

i. Identify the key governance lapses at VerdaLife, focusing on board functioning and disclosure practices.

ii. Evaluate the ethical and CSR issues in the company's marketing claims and spending. Suggest brief corrective actions.

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No. of Pages: 02

Roll No..................

C-801

MBA III Semester Examinations (June 2026)

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 Questions, out of which you must attempt any 1. The case study carries 15 marks.**

PART A: Multiple Choice Questions

a. Effectuation theory focuses on:

i. Predicting the future ii. Starting with available means
iii. Market domination iv. Cost minimization

b. The gig economy refers to:

i. Manufacturing industries ii. Temporary, flexible jobs
iii. Government employment iv. Agricultural labor

c. Which is an example of independent work model?

i. Full-time employment ii. Freelancing
iii. Government job iv. Corporate management

d. Market research helps in:

i. Increasing cost ii. Understanding customer needs
iii. Reducing competition iv. Avoiding planning

e. Lean Canvas model is mainly used for:

i. Accounting ii. Business planning
iii. Legal documentation iv. Tax filing

f. Blue Ocean Strategy focuses on:

i. Competing in existing markets ii. Creating uncontested market space
iii. Reducing product quality iv. Increasing competition

g. Empathy mapping helps in:

i. Financial analysis ii. Understanding users
iii. Production planning iv. Legal compliance

h. Point-of-View (POV) statement is used for:

i. Marketing ii. Problem definition
iii. Financial planning iv. Recruitment

i. Which is a government initiative supporting startups in India?

i. Make in India ii. Startup India
iii. Digital India iv. All of the above

j. Social entrepreneurship focuses on:

i. Profit maximization ii. Social impact
iii. Government policies iv. Employee satisfaction

Part B: Short Answer Questions

2. Differentiate between an entrepreneur and a manager.
3. State the Myths about Entrepreneurship.
4. State the key principles of Lean Startup methodology.
5. Define prototyping and its importance.
6. What is social entrepreneurship?

Part C: Long Answer Questions

7. Explain the concept and evolution of entrepreneurship. Discuss the key characteristics required for entrepreneurial success.
8. Explain opportunity recognition and creativity in entrepreneurship. How does market research support business planning?
9. Explain startup valuation and exit strategies. Discuss the challenges and risks faced by entrepreneurs.

Part D: Case-Based Questions

10. The Rise of a Freelance Agri-Tech Entrepreneur

Ravi, a graduate from a rural background, noticed that farmers in his region were struggling with unpredictable weather patterns and inefficient crop planning. Instead of seeking a traditional job, he began working independently as a freelance agri-consultant. Using mobile-based tools and basic AI applications, he started advising farmers on crop selection, irrigation planning, and pest control.

Initially, Ravi faced resistance as farmers were skeptical of technology. However, he adopted an effectuation approach, starting with available resources—his knowledge, a smartphone, and local networks. Gradually, he built trust by offering low-cost services and demonstrating results. Over time, he scaled his operations into a digital platform connecting farmers with experts.

Ravi now operates in the gig economy, collaborates with agri-startups, and earns through subscription-based services. His journey reflects the evolving nature of entrepreneurship beyond traditional business models.

Questions:

1. Analyze Ravi's entrepreneurial journey using the concepts of effectuation and entrepreneurial mindset.
2. How does Ravi's venture illustrate the emergence of freelancing and gig economy models in modern entrepreneurship?

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No. of Pages: 02

Roll No……………….

C-806

MBA III Semester Examinations (Jun 2026)

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 Questions. The case study carries 15 marks.**

PART A: Multiple Choice Questions

a. **A need for respect, status and recognition belongs to:**
   - i. safety needs
   - ii. esteem needs
   - iii. physiological needs
   - iv. self-actualization only

b. **The minimum change in stimulus that a consumer can notice is:**
   - i. absolute threshold
   - ii. differential threshold
   - iii. subliminal perception
   - iv. selective distortion

c. **Learning through reward or punishment is:**
   - i. perception
   - ii. instrumental conditioning
   - iii. classical conditioning
   - iv. attribution

d. **A feeling of doubt after purchase is called:**
   - i. impulse buying
   - ii. cognitive dissonance
   - iii. brand loyalty
   - iv. product diffusion

e. **Consumer behaviour mainly studies**
   - i. how consumers select, buy, use and dispose
   - ii. only industrial production
   - iii. only price control
   - iv. only seller profits

f. **Family, friends and colleagues often act as:**
   - i. retailers
   - ii. regulators
   - iii. competitors
   - iv. reference groups

g. **A perceptual map helps marketers understand:**
   - i. tax rules
   - ii. factory costs
   - iii. brand positions in consumer minds
   - iv. weather conditions

h. **Store image is closely related to:**
   - i. only product warranty
   - ii. only export policy
   - iii. consumer choice and loyalty
   - iv. only production speed

i. **……………… is a group of people with shared value systems based on a common life.**
   - i. culture
   - ii. Social class
   - iii. subculture
   - iv. Lifestyle composite

j. **Concern about misuse of personal data in online buying is an issue of:**
   - i. logistics only
   - ii. packaging design
   - iii. ethics and privacy
   - iv. storage cost

Part B: Short Answer Questions

2. Explain the importance of consumer research in marketing decisions.
3. Differentiate between market segmentation and VALS-based segmentation.
4. What is consumer motivation? Briefly explain the role of involvement.
5. What is store image? How does it influence store choice?
6. What is word of mouth? Why does it matter in consumer decisions?

Part C: Long Answer Questions

7. Explain the consumer decision-making process from need recognition to post-purchase behaviour with suitable examples.
8. Discuss how motivation, personality, perception and learning influence consumer behavior.
9. Explain how product, price, promotion and distribution strategies shape consumer behavior in traditional and digital markets.

10.

Part D: Case-Based Questions

A mid-priced skincare brand, GlowNest, sells through retail stores and online marketplaces. Many first-time buyers are attracted by influencer reviews and attractive packaging. After purchase, some customers post positive reviews, while others complain that they were confused by too many product variants and discount offers. The company wants to improve trust, repeat purchase and online buying experience.

Questions

1. Analyse the buying situation of GlowNest consumers using any four concepts of consumer behaviour.
2. Suggest suitable marketing actions to improve trial, satisfaction and repeat purchase.

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06/7/26

No. of Pages: 02

Roll No..................

C-807

MBA III Semester Examinations (Jun 2026)

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.**
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4. **Part D contains a Case-Based Questions. The case study carries 15 marks.**

PART A: Multiple Choice Questions

a. **Retailing creates "Place Utility" by:**

i. Making goods available where consumers want them
ii. Changing the shape of the product
iii. Lowering the price of the product
iv. Advertising on television

b. **"Wheel of Retailing" theory suggests that new retailers usually enter the market with:**

i. High prices and luxury service
ii. Low prices and low status
iii. Mid-range prices and no service
iv. Government subsidies

c. **Which of the following is an example of "Unorganized Retailing" in India?**

i. A Reliance Fresh outlet
ii. A Shoppers Stop mall
iii. An Amazon warehouse
iv. A local Kirana store

d. **"Psychological Pricing" (e.g., ₹99 instead of ₹100) is used to:**

i. Confuse the customer
ii. Create a perception of a lower price and a bargain
iii. Increase the tax on the product
iv. Make change easier for the cashier

e. **Which business model involves selling products directly to consumers through a website, bypassing traditional retailers?**

i. B2B (Business to Business)
ii. Wholesale
iii. C2C (Consumer to Consumer)
iv. D2C (Direct-to-Consumer)

f. **How does AI improve "Customer Experience" in E-Retailing?**

i. By increasing the shipping cost
ii. B) By providing personalized product recommendations
iii. By making the website harder to navigate
iv. By deleting customer reviews

g. **What is the main goal of "Customer Relationship Management" (CRM)?**

i. To find the cheapest suppliers
ii. To build long-term loyalty and repeat business with customers
iii. To reduce the number of items in a store
iv. To manage the store's social media password

h. **"Click and Collect" is a feature of Omnichannel retail where the customer:**

i. Clicks an ad and gets a coupon
ii. Buy online and pick up the item at a physical store
iii. Collects physical brochures from a mall
iv. Clicks on a product to see a video

i. **"Augmented Reality" (AR) in retail allows customers to:**

i. Selling mobile phones in a shop
ii. Using a truck to sell goods on the street

iii. Buying and selling goods through wireless handheld devices like smartphones
iv. Moving a store from one city to another

j. Consumer impulse buying in retail is driven by:

i. Long-term planning only
ii. Wholesale prices
iii. In-store promotions and displays
iv. Annual budgets

Part B: Short Answer Questions

2. Discuss the evolution of retailing in India, moving from traditional *Kirana* stores to the emergence of modern supermarkets and hypermarkets.
3. How can CRM be practiced in retail stores? Discuss some best practices in this regard.
4. Interpret the strategic importance of Electronic Word of Mouth in building or destroying retail brand equity.
5. Illustrate how a retailer can apply different pricing strategies to influence consumers and achieve specific sales objectives.
6. Analyze the role of analytics & AI in retail. Support you answer with Examples.

Part C: Long Answer Questions

7. Analyze emerging retail formats that differ from traditional formats in their operational structure. Throw some light on the key economic and social drivers that make these new models more sustainable in the current market, using relevant examples
8. List the top five factors a retailer must consider when choosing a location for new outlet. Also examine the importance of retail store location decision.
9. Analyze the main differences between buying a product from an E-retailer (online) versus a traditional physical store. In your opinion, why do many customers still prefer to buy groceries from a local shop while preferring to buy electronics online?

10. Part D: Case Study: The Shift in the "Sunday Shopping" Tradition

The Mehra family, residents of a busy metro city in India, has traditionally followed a "Monthly Grocery Run" to a large, organized supermarket. For Mr. Mehra, the primary factors influencing his decision were price discounts and the availability of all items under one roof. However, his 22-year-old daughter, Riya, and 14-year-old son, Aryan, have recently shifted the family's retail behavior. Riya recently persuaded the family to visit a "Lifestyle Experience Store" for their new home decor. Instead of just looking at shelves, the store featured fully furnished "concept rooms" where customers could sit and test the environment. Riya was influenced by social media trends and the store's aesthetic (Visual Merchandising). Meanwhile, Aryan often uses Quick Commerce apps for immediate cravings, influenced by peer behavior and the convenience of not leaving the house. The family now finds their purchase decisions split between three distinct drivers: the father's focus on Economic Value, the daughter's focus on Social and Sensory Experience, and the son's focus on Time and Convenience.

Questions:

1. Analyze factors influencing the different purchase decisions within the Mehra family. How do Demographic factors (age) and psychological factors (lifestyle) create a conflict in choosing between a traditional supermarket and an experience-led retail store?
2. Examine the role of "Sensory Marketing" in the Lifestyle Experience Store mentioned in the case. Based on the behavior of the characters, why is the physical environment of a store becoming a more powerful driver than "low price" for the younger generation of retail consumers?

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No. of Pages : 03

Roll No..................

C-811

MBA III Semester Examinations (Jun 2026)

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.**
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4. **Part D contains a Case-Based Questions. The case study carries 15 marks.**

PART A: Multiple Choice Questions

a. Which type of equity focuses on fairness within the organization?

i. External Equity
ii. Internal Equity
iii. Market Benchmarking
iv. Variable Compensation

b. Intrinsic rewards are associated with:

i. Salary increments
ii. Stock options
iii. Job satisfaction and recognition
iv. Overtime allowance

c. Which Act ensures timely payment of wages?

i. Payment of Bonus Act
ii. Minimum Wages Act
iii. Payment of Wages Act
iv. Factories Act

d. SMART goals are:

i. Strategic goals
ii. Specific and measurable goals
iii. Systematic goals
iv. Simple goals

e. Which component is linked with employee performance?

i. Fixed Pay
ii. Basic Salary
iii. Variable Pay
iv. DA

f. 360-degree feedback collects information from:

i. Supervisors only
ii. Peers only
iii. Multiple stakeholders
iv. Customers only

g. Expatriate compensation usually includes:

i. Travel allowance only
ii. Housing and relocation benefits
iii. Uniform allowance
iv. Attendance bonus

h. Which is a compensation analytics metric?

i. Employee turnover
ii. Cost per hire
iii. Compensation-to-revenue ratio
iv. Span of control

i. Talent Management Systems aim to:

i. Reduce costs only
ii. Enhance capability and retention
iii. Remove appraisals
iv. Reduce hierarchy

j. AI-driven evaluations improve:

i. Subjective bias
ii. Data-based decision making
iii. Payroll delays
iv. Industrial disputes

Part B: Short Answer Questions

2. Discuss the objectives and importance of Compensation Management in modern organizations.
3. Explain the concept of Pay Mix and discuss its significance.
4. Describe the process of setting KPIs and SMART goals.
5. Discuss employee retention strategies in organizations.
6. Explain emerging trends in compensation and reward management.

Part C: Long Answer Questions

7. Critically examine the components of compensation management including fixed pay, variable pay, incentives, benefits, and executive compensation. Discuss how organizations can design equitable and performance-oriented compensation systems capable of supporting talent retention, productivity enhancement, and strategic business goals.
8. Evaluate various modern appraisal approaches such as 360-degree feedback, competency mapping, balanced scorecard, AI-enabled performance evaluation, and continuous feedback systems.
9. "Reward systems and talent management strategies significantly influence organizational competitiveness in the knowledge economy." In the light of this statement, analyze the relationship between strategic compensation, employee engagement, retention management, and organizational performance.

10. **Part D: Case-Based Question**

NexGen Solutions, a rapidly growing IT-enabled services company operating across multiple metropolitan cities in India, experienced remarkable business expansion during the last five years. The organization employed more than 4,500 professionals across software development, data analytics, cloud computing, and digital consulting divisions. Despite strong financial performance and competitive salary packages, the organization recently began facing serious human resource challenges.

Employee turnover among high-performing professionals increased substantially, particularly among middle-level managers and technical specialists. Exit interviews revealed several recurring concerns such as lack of transparency in performance appraisal systems, inadequate linkage between performance and rewards, limited career growth opportunities, inconsistent recognition practices, and dissatisfaction regarding managerial feedback mechanisms.

The organization followed a traditional annual appraisal system primarily based on supervisor evaluations. Employees argued that the existing system failed to recognize collaborative performance, innovation, skill acquisition, and project-based contributions. Younger employees, especially from Gen Z and millennial groups, demanded continuous feedback, flexible benefits, personalized career development opportunities, and performance-linked incentives.

The HR department proposed a comprehensive redesign of the company's reward and performance management framework. The proposal included implementation of AI-enabled appraisal dashboards, quarterly KPI-based performance reviews, competency mapping, 360-degree feedback systems, skill-based variable pay, flexible benefits, ESOPs, and predictive HR analytics for retention management.

However, senior leadership expressed concerns regarding implementation costs, employee resistance, data privacy, ethical issues associated with AI-driven evaluations, and possible conflicts arising from performance-linked compensation. Some senior managers believed that excessive dependence on analytics and technology could undermine human judgment and organizational relationships.

Simultaneously, the organization faced increasing competitive pressure from multinational corporations offering globally benchmarked compensation packages, hybrid work arrangements, international assignments, and highly personalized reward structures. The Board of Directors has now asked the HR leadership team to develop a sustainable reward and performance management strategy capable of improving employee motivation, strengthening organizational culture, retaining high-potential talent, and enhancing overall business performance.

Questions

1. Critically analyze the major compensation, reward, and performance management issues faced by NexGen Solutions. Identify the organizational, behavioural, technological, and strategic factors responsible for employee dissatisfaction and rising turnover.
2. As an HR consultant, design a comprehensive strategic reward and performance management framework for NexGen Solutions.

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No. of Pages: 02

Roll No……………….

C-812

MBA III Semester Examinations (June 2026)

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 Questions. The case study carries 15 marks.**

PART A: Multiple Choice Questions

a. **How does HR Analytics support organizations?**
   i. Guesswork ii. Data-driven decisions
   iii. Manual work iv. None

b. **What are the components of the LAMP framework?**
   i. Logic ii. Analytics
   iii. Measures iv. All of these

c. **What does data quality refer to?**
   i. Quantity ii. Accuracy
   iii. Size iv. Speed

d. **What is the purpose of predictive analytics?**
   i. Analyze past ii. Forecast future
   iii. Store data iv. Delete data

e. **When is ANOVA used?**
   i. Data storage ii. Prediction
   iii. Comparing means of multiple groups iv. Cleaning

f. **Why are HR metrics important?**
   i. To measure performance ii. To store data
   iii. To delete data iv. To ignore data

g. **Why is ethics important in HR data?**
   i. Misuse ii. Transparency
   iii. Bias iv. Errors

h. **What do HR dashboards primarily display?**
   i. Visual data ii. Raw data
   iii. Files iv. Codes

i. **What is the purpose of data cleaning?**
   i. Increase errors ii. Improve accuracy
   iii. Create bias iv. Delay analysis

j. How does HR Analytics contribute to strategy?

i. Strategy building
ii. Guesswork
iii. Random decisions
iv. None

Part B: Short Answer Questions

2. Discuss data management tools in HR analytics.
3. How do HR dashboards help managers? What improvements would you suggest?
4. Design a set of KPIs for measuring employee performance in a dynamic work environment and justify your choices
5. A T-test or ANOVA shows a difference in employee performance. What does this mean for HR decisions?
6. Assess the role of data ethics in building employee trust and organizational reputation.

Part C: Long Answer Questions

7. Compare LAMP, HCM:21, and Talentship models in simple terms. Which one do you think is best and why?
8. A company collects employee feedback data regularly. How can this data be analyzed and used for improvement?
9. What are the future trends in HR analytics? How should companies prepare for them?

10.

Part D: Case-Based Questions

Sunrise Tech Pvt. Ltd., an IT company with around 500 employees, has been experiencing a high employee attrition rate of 28% over the past year, particularly among employees with 1–3 years of experience. To understand the issue, the HR team collected data on employee demographics, salary and benefits, working hours, engagement survey scores, performance ratings, and exit interview feedback. The analysis revealed that employees working more than 10 hours daily were more likely to leave, and those with low engagement scores had a higher probability of resignation. Additionally, many employees reported limited career growth opportunities and poor work-life balance, despite receiving competitive salaries.

Questions

1. What type(s) of HR analytics are used in this case? Explain.
2. Based on the data, suggest practical strategies to reduce employee turnover.

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No. of Pages: 02

Roll No……………….

D-801

MBA IV Semester Examinations (Jun 2026)

Indian Knowledge System & Management Practices (MBA-202A)

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 Questions. The case study carries 15 marks.**

PART A: Multiple Choice Questions

a. The term "IKS Corpus" refers to:

i. Modern research papers
ii. A classification of traditional knowledge domains
iii. Only Vedic literature
iv. Government policies

b. Which of the following is a Vedanga?

i. Vedanta
ii. Kalpa
iii. Samkhya
iv. Nyaya

c. Samkhya philosophy is primarily concerned with:

i. Devotion
ii. Dualism of Purusha and Prakriti
iii. Rituals
iv. Governance

d. The Vedas are primarily:

i. Scientific manuals
ii. Historical records
iii. Sacred knowledge texts
iv. Legal documents

e. The principle of Nishkama Karma is found in the:

i. Ramayana
ii. Bhagavad Gita
iii. Puranas
iv. Upanishads

f. Sattva guna represents:

i. Ignorance
ii. Activity
iii. Purity and balance
iv. Greed

g. Niti Shastra primarily focuses on:

i. Economics
ii. Ethical conduct and policies
iii. Warfare
iv. Rituals

h. VEDA model of leadership stands for:

i. Vision, Ethics, Discipline, Awareness
ii. Value, Efficiency, Development, Authority
iii. Vision, Energy, Duty, Action
iv. Value, Ethics, Direction, Action

i. Ayurveda focuses on:

i. Pharmaceuticals
ii. Nutrition only
iii. Holistic health and balance
iv. Surgery only

j. Gurukul system emphasizes:

i. Skill training only

ii. Online education

iii. Holistic learning with teacher-student bonding

iv. Exams only

Part B: Short Answer Questions

2. State the main features of Nyaya philosophy.
3. Write a short note on Arthashastra.
4. What is the Theory of Karma in management context?
5. Explain the Corporate Rishi Model.
6. Explain the concept of sustainability in IKS.

Part C: Long Answer Questions

7. Evaluate the role of Indian ethos in shaping ethical business practices.
8. Critically analyze management principles from the Bhagavad Gita with modern leadership theories.
9. Discuss the structure and classification of Indian Knowledge Systems with suitable examples.

Part D: Case-Based Questions

10. Case 4: Sustainability Challenge

Mr. Rajeev is a first-generation entrepreneur based in Ramanagara near Bengaluru. He has been successfully running R.K. Industries for the past 20 years. Due to global warming and changing climate conditions, the company is facing severe water scarcity challenges.

Questions:

1. Suggest suitable solutions using traditional Indian water conservation systems.
2. Explain how these solutions support sustainability and relate to the Sustainable Development Goals (SDGs).

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No. of Pages: 02

Roll No………………

D-802

MBA IV Semester Examinations (Jun 2026)

Business Strategy (MBA-204A)

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 Questions. The case study carries 15 marks.**

PART A: Multiple Choice Questions

a. Identify the correct definition of business strategy

i. Day-to-day operations plan — ii. Long-term direction and scope of organization

iii. Financial budgeting tool — iv. Marketing plan

b. The highest level of strategy is

i. Functional — ii. Business

iii. Corporate — iv. Operational

c. Vision statement primarily describes

i. Current operations — ii. Future aspirations

iii. Profit margin — iv. Market share

d. PESTEL analysis is used to analyze

i. Internal environment — ii. External macro environment

iii. Financial performance — iv. Customer behavior

e. Porter's Five Forces model helps in

i. Cost control — ii. Industry analysis

iii. HR management — iv. Product development

f. SWOT analysis includes

i. Strategy, Work, Output, Technology — ii. Strengths, Weaknesses, Opportunities, Threats

iii. Sales, Work, Operations, Targets — iv. None

g. Cost leadership strategy focuses on

i. Premium pricing — ii. Lowest cost production

iii. Product innovation — iv. Market segmentation

h. BCG Matrix classifies businesses based on

i. Market share and growth — ii. Profit and loss

iii. Cost and revenue — iv. Demand and supply

i. Strategy implementation involves

i. Planning only — ii. Execution of strategies

iii. Forecasting — iv. Budgeting

j. McKinsey 7S framework includes

i. 5 elements — ii. 6 elements

iii. 7 elements — iv. 8 elements

Part B: Short Answer Questions

2. Explain the nature and importance of business strategy. Illustrate how strategy helps organizations achieve long-term objectives with a suitable example.
3. Differentiate between vision, mission, and objectives. Analyze how misalignment among them can affect organizational performance.
4. Apply the PESTEL framework to a real or hypothetical organization. Identify and explain at least one factor from each dimension affecting the business.
5. Explain the concept of core competencies and capabilities. Also, examine how they contribute to sustainable competitive advantage?
6. Describe value chain analysis. Analyze how it can be used to identify cost advantages or differentiation opportunities.

Part C: Long Answer Questions

7. Analyze Porter's Five Forces model in detail. Evaluate its applicability and limitations in today's dynamic business environment with examples.
8. Examine corporate-level strategies (stability, expansion, retrenchment). Compare and justify when each strategy is most appropriate using suitable examples.
9. Explain Porter's Generic Strategies (cost leadership, differentiation, focus). Evaluate how firms can sustain competitive advantage using these strategies, supported with examples.

Part D: Case-Based Questions

Case 1:

10.

Alpha Tech Manufacturing Pvt. Ltd., a mid-sized firm, is facing declining market share due to rising competition and outdated technology. Despite strong brand recognition, it struggles with high costs and inefficient processes. The company needs strategic changes to regain competitiveness and improve performance.

Questions

1. Analyze the company's situation using SWOT analysis.
2. Recommended suitable strategic choices using relevant models.
3. Propose a strategy implementation plan considering structure and resources.

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No. of Pages: 02

Roll No……………….

D-803

MBA IV Semester Examinations (Jun 2026)

International Financial Management (MBA-FM-252A)

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 Questions. The case study carries 15 marks.**

PART A: Multiple Choice Questions

a. **According to Interest Rate Parity, a higher domestic interest rate relative to foreign rates leads to:**

i.	Currency appreciation	ii.	Forward discount
iii.	Forward premium	iv.	No relation

b. **If INR depreciates significantly, the most immediate effect is:**

i.	Cheaper imports	ii.	Costlier imports
iii.	Reduced exports	iv.	No impact on trade

c. **Translation exposure mainly arises when:**

i.	Cash flows change	ii.	Financial statements are consolidated
iii.	Interest rates fluctuate	iv.	Trade occurs

d. **If forward rate < spot rate, the currency is at:**

i.	Premium	ii.	Discount
iii.	Parity	iv.	Arbitrage

e. **Triangular arbitrage profits arise due to:**

i.	Interest differences	ii.	Exchange rate inconsistencies
iii.	Inflation	iv.	Taxes

f. **LIBOR is most relevant for pricing:**

i.	Equity shares	ii.	International loans
iii.	Exchange rates	iv.	Bonds only

g. **"FCCBs are classified as hybrid instruments because they combine:"**

i.	Equity and derivatives	ii.	Debt and equity
iii.	Bonds and swaps	iv.	Loans and deposits

h. **Operating exposure differs from transaction exposure as it impacts:**

i.	Short-term cash flows	ii.	Long-term competitiveness
iii.	Accounting entries	iv.	Tax payments

i. **GDRs allow firms to:**

i.	Raise domestic funds	ii.	Access international investors
iii.	Avoid regulation	iv.	Reduce risk fully

j. **Letters of Credit primarily reduce:**

i.	Exchange risk	ii.	Credit risk
iii.	Interest risk	iv.	Political risk

Part B: Short Answer Questions

2. Critically examine the structure of Balance of Payments and discuss how persistent deficits can impact an economy.
3. Compare international financial management with domestic financial management, highlighting practical challenges faced by multinational firms.
4. The following exchange rates are quoted in the foreign exchange market (assume direct quotes) : USD/INR = ₹83.40
   EUR/USD = 1.18
   Calculate the implied EUR/INR cross exchange rate. If the quoted EUR/INR rate is ₹97.50, examine whether the market is in equilibrium.
5. Classify different types of foreign exchange exposure and analyse their impact on multinational corporations.
6. Discuss the structure and functioning of international financial instruments such as Eurobonds and ADRs with examples.

Part C: Long Answer Questions

7. Explain exchange rate determination theories such as Purchasing Power Parity (PPP) and International Fisher Effect (IFE) with a critical evaluation of their practical relevance.
8. Analyse international capital budgeting decisions in the presence of exchange rate volatility, political risk, and differing tax regimes.
9. An Indian exporter expects USD 150,000 after 3 months. Current spot = ₹83/USD; 3-month forward = ₹84.20/USD. Money market rates: India 7% p.a., US 3% p.a. The firm expects INR to depreciate, but is uncertain about the extent of movement.
   Evaluate forward hedge and money market hedge alternatives, analyse risks associated with remaining unhedged and recommend an optimal hedging strategy with justification.

Part D: Case-Based Questions

10.

Infosys Limited derives a significant portion of its revenues from clients in the United States and Europe, while a major part of its costs is incurred in India. Over the past year, fluctuations in the USD/INR and EUR/INR exchange rates have impacted the company's revenue predictability and profit margins. The company follows a partial hedging strategy using forward contracts for some receivables while leaving the rest unhedged. Increasing global uncertainty has made exchange rate movements more unpredictable, prompting management to reconsider its hedging policy and explore operational strategies such as geographic diversification and currency invoicing.

1. Analyse the types of foreign exchange exposure faced by the company and evaluate their impact on financial performance.

2. Examine the effectiveness of partial hedging versus full hedging, and suggest an improved risk management strategy.

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Roll No..................

D-805
MBA IV Semester Examinations (Jun 2026)
Project Management (MBA-FM-256A)

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 Questions. The case study carries 15 marks.

PART A: Multiple Choice Questions

i. Which of the following is a source of project ideas?
a) Market demand
b) Government policy
c) Technological innovation
d) All of the above

ii. Financial feasibility primarily focuses on:
a) Profitability
b) Technical capability
c) Social acceptance
d) Legal compliance

iii. Which method considers time value of money?
a) Payback Period
b) ARR
c) NPV
d) None

iv. Internal Rate of Return (IRR) is the rate at which:
a) NPV becomes zero
b) Profit is maximum
c) Cost is minimized
d) Sales are highest

v. PERT is mainly used for:
a) Deterministic analysis
b) Probabilistic time estimation
c) Cost control
d) Inventory

vi. Critical Path in a network is:
a) Shortest path

b) Longest path
c) Cheapest path
d) Random path

vii. Social Cost Benefit Analysis is used for:
a) Private projects
b) Public projects
c) Marketing plans
d) HR planning

viii. BOT stands for:
a) Build-Operate-Transfer
b) Buy-Operate-Transfer
c) Build-Own-Transfer
d) Build-Operate-Test

ix. Environmental Impact Assessment (EIA) evaluates:
a) Financial returns
b) Environmental consequences
c) Human resource policies
d) Marketing strategies

x. Slack time refers to:
a) Delay in project
b) Idle resources
c) Extra time available for an activity
d) Cost overrun

Part B: Short Answer Questions

2. Explain the sources of project ideas and screening techniques.
3. Differentiate between NPV and IRR with suitable examples.
4. What is market and demand analysis in project feasibility?
5. Explain risk assessment techniques in project financing.
6. Discuss Environmental Impact Assessment (EIA) and its importance.

Part C: Long Answer Questions

7. A project requires an investment of ₹5,00,000 and generates cash inflows of ₹1,50,000 annually for 5 years.
   (i) Calculate NPV at 10% discount rate
   (ii) Should the project be accepted? Justify
8. Explain PERT and CPM techniques with suitable examples.
   (i) Define critical path
   (ii) Calculate slack time
9. Discuss project financing sources and explain:
   (i) PPP model
   (ii) BOT model
   (iii)Role of financial institutions

Part D: Case-Based Questions

10. Case: Green Energy Project

A company is planning to set up a solar power plant. The estimated cost is ₹10 crore. The project is expected to generate returns over 10 years. However, there are uncertainties related to government regulations, environmental clearance, and demand fluctuations.

The company is considering two financing options:

- Public-Private Partnership (PPP)
- Bank loan financing

The project also requires environmental clearance under EIA norms.

Questions:

1. Suggest appropriate risk mitigation strategies.
2. Recommend the best financing model with justification.

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No. of Pages- 03

Roll No……………….

D-807

MBA IV Semester Examinations (Jun 2026)

Marketing Analytics (MBA-MM-252A)

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 Questions, out of which you must attempt any 1. The case study carries 15 marks.**

PART A: Multiple Choice Questions

a. Which metric is most directly used to evaluate campaign efficiency?

i. Customer age
ii. Cost per acquisition
iii. Employee turnover
iv. Office expenses

b. Attribution modeling becomes especially important when:

i. Customers interact with multiple channels before purchase
ii. A company sells only one product offline
iii. No campaign data is available
iv. The firm avoids digital marketing

c. A firm uses Google Analytics to study bounce rate and session duration. This is an example of:

i. Experimental pricing
ii. Marketing information system
iii. Digital behavior analysis
iv. Product manufacturing research

d. Cluster analysis is most suitable when a company wants to:

i. Segment customers with similar behaviour
ii. Calculate brand logo size
iii. Predict tax payments
iv. Prepare financial statements

e. Conjoint analysis is most useful when management needs to decide:

i. Which product features customers trade off while choosing
ii. Which employee should lead the sales team
iii. Which warehouse has the lowest rent
iv. Which social media post has more likes

f. An AI-based marketing system recommending products based on past browsing behaviour is mainly applying:

i. Predictive and personalized marketing analytics
ii. Traditional descriptive research
iii. Manual data entry
iv. Offline sales reporting

g. In multi-touch attribution, the main purpose is to:

i. Give full credit to the last channel only
ii. Distribute conversion credit across multiple touchpoints
iii. Remove low-cost media channels
iv. Measure only customer satisfaction

h. A/B testing gives stronger evidence when groups are:

i. Selected by convenience
ii. Chosen by sales team
iii. Based only on loyal customers
iv. Randomly assigned

i. In big data marketing, "velocity" refers to:

i. Speed at which data is generated
ii. Size of data
iii. Variety of media channels
iv. Accuracy of data

j. **K-means clustering mainly minimizes:**

i. Within-cluster distance
ii. Total sales revenue
iii. Advertising frequency
iv. Survey response bias

Part B: Short Answer Questions

2. A founder says, "We collect a lot of customer data, but we still do not know what customers are really telling us." Name and briefly define any five important consumer insight indicators and marketing metrics that should be included in a marketing analytics dashboard.

3. A customer purchased a premium backpack worth ₹12,000 after the following journey:
Display Ad → Google Search Ad → Email Offer
Calculate the revenue credit assigned to each touchpoint under the following attribution models:
a. First-click attribution
b. Last-click attribution
c. Linear attribution
d. Position-based attribution, where the first touchpoint gets 40%, the middle touchpoint gets 20%, and the last touchpoint gets 40%

4. A D2C skincare brand receives high website traffic, but very few visitors add products to the cart. Explain how you would use Google Analytics 4 to diagnose the problem and recommend suitable corrective actions.

5. A smartwatch brand has estimated the following part-worth utilities:

Attribute	Level	Utility
Price	₹4,999	4
Price	₹5,999	2
Battery Life	10 days	3
Battery Life	5 days	1
App Experience	Strong app	3
App Experience	Basic app	1

Three product options are being considered:

Option	Price	Battery Life	App Experience
A	₹4,999	5 days	Basic app
B	₹5,999	10 days	Strong app
C	₹4,999	10 days	Strong app

Calculate the total utility of each option and identify the most preferred option.

6. A brand manager maps competing brands on two dimensions: Quality and Affordability, each measured on a 1–10 scale.

Brand	Quality	Affordability
Our Brand X	7	6
Brand A	8	7
Brand B	3	6
Brand C	7	3
Brand D	2	2

Using 5 as the midpoint for both dimensions:
a. Identify the broad position of each brand.
b. Find the closest competitor to Our Brand X using simple distance logic.

Part C: Long Answer Questions

7. A manager wants to know whether a price discount actually caused higher sales. Which research design should be used, and why are the other designs insufficient?
8. Write the names and details of any five AI tools used in marketing, excluding pure generative-AI content-writing tools such as ChatGPT and Claude.ai.
   For each tool, mention:
   a. Name of the tool
   b. Main marketing use
   c. One example of a business decision it can support
9. A regression model gives the following result:
   Monthly Sales = 25 + 3.2 × Advertising Spend
   Sales and advertising spend are both measured in ₹ lakh. The model has $R^2 = 0.64$, and the advertising coefficient is statistically significant.
   Interpret the intercept, slope, and R^2. Also mention one managerial caution while using this model.

Part D: Case-Based Questions

10 **Case:**

A leading online MBA platform wants to enter the executive education market for working professionals aged 30–45. Internal analytics show strong website traffic and high brochure downloads, but actual program enrolment remains weak. The sales team believes the price is too high because many prospects ask for discounts during counseling calls. The academic team believes the course lacks clear differentiation, as competitors are offering shorter certifications, global faculty names, weekend flexibility, and placement-linked communication. The CEO wants quick market intelligence as the admissions cycle approaches. However, the research head warns that a rushed survey may capture only surface-level price complaints and miss deeper issues, such as perceived value, curriculum relevance, brand trust, and career outcomes. The firm must design a research plan that is fast enough for action but rigorous enough for a strategic launch decision.

Questions

1. What combination of exploratory, descriptive, and experimental research should the firm use before launching the new program? Explain the sequence logically.
2. How can the firm integrate data from Google Analytics, CRM, competitor websites, inquiry calls, and surveys into a meaningful Marketing Information System?

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No. of Pages: 02

Roll No………………

D-808

MBA IV Semester Examinations (Jun 2026)

Service Marketing (MBA-MM-254A)

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 Questions. The case study carries 15 marks.**

PART A: Multiple Choice Questions

a. Customer expectations in services are influenced by:

i. Word-of-mouth, past experience and personal needs
ii. Only the company logo
iii. Only the employee uniform
iv. Only the physical building

b. Service branding is important because it helps customers:

i. Reduce perceived risk and identify a trusted service provider
ii. Avoid all interaction
iii. Replace service employees
iv. Ignore service quality

c. The ability to perform the promised service dependably and accurately in SERVQUAL is called:

i. Empathy
ii. Responsiveness
iii. Reliability
iv. Tangibles

d. The simultaneous production and consumption of services is known as:

i. Perishability
ii. Inseparability
iii. Tangibility
iv. Standardization

e. Customer experience in services refers to:

i. The customer's overall journey across service touchpoints
ii. Only the final bill paid by the customer
iii. Only internal accounting records
iv. Only the number of advertisements shown

f. A good service recovery strategy should mainly aim to:

i. Deny all complaints
ii. Correct the problem, apologize where appropriate and restore trust
iii. Shift blame to the customer
iv. Stop communicating with dissatisfied customers

g. Influencer marketing for services is most useful when:

i. The influencer's credibility and audience match the service brand
ii. The provider has no target customers
iii. Customer reviews are banned
iv. The service has no experience component

h. Ethical issues in service marketing may include:

i. Misleading promises, hidden charges and misuse of customer data
ii. Better queue management
iii. Faster complaint handling
iv. Clear service communication

i. **Service pricing must consider perishability because:**

i. Unused service capacity cannot usually be stored and sold later
ii. All services have zero cost
iii. All customers pay the same price
iv. Services are always free

j. **Which of the following is an example of physical evidence in services?**

i. Office ambience, signage, website interface and employee appearance
ii. Hidden accounting entries only
iii. Customer emotions only
iv. Competitor pricing only

Part B: Short Answer Questions

2. Explain the Service Marketing Triangle and its significance for service firms.
3. Discuss the importance of SERVQUAL in managing customer expectations and perceptions.
4. What is service blueprinting? Explain its usefulness in improving service delivery.
5. Briefly explain the role of UI/UX in digital service interfaces.
6. Write a short note on ethical issues in service marketing.

Part C: Long Answer Questions

7. Discuss customer experience and CRM in services. How can service firms convert satisfied customers into loyal customers?
8. Explain service design, service branding and emotional branding with suitable service-sector examples.
9. Explain the role of digital transformation in service marketing with reference to AI, chatbots, automation and platform-based services.

Part D: Case-Based Questions

10.

Ms. Kavya Sharma is a real estate agent in a competitive metropolitan market. She uses property portals, social media reels, virtual tours, WhatsApp updates and paid online promotions. Enquiries have increased, but conversions remain weak. Customers complain that photographs sometimes look better than actual property, and information on maintenance charges, legal approvals, parking and possession timelines is not always clear. Delays in response and poor follow-up after property visits also reduce trust. Since real estate is a high-involvement service with financial and emotional risk, Kavya wants to improve service quality, branding, CRM and ethical digital communication.

Questions

1. Examine Kavya's real estate service using the SERVQUAL model. Identify major service quality issues and suggest practical improvements.
2. Discuss how Kavya can use service branding, CRM, digital tools and ethical communication to build long-term customer trust.

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No. of Pages: 02

Roll No.………………

D-811

MBA IV Semester Examinations (Jun 2026)

Organizational Change and Development (MBA-HRM-252A)

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 Questions. The case study carries 15 marks.**

PART A: Multiple Choice Questions

a. Lewin's Change Model consists of:
- i. Planning, Directing, Controlling ii. Unfreeze, Change, Refreeze
- iii. Diagnose, Implement, Evaluate iv. Initiate, Manage, Sustain

b. Which type of change involves radical transformation?
- i. Incremental ii. Adaptive
- iii. Transformational iv. Routine

c. Resistance to change generally occurs due to:
- i. Confidence ii. Fear of uncertainty
- iii. Learning iv. Communication

d. Role of a change agent:
- i. Maintain status quo ii. Payroll monitoring
- iii. Facilitating transformation iv. Financial audits

e. Kotter's Model begins with:
- i. Building coalitions ii. Creating urgency
- iii. Communicating vision iv. Generating wins

f. Most effective leadership style during transformation:
- i. Autocratic ii. Bureaucratic
- iii. Transformational iv. Laissez-faire

g. OD interventions for team functioning:
- i. Structural ii. Team
- iii. Financial iv. Technical

h. Triple Bottom Line focuses on:
- i. Sales, Profit, Growth ii. People, Planet, Profit
- iii. Quality, Cost, Delivery iv. Risk, Return, Efficiency

i. Green HRM promotes:
- i. Downsizing ii. Sustainability
- iii. Hierarchy iv. Cost cutting

j. Employee engagement improves:
- i. Resistance ii. Conflict
- iii. Commitment and adaptability iv. Rigidity

PART B: Short Answer Questions

2. Differentiate between Planned and Unplanned Change by using examples.
3. Discuss the major causes and levels of resistance to organizational change.
4. Analyze the role of leadership in facilitating organizational development and change management.
5. Discuss various managerial strategies for overcoming employee resistance during organizational transformation.
6. State the role and competencies of Change Agents in organizational transformation.

PART C: Long Answer Questions

7. Examine the significance of Lewin's Change Model and Kotter's 8-Step Model in managing organizational transformation.
8. Describe the prominent Interpersonal interventions used for Organizational Development. What are their contributions in improving organizational effectiveness and employee development.
9. Analyze the role of sustainability-oriented change management, Green HRM, and ethical leadership in modern organizations.

10. PART D: Case-Based Questions

Apex Manufacturing Ltd., one of the leading automobile component manufacturers in India, had traditionally operated through highly centralized management structures and conventional production systems. Due to increasing global competition, technological disruption, and changing customer expectations, the organization decided to undertake a large-scale digital transformation programme involving automation, AI-enabled production monitoring systems, cloud-based workflow integration, and data-driven performance management systems.

The management believed that digital transformation would improve productivity, operational efficiency, quality standards, and sustainability performance. However, shortly after implementation began, the organization faced significant employee resistance. Senior employees feared job displacement due to automation, middle managers were uncomfortable with increased transparency and digital monitoring systems, and labour unions raised concerns regarding employee welfare and skill redundancy.

Communication gaps between management and employees further intensified uncertainty and mistrust. Employees complained that they were not adequately consulted during the planning stage and lacked sufficient training for adapting to new technologies. Team coordination weakened, absenteeism increased, and several experienced employees resigned during the transition period.

The HR department proposed a comprehensive Organizational Development programme that included leadership development workshops, employee counselling, participative decision-making, skill enhancement programmes, team-building exercises, and continuous communication mechanisms. Simultaneously, the organization also aimed to adopt sustainable business practices through Green HRM initiatives, energy-efficient systems, and environmentally responsible manufacturing processes.

The Board of Directors now seeks strategic recommendations for managing organizational transformation effectively while maintaining employee trust, operational stability, and long-term sustainability.

Questions

1. Critically analyze the organizational, behavioral, technological, and leadership-related challenges faced during the transformation process.
2. Recommend a comprehensive OD and change management strategy for Apex Manufacturing Ltd.

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No. of Pages: 03
Roll No……………….

D-814

MBA IV Semester Examinations (Jun 2026)

Industrial Relations (MBA-HRM-258A)

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 Questions. The case study carries 15 marks.**

PART A: Multiple Choice Questions

a.	**Who is not an actor of Industrial Relation?**			
	i.	The Management	ii.	The government
	iii.	Workers	iv.	None of the above
b.	**In the Indian industrial relations ecosystem, how does the socio-political ideology of Central Trade Union Organizations (CTUOs) primarily percolate down to primary, plant-level unions?**			
	i.	Through direct, statutory mandates enforced by the Ministry of Labour and Employment.	ii.	Through top-down affiliation networks, political party linkages, and the intervention of external ("outsider") leadership.
	iii.	Through autonomous enterprise-level collective bargaining agreements independent of regional federations.	iv.	Through strict constitutional directives issued under the Trade Unions Act, 1926.
c.	**Under Section 2(q) of the Industrial Disputes Act, 1947, a temporary, concerted cessation of work by a body of persons employed in any industry is legally defined as a:**			
	i.	Lockout	ii.	Layout
	iii.	Gherao	iv.	Strike
d.	**In a formal domestic disciplinary procedure, what is the primary purpose of issuing a "Charge-Sheet" to an employee?**			
	i.	To notify the employee of their immediate dismissal from service.	ii.	To record the final financial deductions made from the employee's monthly wage.
	iii.	To detail specific allegations of misconduct and give the employee a fair opportunity to explain why disciplinary action should not be taken.	iv.	To submit a formal evidence portfolio directly to the local Labor Court.
e.	**Every industrial establishment employing _______ workmen shall have one or more Grievance Redressal Committee for the resolution of disputes arising out of individual grievances.**			
	i.	twenty or more	ii.	thirty or more
	iii.	forty or more	iv.	fifty or more
f.	**In a "Zero-Sum" (Distributive) negotiation strategy, which assumption best describes the relationship between the parties?**			
	i.	Both parties can expand the total value pool	ii.	One party's gain is directly equal

		to achieve mutual gain.		to the other party's loss.
	iii.	The parties must prioritize long-term relationship-building over immediate economic returns.	iv.	Third-party arbitration is legally mandatory to divide resources.
g.	**Which dimension of virtual communication is most severely degraded when shifting a complex dispute negotiation from video conferencing to a basic email chain?**			
	i.	Media richness and immediate feedback synchronization	ii.	Legal validity of the final text agreement
	iii.	Structural transparency of economic metrics	iv.	General data security during file sharing
h.	**In a negotiation context, a "Reservation Price" represents:**			
	i.	The absolute maximum or minimum limit beyond which a negotiator will walk away.	ii.	The opening offer presented to set an anchor.
	iii.	The monetary bonus paid to a mediator for successfully resolving a conflict.	iv.	The market value of the goods being bartered.
i.	**Under international ISO 45001 standards, what is the core philosophical approach to managing occupational health and safety?**			
	i.	Compensating injured workers quickly after an incident	ii.	Proactive hazard identification, risk assessment, and systematic prevention
	iii.	Maximising production throughput by penalising sick leave	iv.	Delegating all safety liabilities to third-party contract agencies
j.	**According to Edward T. Hall, a "Monochronic" culture views time as:**			
	i.	Fluid, circular, and secondary to building personal relationships	ii.	Linear, segmented, and strictly organized around schedules and deadlines
	iii.	Infinite and completely irrelevant to business deal-making	iv.	Something that should be entirely monitored by government regulators

Part B: Short Answer Questions

2. Explain the different levels of organization structure of Trade union.
3. Describe the concept of "Gherao" as a form of industrial protest and its legal standing.
4. What factors give rise to grievances in an organization?
5. Differentiate between Integrative and Distributive negotiations using three distinct organizational criteria.
6. What are the core objectives and major structural changes introduced by India's Occupational Safety, Health and Working Conditions (OSH) Code, 2020?

Part C: Long Answer Questions

7. Critically examine the changing roles and power dynamics between Trade Unions and Employer Associations in the modern economy.
8. Explain in detail the structural role of the Factories Act in safeguarding health, safety, and employee well-being within a manufacturing environment.
9. How can execution and structural alignment be achieved among the three foundational stages of negotiation?

Part D: Case-Based Questions

10.

Case 1: Apex Machinery replaced its manual assembly line with AI robotics and an algorithmic management platform. While production output jumped by 40% and several high-paying data analyst roles were created, routine middle-skill technician jobs are being systematically eliminated. The remaining workers face severe digital anxiety and physical fatigue, reporting that the software tracks their breaks and issues automatic warnings. The trade union has threatened an immediate strike,. arguing that this automated surveillance destroys basic worker dignity and removes human empathy from performance reviews, disrupting years of peaceful collective bargaining.

Questions

1. How does Apex's new system cause labor polarization, and what is its specific impact on employee well-being?
2. How does automated monitoring disrupt traditional union-management relations, and what integrative strategy can resolve this conflict?

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Roll No……………….

D-816

MBA IV Semester Examinations (Jun 2026)

Predictive Analysis for Business Decisions (MBA-BA-254A)

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 Questions. The case study carries 15 marks.**

PART A: Multiple Choice Questions

a. Unsupervised learning is primarily used for:

i. Prediction ii. Classification
iii. Pattern discovery iv. Regression

b. Outliers are best detected using:

i. Mean ii. Boxplot/IQR
iii. Median iv. Mode

c. PCA is used for:

i. Classification ii. Clustering
iii. Dimensionality reduction iv. Regression

d. In decision trees, entropy measures:

i. Variance ii. Impurity
iii. Correlation iv. Distance

e. Logistic regression outputs:

i. Continuous values ii. Probability
iii. Clusters iv. Trees

f. High variance in a model leads to:

i. Underfitting ii. Perfect fit
iii. Overfitting iv. No error

g. A confusion matrix is used to evaluate:

i. Regression ii. Classification
iii. Clustering iv. PCA

h. Elbow method is used in:

i. Regression ii. Clustering
iii. Classification iv. Feature selection

i. AUC value closer to 1 indicates:

i. Poor model ii. Random model
iii. Good classifier iv. Overfitting

j. Feature scaling is important for:

i. Decision trees
ii. Distance-based models
iii. Regression only
iv. None

Part B: Short Answer Questions

2. Explain data transformation techniques (log, normalization, standardization).
3. What is decision tree pruning and why is it necessary?
4. Explain logistic regression and its assumptions.
5. Discuss ensemble methods (bagging vs boosting).
6. What is customer segmentation and its importance?

Part C: Long Answer Questions

7. Explain supervised learning models (regression & classification) with business use cases.
8. Discuss Random Forest algorithm, working mechanism, and advantages over decision trees.
9. Explain clustering techniques and profiling clusters for strategic decision-making.

Part D: Case-Based Questions

Case: Banking Loan Default Prediction

10.

A bank wants to predict loan defaults using income, credit history, employment status, and past repayment data.

Questions

1. Develop a predictive model selection strategy.
2. Explain data preprocessing, encoding, and handling imbalance.
3. Evaluate model using appropriate metrics (AUC, confusion matrix, etc.).
4. Explain how the model supports risk management decisions.

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Roll No.………………

D-817

MBA IV Semester Examinations (Jun 2026)

Data Analysis using Python II (MBA-BA-256A)

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 Questions. The case study carries 15 marks.**

PART A: Multiple Choice Questions

a.	**Which Pandas structure is two-dimensional?**			
	i.	Series	ii.	Data Frame
	iii.	Array	iv.	List
b.	**Which function is used to read a CSV file in Pandas?**			
	i.	read_excel()	ii.	read_csv()
	iii.	load_csv()	iv.	open_csv()
c.	**Which NumPy function calculates the mean?**			
	i.	avg()	ii.	mean()
	iii.	median()	iv.	sum()
d.	**Which plot is used to show distribution of a dataset?**			
	i.	Bar plot	ii.	Line plot
	iii.	Histogram	iv.	Pie chart
e.	**What does std() represent?**			
	i.	Mean	ii.	Variance
	iii.	Standard deviation	iv.	Skewness
f.	**Which correlation method measures monotonic relationships?**			
	i.	Pearson	ii.	Spearman
	iii.	Kendall	iv.	Linear
g.	**Which test is used to compare means of two groups?**			
	i.	ANOVA	ii.	Chi-square
	iii.	T-Test	iv.	Z-Test
h.	**Which metric evaluates classification performance?**			
	i.	RMSE	ii.	MSE
	iii.	Accuracy	iv.	Variance
i.	**What does ARIMA stand for?**			
	i.	Auto Regression Integrated Moving Average	ii.	Average Regression Integrated Model Analysis
	iii.	Auto Random Integrated Model Algorithm	iv.	None of the above

j.	Which component shows long-term movement in time series?			
	i.	Seasonality	ii.	Trend
	iii.	Noise	iv.	Residual

Part B: Short Answer Questions

2. Explain the difference between Pandas Series and DataFrame with examples.

3. Describe methods to handle missing data in a dataset.

4. Explain different types of data visualization techniques using Matplotlib or Seaborn.

5. What is correlation? Explain Pearson and Spearman correlation methods.

6. Describe confusion matrix and its components.

Part C: Long Answer Questions

7. Explain grouping, aggregation, and pivot tables in Pandas with suitable examples.

8. Discuss linear regression and logistic regression models along with their evaluation metrics.

9. Explain time series components and ARIMA model for forecasting.

Part D: Case-Based Questions

Case :

10.

A retail company wants to analyze its sales data over the past 5 years to understand trends and forecast future sales. The dataset contains missing values, seasonal fluctuations, and multiple product categories.

Questions:

1. Describe the steps to clean and preprocess the dataset.

2. Suggest appropriate visualization techniques to identify trends and patterns.

3. Explain how a time series forecasting model can be applied to predict future sales.

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Roll No..................

D-823

MBA IV Semester Examinations (Jun 2026)

International Business Environment (MBA-IB-252A)

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 Questions. The case study carries 15 marks.**

PART A: Multiple Choice Questions

a. IBRD (International Bank for Reconstruction and Development) is also known as

i. EXIM Bank ii. World Bank
iii. International Monetary Fund iv. International Bank

b. Subsidiaries consider the regional environment for policy/ strategy formulation is known as

i. Polycentric approach ii. Regio centric approach
iii. Ethnocentric approach iv. Geocentric approach

c. Which is not an Indian Multinational Company

i. Unilever ii. Asian Paints
iii. Piramal iv. Wipro

d. Free international trade maximizes world output through

i. Countries specializing in the production of goods they are best suited for ii. Reduction in taxes
iii. Increased factor income iv. Encouraging competition

e. By entering into international business, a firm expects an improvement in

i. Marketing ii. All spheres of marketing, operation and finance
iii. Any or all spheres of marketing, operation and finance iv. Finance only

f. The following is not a component of culture

i. Attitudes ii. Beliefs
iii. Education iv. Life expectancy

g. The stage indicating the highest level of economic growth is

i. Age of mass consumption ii. Age of mass production
iii. Maturity iv. Drive to maturity

h. The European Union is an example of

i. Monetary union ii. Free trade area
iii. Common market iv. Economic union

i. .... is the application of knowledge which redefines the boundaries of global business

i. Cultural values ii. Society
iii. Technology iv. Economy

j. The responsibility of administration of FEMA is vested with

i. Central government
ii. State Government
iii. RBI
iv. National banks

Part B: Short Answer Questions

2. Discuss the scope of international business.
3. Discuss the factors affecting technology obsolescence.
4. Explain the concept of international technology transfers.
5. Explain the concept of transaction exposure.
6. Discuss the role of BRICS.

Part C: Long Answer Questions

7. Analyze the factors affecting international business.
8. Analyze the support of various institutions to international business.
9. Evaluate the impact of socio-cultural environment on international business.

Part D: Case-Based Questions

10. Case: Tech Company Facing Data Regulations in Europe

A U.S.-based technology firm expanded its operations in Europe but encountered strict data protection laws under the General Data Protection Regulation (GDPR). The company had to redesign its data storage, privacy policies, and user consent mechanisms.

Failure to comply could result in heavy fines and reputational damage. The company invested heavily in compliance systems and legal advisory to align with European standards.

Questions:

1. How do legal and political environments influence international business operations?
2. What strategies should companies adopt to ensure compliance in foreign markets?

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No. of Pages: 02

Roll No………………

D-826

MBA IV Semester Examinations (Jun 2026)

International Business Negotiations (MBA-IB-258A)

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 Questions. The case study carries 15 marks.**

PART A: Multiple Choice Questions

a. **What does BATNA stand for in negotiation?**

i. Best attempt to negotiate again
ii. Best alternative to a negotiated agreement
iii. Better agreement than negotiated anyway
iv. Basic agreement terms and negotiations actions

b. **In international negotiation, what is the primary purpose of building a relationship?**

i. To minimize compromises
ii. To create a win-win outcome and foster trust
iii. To make a quick agreement
iv. To understand the opponent's weakness

c. **Which of the following is considered a 'high-context' culture, where non-verbal cues and context are important in negotiation?**

i. Germany
ii. USA
iii. Japan
iv. Canada

d. **The negotiation strategy will explain ………**

i. How to achieve objectives and targets
ii. How to conduct a negotiation meeting
iii. The details of the negotiation agreement
iv. The cooperative objectives of the organization

e. **When a MNC sets up a local production unit rather than importing, they are often negotiating with local government to minimize which risk?**

i. Currency risk
ii. Cultural risk
iii. Political risk
iv. Shipping risk

f. **Which of the following is an unethical negotiation tactic?**

i. Active listening
ii. Exaggerating or lying
iii. Asking questions
iv. Seeking mutual benefits

g. **Which of the following types of conflict is almost always considered dysfunctional?**

i. Task conflict
ii. Relationship conflict
iii. Process conflict
iv. Functional conflict

h. **Which strategy involves increasing the total value available before dividing resources?**

i. Distributive bargaining
ii. Expanding the pie
iii. Compromise
iv. Accommodation

i. **A neutral third party who facilitates a negotiated solution by using reasoning, persuasion and suggestions is called a(n)**

i. Arbitrator

ii. Conciliator

iii. Mediator

iv. Consultant

j. **What is the most critical first step before engaging in a negotiation simulation?**

i. Making a high initial offer to anchor the negotiation

ii. Identifying BATNA

iii. Researching the other party's weaknesses

iv. Conceding quickly to establishing Trust

Part B: Short Answer Questions

2. What is the difference between domestic and international negotiations?
3. Discuss the cultural impact on negotiation styles.
4. What are diplomatic protocols? Explain.
5. Explain the concept of group simulation.
6. Explain the integrative approach to negotiation.

Part C: Long Answer Questions

7. Analyze the role of legal factors in shaping negotiation outcomes.
8. How can the interculture conflict be managed?
9. How can the cross-border negotiation through simulation be executed?

Part D: Case-Based Questions

10. Case: Pricing Negotiation Between European Supplier and African Distributor

A European manufacturing company negotiated pricing terms with an African distributor. The supplier aimed for premium pricing based on quality, while the distributor pushed for lower prices due to local market affordability constraints.

Negotiations stalled until both parties agreed on a flexible pricing model with volume discounts and extended payment terms, creating a mutually beneficial agreement.

Questions:

1. What negotiation strategies can help resolve conflicts in pricing expectations?

2. How can both parties achieve a win-win outcome in international negotiations?

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