Roll No. ☐☐☐☐☐☐☐☐☐☐☐

Total No. of Questions: 11

Total No. of Pages: 02

MBA, Semester-3r

HUMAN VALUES, DE-ADDICTION & TRAFFIC RULES

Subject Code: HVPE 101₈

M. Code: 76891

Date of Examination: 29-11-2₅5

Time: 3 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

1. SECTION-A is COMPULSORY consisting of TEN questions carrying ONE marks each.
2. SECTION-B contains FIVE questions, each question carry FOUR marks and student has to attempt all questions.
3. SECTION-C contains FIVE questions with internal choice, each question carries SIX marks and student has to attempt all questions.

Q. No.	Question	Course Outcome	Bloom's Level
	SECTION-A		
1.	Answer briefly:		
a.	Define Value Education and explain its purpose. मूल्य शिक्षा को परिभाषित कीजिए और इसके उद्देश्य को समझाइए। ਮੁੱਲ ਸਿੱਖਿਆ ਨੂੰ ਪਰਿਭਾਸ਼ਿਤ ਕਰੋ ਅਤੇ ਇਸਦੇ ਉਦੇਸ਼ ਨੂੰ ਸਮਝਾਓ।	CO1	L1
b.	Discuss why continuous happiness is essential for human beings. चर्चा कीजिए कि मनुष्यों के लिए निरंतर खुशी क्यों आवश्यक है। ਚਰਚਾ ਕਰੋ ਕਿ ਮਨੁੱਖਾਂ ਲਈ ਨਿਰੰਤਰ ਖੁਸ਼ੀ ਕਿਉਂ ਜ਼ਰੂਰੀ ਹੈ।	CO1	L2
c.	State the difference between desire and need. इच्छा और आवश्यकता के बीच अंतर बताइए। ਇੱਛਾ ਅਤੇ ਲੋੜ ਵਿੱਚ ਅੰਤਰ ਦੱਸੋ।	CO2	L1
d.	Compare Happiness and prosperity. खुशी और समृद्धि की तुलना कीजिए। ਖੁਸ਼ੀ ਅਤੇ ਖੁਸ਼ਹਾਲੀ ਦੀ ਤੁਲਨਾ ਕਰੋ।	CO2	L2
e.	What is the meaning of Sah-astitva. सह-अस्तित्व का क्या अर्थ है। ਸਹਿ-ਅਸਤਿਤਵ ਦਾ ਕੀ ਅਰਥ ਹੈ।	CO3	L1
f.	Explain the meaning of harmonious society. सामंजस्यपूर्ण समाज के अर्थ को समझाइए। ਸੁਮੇਲ ਵਾਲੇ ਸਮਾਜ ਦੇ ਅਰਥ ਨੂੰ ਸਮਝਾਓ।	CO3	L2
g.	Define any two order of Nature. प्रकृति के किसी भी दो क्रम को परिभाषित करें। ਕਿਸੇ ਵੀ ਕ੍ਰਮ ਵਿੱਚ ਦੋ ਪੁਕ੍੍ਰਬ ਦੇ ਆਦੇਸ਼ ਵਿਆਖਿਆ ਕਰੋ।	CO4	L1
h.	Interpret the term 'self-regulation' within the context of existence. अस्तित्व के संदर्भ में 'स्व-नियमन' शब्द की व्याख्या कीजिए। ਅਸਤਿਤਵ ਦੇ ਸੰਦਰਭ ਵਿੱਚ 'ਸਵੈ-ਨਿਯਮਨ' ਸ਼ਬਦ ਦੀ ਵਿਆਖਿਆ ਕਰੋ।	CO4	L2
i.	Recall the human values needed in professional life. अस्तित्व के संदर्भ में 'स्व-नियमन' शब्द की व्याख्या कीजिए। ਅਸਤਿਤਵ ਦੇ ਸੰਦਰਭ ਵਿੱਚ 'ਸਵੈ-ਨਿਯਮਨ' ਸ਼ਬਦ ਦੀ ਵਿਆਖਿਆ ਕਰੋ।	CO5	L1
j.	Explain humanistic constitution. मानवतावादी संविधान को समझाइए। ਮਨੁੱਖਤਾਵਾਦੀ ਸੰਵਿਧਾਨ ਨੂੰ ਸਮਝਾਓ।	CO5	L2
	SECTION-B		
2.	Apply natural acceptance in distinguishing between right and wrong choices. सही और गलत विकल्पों में अंतर करने में स्वाभाविक स्वीकृति को लागू कीजिए। ਸਹੀ ਅਤੇ ਗਲਤ ਵਿਕਲਪਾਂ ਵਿੱਚ ਅੰਤਰ ਕਰਨ ਲਈ ਕੁਦਰਤੀ ਸਵੀਕ੍ਰਿਤੀ ਨੂੰ ਲਾਗੂ ਕਰੋ।	CO1	L3
3.	Identify the concept of Ubhay-tripti. उभय-तृप्ति की अवधारणा की पहचान कीजिए। ਉਭਯ-ਤ੍ਰਿਪਤੀ ਦੀ ਧਾਰਨਾ ਦੀ ਪਛਾਣ ਕਰੋ।	CO2	L3
4.	Discuss how harmony in relationships extends from family to society. चर्चा कीजिए कि संबंधों में सामंजस्य कैसे परिवार से समाज तक विस्तारित होता है। ਚਰਚਾ ਕਰੋ ਕਿ ਰਿਸ਼ਤਿਆਂ ਵਿੱਚ ਸੁਮੇਲ ਕਿਵੇਂ ਪਰਿਵਾਰ ਤੋਂ ਸਮਾਜ ਤੱਕ ਫੈਲਦਾ ਹੈ।	CO3	L6
5.	Criticize social approaches that ignore trust and respect. उन सामाजिक दृष्टिकोणों की आलोचना कीजिए जो विश्वास और सम्मान को नज़रअंदाज़ करते हैं। ਉਨ੍ਹਾਂ ਸਮਾਜਿਕ ਦ੍ਰਿਸ਼ਟੀਕੋਣਾਂ ਦੀ ਆਲੋਚਨਾ ਕਰੋ ਜੋ ਵਿਸ਼ਵਾਸ ਅਤੇ ਸਨਮਾਨ ਨੂੰ ਨਜ਼ਰਅੰਦਾਜ਼ ਕਰਦੇ ਹਨ।	CO4	L5
6.	Analyze the causes of ethical dilemmas in professional life. पेशेवर जीवन में नैतिक दुविधाओं के कारणों का विश्लेषण कीजिए। ਪੇਸ਼ੇਵਰ ਜੀਵਨ ਵਿੱਚ ਨੈਤਿਕ ਦੁਵਿਧਾਵਾਂ ਦੇ ਕਾਰਨਾਂ ਦਾ ਵਿਸ਼ਲੇਸ਼ਣ ਕਰੋ।	CO5	L4
	SECTION-C		
7.	Analyze how value education fosters continuous happiness and prosperity. विश्लेषण कीजिए कि कैसे मूल्य शिक्षा निरंतर खुशी और समृद्धि को बढ़ावा देती है।	CO1	L4

	ਵਿਸ਼ਲੇਸ਼ਣ ਕਰੋ ਕਿ ਕਿਵੇਂ ਮੁੱਲ ਸਿੱਖਿਆ ਨਿਰੰਤਰ ਖੁਸ਼ੀ ਅਤੇ ਖੁਸ਼ਹਾਲੀ ਨੂੰ ਬਢਾਵਾ ਦਿੰਦੀ ਹੈ। Or Explain the importance of Shiksha and Sanskar in developing human consciousness. मानव चेतना के विकास में शिक्षा और संस्कार के महत्व को समझाइए। ਮਨੁੱਖੀ ਚੇਤਨਾ ਦੇ ਵਿਕਾਸ ਵਿੱਚ ਸਿੱਖਿਆ ਅਤੇ ਸੰਸਕਾਰ ਦੇ ਮਹੱਤਵ ਨੂੰ ਸਮਝਾਓ।		
8.	In today's world, we are largely operating on the basis of assumptions, which may be right or wrong. How does this lead to uncertainty in ourselves? Illustrate with an example. आज की दुनिया में, हम काफी हद तक धारणाओं के आधार पर काम कर रहे हैं, जो सही या गलत हो सकती हैं। यह हमारे अंदर अनिश्चितता कैसे पैदा करता है? एक उदाहरण के साथ समझाइए। ਅੱਜ ਦੀ ਦੁਨੀਆ ਵਿੱਚ, ਅਸੀਂ ਬਹੁਤ ਹੱਦ ਤੱਕ ਮੰਨਕਰ ਕੰਮ ਕਰ ਰਹੇ ਹਾਂ, ਜੋ ਸਹੀ ਜਾਂ ਗਲਤ ਹੋ ਸਕਦੇ ਹਨ। ਇਹ ਸਾਡੇ ਅੰਦਰ ਅਨਿਸ਼ਚਿਤਤਾ ਕਿਵੇਂ ਪੈਦਾ ਕਰਦਾ ਹੈ? ਇੱਕ ਉਦਾਹਰਣ ਨਾਲ ਸਮਝਾਓ। Or Explain SVDD, SSDD and SSSS with respect to harmony in human life. मानव जीवन में सामंजस्य के संदर्भ में एसवीडीडी, एसएसडीडी और एसएसएसएस को समझाइए। ਮਨੁੱਖੀ ਜੀਵਨ ਵਿੱਚ ਸੁਮੇਲ ਦੇ ਸੰਦਰਭ ਵਿੱਚ ਐਸਵੀਡੀਡੀ, ਐਸਐਸਡੀਡੀ ਅਤੇ ਐਸਐਸਐਸਐਸ ਨੂੰ ਸਮਝਾਓ।	CO2	L5
9.	Evaluate the concept of harmony in family relationships. पारिवारिक संबंधों में सामंजस्य की अवधारणा का मूल्यांकन कीजिए। ਪਰਿਵਾਰਕ ਰਿਸ਼ਤਿਆਂ ਵਿੱਚ ਸੁਮੇਲ ਦੀ ਧਾਰਨਾ ਦਾ ਮੁਲਾਂਕਣ ਕਰੋ। Or Explain the role of self-awareness in achieving harmony between one's feelings and physical actions. किसी की भावनाओं और शारीरिक क्रियाओं के बीच सामंजस्य प्राप्त करने में आत्म-जागरूकता की भूमिका समझाइए। ਕਿਸੇ ਦੀਆਂ ਭਾਵਨਾਵਾਂ ਅਤੇ ਸਰੀਰਕ ਕਿਰਿਆਵਾਂ ਦੇ ਬੀਚ ਸੁਮੇਲ ਪ੍ਰਾਪਤ ਕਰਨ ਵਿੱਚ ਸਵੈ-ਜਾਗਰੂਕਤਾ ਦੀ ਭੂਮਿਕਾ ਨੂੰ ਸਮਝਾਓ।	CO3	L5
10.	Analyze self-regulation in nature and its relevance to human beings. प्रकृति में आत्म-नियमन और मनुष्यों के लिए इसकी प्रासंगिकता का विश्लेषण कीजिए। ਕੁਦਰਤ ਵਿੱਚ ਸਵੈ-ਨਿਯਮਨ ਅਤੇ ਮਨੁੱਖਾਂ ਲਈ ਇਸਦੀ ਪ੍ਰਸੰਗਿਕਤਾ ਦਾ ਵਿਸ਼ਲੇਸ਼ਣ ਕਰੋ। Or Examine the importance of human values in organizational	CO4	L4

	culture. How do values like integrity, respect, and responsibility contribute to workplace harmony? संगठनात्मक संस्कृति में मानवीय मूल्यों के महत्व की जांच कीजिए। ईमानदारी, सम्मान और जिम्मेदारी जैसे मूल्य कार्यस्थल सामंजस्य में कैसे योगदान करते हैं? ਸੰਗਠਨਾਤਮਕ ਸਭਿਆਚਾਰ ਵਿੱਚ ਮਨੁੱਖੀ ਮੁੱਲਾਂ ਦੇ ਮਹੱਤਵ ਦੀ ਜਾਂਚ ਕਰੋ। ਇਮਾਨਦਾਰੀ, ਸਨਮਾਨ ਅਤੇ ਜ਼ਿੰਮੇਵਾਰੀ ਵਰਗੇ ਮੁੱਲ ਕਾਰਜਸਥਲ ਸੁਮੇਲ ਵਿੱਚ ਕਿਵੇਂ ਯੋਗਦਾਨ ਪਾਉਂਦੇ ਹਨ?		
11.	Analyze the importance of environmental values and sustainability. How do values like conservation and ecological responsibility address global challenges? पर्यावरणीय मूल्यों और स्थिरता के महत्व का विश्लेषण कीजिए। संरक्षण और पारिस्थितिक जिम्मेदारी जैसे मूल्य वैश्विक चुनौतियों का समाधान कैसे करते हैं? ਵਾਤਾਵਰਣ ਮੁੱਲਾਂ ਅਤੇ ਟਿਕਾਊਪਣ ਦੇ ਮਹੱਤਵ ਦਾ ਵਿਸ਼ਲੇਸ਼ਣ ਕਰੋ। ਸੰਭਾਲ ਅਤੇ ਪਾਰਿਸਥਿਤਕ ਜ਼ਿੰਮੇਵਾਰੀ ਵਰਗੇ ਮੁੱਲ ਵਿਸ਼ਵਵਿਆਪੀ ਚੁਣੌਤੀਆਂ ਦਾ ਸਮਾਧਾਨ ਕਿਵੇਂ ਕਰਦੇ ਹਨ? Or Explain the definitiveness of Ethical Human Conduct with an example. नैतिक मानवीय आचरण की निश्चितता को एक उदाहरण के साथ समझाइए। ਨੈਤਿਕ ਮਨੁੱਖੀ ਵਿਵਹਾਰ ਦੀ ਨਿਸ਼ਚਿਤਤਾ ਨੂੰ ਇੱਕ ਉਦਾਹਰਣ ਨਾਲ ਸਮਝਾਓ।	CO5	L4

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Total No. of Pages: 02

Total No. of Questions: 10

MBA, Semester-3rd

ORGANIZATIONAL BEHAVIOUR AND DESIGN

Subject Code: MBA 301-18

M.Code: 76889

Date of Examination: 22-11-2025

Time: 3 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

1. SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.
2. SECTION-B consists of FOUR subsections: Units-I, II, III & IV. Each subsection contains TWO questions, each question carrying EIGHT marks and student has to attempt any ONE question from each subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

Q. No.	Question	Course Outcome	Bloom's Level
	SECTION-A		
1.	Answer briefly:		
a.	List any two challenges facing OB today.	CO-1	L1
b.	Outline the sources of emotions.	CO-2	L2
c.	What are the major foundations of individual behaviour?	CO-2	L1
d.	Demonstrate the traits of leadership.	CO-3	L2
e.	Define Johari Window.	CO-4	L1
f.	Explain the dimensions of Organisational Design.	CO-5	L2
g.	What is Centralisation?	CO-5	L1
h.	Demonstrate different techniques of Politics.	CO-6	L2
	SECTION-B		
	UNIT-I		
2.	Identify the concept, nature and scope of organisational behaviour.	CO-1	L3
3.	Discuss the different theories of learning.	CO-2	L4
	UNIT-II		
4.	Construct the organizational strategies for managing workplace emotions and preventing emotional exhaustion.	CO-2	L3
5.	Evaluate the significance of Leadership. What are the qualities of a good leader?	CO-3	L5

		UNIT-III		
6.	Identify the causes and consequences of stress at workplace.	CO-4	L3
7.	Distinguish between formal and informal groups. Explain the stages of group formation with suitable illustrations.	CO-4	L4
		UNIT-IV		
8.	Examine the concept of learning organisation in the modern day scenario. How can a learning organisation be developed?	CO-5	L4
9.	Explain organizational politics. Why is it so widespread in organizations?	CO-6	L5
		SECTION-C		
10.	Power Politics in the Project Team In Infosoft Pvt. Ltd., senior engineers form a "technical elite" group influencing project manager's decisions. New hires feel marginalized and demotivated. **Questions:** a) Elaborate sources and bases of power in this case. b) Discuss how organizational politics can harm performance. c) Construct the steps for fair power distribution.	CO-6	L6

Note: Disclosure of identity by writing mobile number or making of passing request on any paper of Answer Sheet will lead to UMC against the student.

MBA, Semester-3rd

MARKETING RESEARCH

Subject Code: MBA 302-18

M.Code: 76890

Date of Examination: 26-11-2025

Time: 3 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

1. SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.
2. SECTION-B consists of FOUR subsections: Units-I, II, III & IV. Each subsection contains TWO questions, each question carrying EIGHT marks and student has to attempt any ONE question from each subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

Q. No.	Question	Course Outcome	Bloom's Level
	SECTION-A		
1.	Answer briefly:		
a.	What is the scope of Marketing Research?	CO-1	L1
b.	Summarize the importance of defining the research problem.	CO-2	L2
c.	Recall the main variables used in observation research.	CO-2	L1
d.	What is secondary data?	CO-3	L2
e.	Explain extraneous variables.	CO-4	L1
f.	Interpret content validity with suitable example.	CO-5	L2
g.	Define Reliability.	CO-5	L1
h.	Outline the uses of SPSS software.	CO-6	L2
	SECTION-B		
	UNIT-I		
2.	Explain the role of Marketing Research in identifying marketing opportunities and threats.	CO-1	L3
3.	What do you mean by Marketing Research? Examine the various steps involved in research process.	CO-1	L4
	UNIT-II		
4.	Identify the different types of research.	CO-2	L3
5.	Explain how primary and secondary data complement each other in Marketing Research.	CO-3	L5
	UNIT-III		
6.	Identify the advanced data analytic techniques used in marketing research.	CO-4	L3
7.	Examine the content of research proposal in detail.	CO-4	L4

	UNIT-IV		
8.	Examine the difference between correlation and regression analysis.	CO-5	L4
9.	Explain factor analysis and its importance in Marketing Research.	CO-6	L5
	SECTION-C		
10	A marketing research firm conducted a survey to understand how consumers perceive different smartphone brands in the Indian market. The objective was to identify the underlying factors that influence customers' purchasing decisions. Research Objective is to reduce the number of variables and identify a smaller set of underlying dimensions (factors) that summarize consumer perception of smartphones. Methodology is the researcher applied Exploratory Factor Analysis (EFA) using Principal Component Analysis with Varimax Rotation. A questionnaire was administered to 200 respondents who rated 10 variables on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). The variables included: 1. Brand Reputation 2. Camera Quality 3. Battery Life 4. Price Affordability 5. After-Sales Service 6. Design & Aesthetics 7. Storage Capacity 8. Operating System Performance 9. Innovation & Features 10. User-Friendliness **Questions:** a) Estimate the main purpose of using factor analysis in this study? b) Predict how the results of this factor analysis help smartphone companies in decision-making?	CO-6	L6

Note: Disclosure of identity by writing mobile number or making of passing request on any paper of Answer Sheet will lead to UMC against the student.

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Total No. of Questions: 10

MBA, Semester-3rd

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Subject Code: MBA 911-18

M.Code: 76896

Date of Examination: 5-12-2025

Time: 3 Hrs.   Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

1. **SECTION-A is COMPULSORY** consisting of **EIGHT** questions carrying **TWO** marks each.

2. **SECTION-B** consists of **FOUR** subsections: **Units-I, II, III & IV**. Each subsection contains **TWO** questions, each question carrying **EIGHT** marks and student has to attempt any **ONE** question from each subsection.

3. **SECTION-C is COMPULSORY** and consists of **ONE** Case Study carrying **TWELVE** marks.

Q. No.	Question	Course Outcome	Bloom's Level
	SECTION-A		
1.	Answer briefly:		
a.	Define investment.	CO-1	L1
b.	Outline the meaning of systematic risk with example.	CO-1	L2
c.	What do you mean by hair cut in trading?	CO-2	L1
d.	Compare Fundamental Analysis and Technical Analysis.	CO-3	L2
e.	Define Portfolio Management.	CO-4	L1
f.	Define Markowitz efficient frontier.	CO-4	L2
g.	Define the term 'derivatives'.	CO-5	L1
h.	Explain the difference between put option and call option.	CO-5	L2
	SECTION-B		
	UNIT-I		
2.	Identify the financial investment alternates and analyse their suitability for conservative investors.	CO-1	L3
3.	Analyze the process of trading and settlement mechanism in the secondary market.	CO-2	L4
	UNIT-II		
4.	Identify the macro-economic factors which help to understand the economy of the country for investment purposes.	CO-2	L3
5.	Appraise how qualitative factors complement quantitative metrics in Company Analysis and also explain why both are necessary for accurate valuation.	CO-2	L5

	UNIT-III		
6.	Identify all the chart patterns used by the traders in technical analysis and also explain in detail all the chart patterns.	CO-3	L3
7.	Categorize all the portfolio revision techniques used by the traders in the market.	CO-4	L4
	UNIT-IV		
8.	Examine critically CAPM Model with its assumptions.	CO-4	L4
9.	Compare the key differences between Futures Contracts and Options Contracts in Financial Derivatives.	CO-5	L5
	SECTION-C		
10.	Priya is a 35-year-old portfolio manager at a mid-sized investment firm in Mumbai. In 2025, she began reallocating funds toward India's Fast-Moving Consumer Goods (FMCG) sector, believing it offers stable returns during economic uncertainty. She focused on companies like Hindustan Unilever, Nestlé India, and Dabur, which have strong brand loyalty and consistent cash flow. Her decision was influenced by: • Rising rural demand and government support for agricultural income • Increased consumer spending on packaged goods post-pandemic • Defensive nature of FMCG stocks during market volatility However, Priya also noted challenges: • Intense competition and price wars among FMCG brands • Rising input costs due to inflation • Regulatory changes in food safety and labelling She used both fundamental analysis and sector rotation strategy to justify her choices. By mid-2025, her FMCG portfolio had outperformed the broader Nifty index by 8%, but she remained cautious about long-term sustainability. **Questions** a. Evaluate Priya's decision for investing money in the FMCG sector during economic uncertainty. b. Measure how the defensive nature of FMCG stocks supports her. strategy. c. Assess the risks associated with investing in FMCG companies and also assess how Priya can manage challenges like inflation and regulatory changes while maintaining portfolio returns.	CO-2	L5

Total No. of Questions: 10   Total No. of Pages: 2

MBA, SEMESTER- 3RD
MERGERS, ACQUISITION AND CORPORATE RESTRUCTURING
SUBJECT CODE: MBA 914-18
M.CODE: 77813
DATE OF EXAMINATION: 10.12.2025

Time: 3 Hrs.   Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

1. SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.
2. SECTION-B consists of FOUR subsections: Units-I, II, III & IV. Each subsection contains TWO questions, each carrying EIGHT marks each and student has to attempt any ONE question from each subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

Q. No.	Question	Course Outcome	Bloom's Level
	SECTION-A		
1.	**Answer briefly:**		
a.	Explain the types of merger.	CO1	L2
b.	Define Buy Back	CO2	L1
c.	What is Spin-Off	CO1	L1
d.	Illustrate Leveraged Buyout (LBO)?	CO2	L2
e.	What is value creation in merger and Acquisitions?	CO2	L1
f.	Illustrate Economic stability	CO4	L2
g.	Label Share Repurchases	CO1	L1
h.	Outline Competition commission	CO4	L2
	SECTION-B		
	UNIT-I		
2.	Identify various takeover defense strategies.	CO1	L3
3.	Categorize the reasons/motives for Mergers and Acquisitions.	CO2	L4
	UNIT-II		
4.	Make use of a numerical example to explain the buy-back of shares by a company to help in increasing the promoter's stake in the company?	CO2	L3
5.	Explain Types, Structure and Problems in Strategic Alliances.	CO3	L5
	UNIT-III		
6.	Apply the accounting treatment of assets, liabilities and reserves in the purchase method contrasting the same with the pooling of interest method.	CO3	L3
7.	Examine the Methods of Payment and Financing Options in Mergers and Acquisitions.	CO4	L4

8.	Analyze the need for due diligence in M&A?	CO4	L4
9.	Examine the provisions related to Mergers and Acquisition given in Income Tax Act, 1961.	CO5	L5

SECTION-C

| 10. | While Bank of America Corporation and Merrill Lynch remain as a united entity, the 2008 merger faced serious challenges initially. The two companies took an inordinately long time to integrate their assets and make key executive announcements. Months after the announced merger, the two companies had still not decided which executives would run key groups within the firms, such as investment banking, and which of the two company's management models would prevail. The uncertainty created by this indecision led a lot of Merrill Lynch bankers to leave the company in the months following the merger. Ultimately, these departures destroyed the rationale for the merger. This merger illustrates how a lack of communication of key decisions to stakeholders in the company can lead an M&A strategy to failure.

Questions
a. Estimate the various motives of companies going for mergers?
b. According to the case, discuss the main reasons for failure of their deal? | CO5 | L6 |

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Roll No. ☐☐☐☐☐☐☐☐☐☐☐☐☐ Total No. of Pages: 02

Total No. of Questions: 10

MBA, Semester-3rd
CONSUMER BEHAVIOUR
Subject Code: MBA 921-18
M.Code: 76894
Date of Examination: 02-12-2025

Time: 3 Hrs. **Max. Marks: 60**

INSTRUCTIONS TO CANDIDATES:

1. **SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.**
2. **SECTION-B consists of FOUR subsections: Units-I, II, III & IV. Each subsection contains TWO questions, each question carrying EIGHT marks and student has to attempt any ONE question from each subsection.**
3. **SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.**

Q. No.	Question	Course Outcome	Bloom's Level
SECTION-A			
1.	Answer briefly:		
a.	Define the interdisciplinary nature of consumer behaviour.	CO-1	L1
b.	Explain any method of social class measurement.	CO-2	L2
c.	What are values and norms in culture?	CO-2	L1
d.	Explain traditional family life cycle stages.	CO-3	L2
e.	List the effectiveness of message appeal strategies in advertising.	CO-4	L1
f.	Outline the significance of opinion leadership.	CO-5	L2
g.	List the types of reference groups.	CO-5	L1
h.	Classify the stages in adoption process.	CO-6	L2
SECTION-B			
UNIT-I			
2.	Demonstrate the influence of needs hierarchy in consumer purchases.	CO-1	L3
3.	Analyze differences between Nicosia and Howard Sheth models of decision making.	CO-1	L4
UNIT-II			
4.	Identify segmentation and targeting. Apply segmentation and targeting to develop a marketing strategy for online education.	CO-2	L3
5.	Explain group dynamics. Evaluate group dynamics to explain consumer preference for social media platforms.	CO-3	L5

		UNIT-III		
6.	Apply consumer behaviour theories to design an advertising campaign for a new product.	CO-4	L3
7.	Analyse how does reference group influence vary over product categories? List the type of reference group influence can you expect in the case of two different products i.e. wrist watches and soap? Give reasons.	CO-4	L4
		UNIT-IV		
8.	Evaluate the interrelationship of consumer behaviour with supply chain decisions.	CO-5	L4
9.	Assess the process of diffusion of innovations with reference to online food delivery apps.	CO-6	L5
		SECTION-C		
10.	A health drink company is designing a new advertising campaign to target Indian families. Since purchase decisions often involve multiple family members, the company wants to understand how family life cycle stages (young couples, families with kids, elderly members) influence consumption of health drinks. It also realizes that reference groups such as peers, schools, and health experts can significantly shape consumer preferences. The firm wants to highlight themes of health, care, and family bonding in its communication strategy. Balancing individual and collective decision-making will be key. Questions: a) Explain how family life cycle affects the purchase of health drinks. b) Evaluate the influence of reference groups in shaping consumer preferences for health drinks.	CO-6	L5

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MBA, Semester - 3rd
MANAGEMENT OF FINANCIAL SERVICES
Subject Code: MBA912-18

M.Code: 76897

Date of Examination:16-12-2025

Time: 3 Hrs.   Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

1. SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.

2. SECTION-B consists of FOUR subsections: Units-I, II, III & IV. Each subsection contains TWO questions, each question carrying EIGHT marks and student has to attempt any ONE question from each subsection.

3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

Q. No.	Question	Course Outcome	Bloom's Level
	SECTION-A		
1.	Answer briefly:		
a.	Give two features of financial services.	CO-1	L1
b.	Distinguish between traditional banking services and modern financial services.	CO-1	L2
c.	What is reinsurance?	CO-2	L1
d.	Explain four advantage of leasing for a lessee.	CO-3	L2
e.	Define recourse factoring.	CO-4	L1
f.	Classify the role of credit rating agencies in securitization.	CO-4	L2
g.	Define Corporate treasury management.	CO-5	L1
h.	Infer the main objective of risk management in banks.	CO-5	L2
	SECTION-B		
	UNIT-I		
2.	Identify challenges arising from technological advancements in banking and develop suitable mitigation techniques.	CO-1	L3
3.	Categorize and Analyze the various types of schemes offered by mutual funds, highlighting their key features.	CO-2	L4
	UNIT-II		
4.	Apply venture capital funding stages to explain start-up financing.	CO-3	L3
5.	Evaluate the rating methodology used by credit rating agencies. What are the benchmarks for a high rating?	CO-3	L5

	UNIT-III		
6.	Identify the benefits and drawbacks of securitization from a bank's viewpoint.	CO-4	L3
7.	Analyze the pros and cons of plastic money. What factors are hindering its higher utilization in India?	CO-4	L4
	UNIT-IV		
8.	Examine the techniques used for ALM in banks.	CO-5	L4
9.	Evaluate the role of interest rate swaps in managing risk by banks.	CO-5	L5
	SECTION-C		

10.	Since India's economic liberalization in 1991, the banking sector has transformed significantly. Earlier, public sector banks dominated the industry with limited technology and slow customer services. The entry of private and foreign banks introduced competition, efficiency, and better customer orientation. The Reserve Bank of India introduced several financial sector reforms such as prudential norms, Basel compliance, CRR and SLR regulation, and asset classification standards to enhance financial stability. Banks adopted technological innovations like core banking, ATMs, and digital payment systems. However, challenges such as rising NPAs, cyber frauds, poor risk management, and pressure to include unbanked populations continue to affect profitability. The focus is now shifting toward improving governance, customer trust, and innovation through fintech integration.
	
	Questions:
	  a. Evaluate the concept of financial sector reforms to explain how reforms has reshaped the structure and operations of Indian banks.
	
	  b. Explain the major challenges faced by public sector banks in balancing profitability.
		CO-1	L5

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MBA, Semester-3ʳᵈ
SERVICES MARKETING
Subject Code MBA 922-18

M. Code: 76895
Date of Examination:13-12-2025

Time: 3 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

1. SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.
2. SECTION-B consists of FOUR subsections: Units-I, II, III & IV. Each subsection contains TWO questions, each question carrying EIGHT marks and student has to attempt any ONE question from each subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

Q. No.	Question	Course Outcome	Bloom's Level
	SECTION-A		
1.	Answer briefly:		
a.	Define services in the context of a modern economy.	CO-1	L1
b.	Explain stages used to build customer loyalty.	CO-2	L2
c.	Name two service recovery strategies used after a service failure.	CO-2	L1
d.	Explain the steps in the integrated gaps model of service quality.	CO-3	L2
e.	List the components of the services marketing triangle.	CO-4	L1
f.	Interpret how customer perceived value influences price setting.	CO-5	L2
g.	What is dynamic pricing or yield management?	CO-5	L1
h.	Compare pricing approaches used in hospitals and banks.	CO-6	L2
	SECTION-B		
	UNIT-I		
2.	Apply the concept of service marketing to different types of services. Also identify how service characteristics influence consumer buying behavior.	CO-1	L3
3.	Compare the marketing mix of goods and services using real examples.	CO-2	L4
	UNIT-II		
4.	Develop examples to show how service characteristics differ from goods.	CO-2	L3
5.	Explain blueprinting components for designing a retail service layout.	CO-3	L5

		UNIT-III		
6.	Apply the concept of service culture to enhance employee performance.	CO-4	L3
7.	Analyze how the cycle of failure, cycle of success and cycle of mediocrity affect organizational outcomes.	CO-4	L4
		UNIT-IV		
8.	Examine how pricing influences customer perceptions and satisfaction.	CO-5	L4
9.	Evaluate the fairness of differential pricing policies across customer segments.	CO-6	L5
		SECTION-C		
10.	A telecom company was facing constant customer complaints regarding frequent call drops, slow internet speed, and delayed customer service responses. Despite investing in better infrastructure, the company realized that the real problem was lack of coordinated service design. Customer expectations were evolving, but service processes had not been updated. To fix the situation, the company introduced a new service blueprint, strengthened network monitoring teams, and launched proactive alerts for outages. CSAT scores improved, but customer expectations continued to rise as competitors offered personalized service bundles. Management now wants a sustainable, innovative service design that ensures consistent quality and addresses future customer needs. **Questions:** a) Formulate a long-term service improvement strategy that aligns with evolving customer expectations. b) Design an integrated customer support model that reduces service failures and enhances perceived service quality.	CO3	L6

MBA, Semester-3RD
ORGANIZATIONAL CHANGE AND DEVELOPMENT
Subject Code: MBA 931-18

M.Code: 76898

Date of Examination: 19-12-2025

Time: 3 Hrs.   Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

1. **SECTION-A is COMPULSORY** consisting of **EIGHT** questions carrying **TWO** marks each.

2. **SECTION-B** consists of **FOUR** subsections: Units-I, II, III & IV. Each subsection contains **TWO** questions, each question carrying **EIGHT** marks and student has to attempt any **ONE** question from each subsection.

3. **SECTION-C is COMPULSORY** and consists of **ONE** Case Study carrying **TWELVE** marks.

Q. No.	Question	Course Outcome	Bloom's Level
	SECTION-A		
1.	Answer briefly:		
a.	What are internal and external triggers for change?	CO-1	L1
b.	Compare Participation and Empowerment.	CO-1	L2
c.	Define Action Research.	CO-2	L1
d.	Explain Structural Interventions.	CO-3	L2
e.	What is referent power?	CO-4	L1
f.	Relate the relationship between power and OD success?	CO-4	L2
g.	What do you mean by "trust" in consultant-client relations?	CO-5	L1
h.	Explain "Implications of OD for the Client."	CO-5	L2
	SECTION-B		
	UNIT-I		
2.	Make use of teamwork principles to drive successful organizational change.	CO-1	L3
3.	Analyze how values, assumptions, and beliefs influence OD outcomes.	CO-2	L4
	UNIT-II		
4.	Model the Six-Box Framework to diagnose organizational issues.	CO-2	L3
5.	Evaluate the impact of behavioral modeling on employee performance.	CO-3	L5
	UNIT-III		
6.	Build team-building strategies to enhance collaboration in a project team.	CO-3	L3
7.	Examine the relationship between power and organizational politics.	CO-4	L4

	UNIT-IV		
8.	Analyze the challenges faced by consultants in cross-cultural contexts.	CO-5	L4
9.	Critically appraise "OD – Now and Beyond" in the context of digital transformation.	CO-2	L5
	SECTION-C		
10.	Ending the Contract at Innovate Systems After a six-month OD engagement, the consultant at Innovate Systems concluded that the objectives were achieved. However, the client wanted to extend the contract for further "culture strengthening." The consultant believed this was unnecessary and possibly exploitative. This difference in expectations caused tension between both parties. The issue highlighted the need for clear contracting, boundary setting, and ethical closure in consulting relationships. **Questions:** a) Discuss how clear entry and contracting can prevent conflicts in consultant–client relationships. b) Elaborate the ethical implications of continuing an intervention unnecessarily. c) Plan how consultants can manage termination of relationships professionally and transparently.	CO-5	L6

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Total No. of Pages: 02

Total No. of Questions: 10

MBA, SEMESTER-3RD

EMPLOYEE RELATIONS

SUBJECT CODE: MBA 932-18

M.CODE: 76899

DATE OF EXAMINATION: 08-12-2025

Time: 3 Hrs.

Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

1. **SECTION-A is COMPULSORY** consisting of EIGHT questions carrying TWO marks each.
2. **SECTION-B** consists of FOUR subsections: Units-I, II, III & IV. Each subsection contains TWO questions, each question carrying EIGHT marks and student has to attempt any ONE question from each subsection.
3. **SECTION-C is COMPULSORY** and consists of ONE Case Study carrying TWELVE marks.

Q. No.	Question	Course Outcome	Bloom's Level
	SECTION-A		
1.	Answer briefly:		
a.	What do you mean by the term "Web of Rules" in IR?	CO-1	L1
b.	Explain the impact of trade unions on wages.	CO-1	L2
c.	Define the term "Registered Trade Union."	CO-2	L1
d.	Show the System Approach to IR with the help of a suitable diagram.	CO-3	L2
e.	Recall the responsibilities of a conciliator and an arbiter.	CO-4	L1
f.	Interpret the concept of social insurance.	CO-4	L2
g.	Define the role of labour welfare officer in your own words.	CO-5	L1
h.	Outline the prime objectives of labour welfare.	CO-5	L2
	SECTION-B		
	UNIT-I		
2.	Identify the key contextual factors—economic, social, and legal—that affect Industrial Relations.	CO-1	L3
3.	Analyze the Trade Unions Act to explain how members elect Trade union leaders.	CO-2	L4
	UNIT-II		
4.	Utilize workplace cases from India to identify the legal and ethical issues of sexual harassment.	CO-3	L3

5.	Examine the role of Industrial Disputes Act in a case of mass layoff in a company.	CO-3	L4
	UNIT-III		
6.	Apply the provisions of the Employee's Compensation Act, 1923 to demonstrate how compensation is determined in cases of workplace injury.	CO-4	L3
7.	Compare and contrast between PF and ESI.	CO-4	L4
	UNIT-IV		
8.	Simplify the operation of Provident Fund scheme and identify conditions under which employees may apply for fund withdrawal.	CO-5	L4
9.	Evaluate how ILO conventions influence Indian labour policy.	CO-5	L5
	SECTION-C		
10.	Case Study Premier Motors Ltd., a major automobile manufacturer in Pune, experienced a serious workplace accident resulting in multiple injuries. Investigations revealed that although the company complied with most provisions of the Factories Act, 1947, it lacked regular safety audits and employee awareness programs. The trade union blamed management for negligence, demanding stricter safety enforcement and hazard pay. Management contended that employee negligence caused the accident. The situation intensified, and the Labour Commissioner intervened to mediate. As the HR Head, your task is to design a new safety and compliance plan that ensures both legal conformity and active employee participation. The management expects you to develop a culture where safety is a shared value, not merely a compliance checklist. Your plan must integrate statutory requirements like maintenance of health registers, safety committees, training schedules, and reporting mechanisms. You must also devise mechanisms for union involvement to prevent adversarial postures. The key challenge lies in transforming compliance into culture — ensuring that safety becomes an ingrained organizational behaviour. **Questions:** a. Determine a compliance framework integrating the legal provisions of the Factories Act, 1947, with participative management practices. b. Recommend an employee engagement plan that promotes safety ownership and continuous learning.	CO1	L5

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MBA, Semester 3rd
MARKETING ANALYTICS
Subject Code: MBA-961-18

M.Code: 77057

Date of Examination:23-12-2025

Time: 3 Hrs.   Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

1. SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.

2. SECTION-B consists of FOUR subsections: Units-I, II, III & IV. Each subsection contains TWO questions, each question carrying EIGHT marks and student has to attempt any ONE question from each subsection.

3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

Q. No.	Question	Course Outcome	Bloom's Level
	SECTION-A		
1.	Answer briefly:		
a.	What are the two variables influencing customer retention cost metrics?	CO-1	L1
b.	Explain in which way Excel helps in interpreting large sets of data.	CO-1	L2
c.	Define sales force sizing.	CO-2	L1
d.	Explain distributor margin impact on overall profitability trends.	CO-3	L2
e.	When should advertiser review social media spend metrics for adjustments?	CO-4	L1
f.	Outline the two stages involved in media planning for ads.	CO-4	L2
g.	What are the two main benefits organizations gain through social media marketing?	CO-5	L1
h.	Summarize how budget allocation influences the success of e-marketing plans.	CO-5	L2
	SECTION-B		
	UNIT-I		
2.	Apply Excel formulas to calculate mean and variance from data.	CO-1	L3
3.	Examine how data-driven insights transform customer acquisition strategies effectively.	CO-2	L4
	UNIT-II		
4.	Apply price-volume equation to a basic product scenario for its development.	CO-2	L3

5.	Explain compensation planning strategy based on performance outcomes.	CO-3	L5

	UNIT-III		
6.	Organize various budget elements for a mid-level promotional campaign.	CO-3	L3
7.	Examine how different media plans affect consumer reach and response.	CO-4	L4

	UNIT-IV		
8.	Compare the effectiveness of email marketing and pay-per-click ads.	CO-4	L4
9.	Evaluate the risks and benefits of online marketing versus traditional marketing.	CO-5	L5

	SECTION-C		
10.	Evaluating New Product Launch and Cannibalization in the Automobile Sector Scenario: A leading car manufacturer, "Auto Max India," launched a new compact SUV, the "Auto Max Zeta," to target urban customers. However, after six months, the sales of their existing model "Auto Max Neo" began to decline sharply. The management suspected cannibalization — the new model eating into the sales of the older one — and asked the data science team to evaluate the situation using product analysis metrics. The team collected monthly sales data, marketing expenditure, and customer preference surveys for both models. Using Excel-based correlation and regression analysis, they compared pre-launch and post-launch performance. Findings revealed that 42% of Neo's customers were switching to Zeta, indicating significant product overlap. However, total company market share increased due to new customers entering the brand's ecosystem. Management used portfolio analysis matrices (BCG Matrix) to classify both products: Zeta as a "Star" (high growth, high market share) Neo as a "Cash Cow" transitioning toward decline Finally, the team evaluated whether the overall brand portfolio benefited from the launch, balancing revenue loss from Neo against gains from Zeta's higher profit margin. **Questions** a) Evaluate whether launching Auto Max Zeta was beneficial for the overall product portfolio, considering market share, profit margins, and brand positioning. b) Justify if the cannibalization effect between Neo and Zeta can be accepted as a strategic trade-off for long-term brand growth and competitive advantage.	CO-5	L5

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MBA, Semester-3rd

DATA SCIENCE USING R

Subject Code: MBA-962-18

M.Code:77058

Date of Examination: 10-12-2025

Time: 3 Hrs. Max. Marks: 60

INSTRUCTIONS TO CANDIDATES:

1. SECTION-A is COMPULSORY consisting of EIGHT questions carrying TWO marks each.
2. SECTION-B consists of FOUR subsections: Units-I, II, III & IV. Each subsection contains TWO questions, each question carrying EIGHT marks and student has to attempt any ONE question from each subsection.
3. SECTION-C is COMPULSORY and consists of ONE Case Study carrying TWELVE marks.

Q. No.	Question	Course Outcome	Bloom's Level
	SECTION-A		
1.	Answer briefly:		
a.	Recall the functions of data interfaces in R programming.	CO-1	L1
b.	Compare big data and traditional data in business analytics.	CO-1	L2
c.	List any two steps involved in constructing a decision tree model.	CO-2	L1
d.	Explain how prior and posterior probabilities relate under Bayes' theorem.	CO-3	L2
e.	Define X-means clustering and its extension over standard K-means.	CO-4	L1
f.	Explain how random forests prevent overfitting in ensemble learning systems.	CO-4	L2
g.	Recall the formula for computing F-1 Score from confusion matrix.	CO-5	L1
h.	Interpret the role of social network analytics in data science research.	CO-5	L2
	SECTION-B		
	UNIT-I		
2.	Apply R functions to calculate variance and standard deviation.	CO-1	L3
3.	Analyze relationships among predictor variables within a multiple regression dataset.	CO-2	L4
	UNIT-II		
4.	Utilize support vector machines to classify images into labeled categories.	CO-2	L3

5.	Evaluate trade-offs between model complexity and interpretability in decision trees.	CO-3	L5
UNIT-III			
6.	Utilize DBSCAN algorithm to identify clusters in noisy datasets.	CO-3	L3
7.	Examine differences between K-means and K-medoids clustering results.	CO-4	L4
UNIT-IV			
8.	Examine the role of confusion matrices in model performance assessment.	CO-4	L4
9.	Determine the use of social networks for large dataset applications.	CO-5	L5
SECTION-C			
10.	**Case Study** Case Title: Evaluating Recommender Systems in Streaming Platforms Scenario: A popular video streaming platform, "StreamSmart," wanted to enhance user satisfaction through personalized recommendations. The Data Science department developed a machine learning-based recommender system using collaborative filtering and content-based filtering. After deployment, users began receiving recommendations. However, management wanted to know if the new system genuinely improved engagement. The team gathered data on viewing time, click-through rate (CTR), and subscription renewal for both the old and new systems. Using R statistical analysis, they compared mean engagement rates, variance, and correlation between recommendation accuracy and user retention. They also conducted A/B testing to validate results and generated interactive R graphs for management. Finally, the team evaluated the recommender model based on accuracy, precision, recall, and F1 score and concluded that model B outperformed model A by 12% in engagement. **Questions** a) Evaluate the effectiveness of machine learning models used in the recommender system based on key performance metrics. b) Justify whether StreamSmart should continue using the collaborative filtering model, considering business and data performance outcomes.	CO1	L5

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