

Total No. of Questions : 10

Total No. of Pages : 03

**MBA / MBA (IB) (Sem.-1)**  
**FOUNDATIONS OF MANAGEMENT**  
Subject Code : MBA-101-18  
M.Code : 75402  
Date of Examination : 03-07-2025

Time : 3 Hrs.

**Max. Marks : 60**

**INSTRUCTION TO CANDIDATES :**

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
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 consist of ONE Case Study carrying TWELVE marks.

### SECTION - A

1. Write short notes on the following :
  - a. Define management.
  - b. Define MBO (Management by Objective) approach.
  - c. Define planning.
  - d. What is McKinsey's 7-S approach?
  - e. Differentiate between formal and informal organization.
  - f. What are purposes of Decision tree analysis?
  - g. What are unstructured decisions?
  - h. Highlight importance of knowledge management in organizations.

## SECTION - B

## UNIT - I

2. Critically examine the various functions a manager has to perform in a business organization.
3. Outline the contribution of Fredrick W. Taylor in developing scientific management approach.

## UNIT - II

4. Highlight the importance of Planning in Organizations. Describe the planning process in detail
5. Outline the concept of Strategic Management. Explain characteristic features major kinds of strategies pursued by business organizations.

### UNIT - III

6. Explain the characteristic features of alternate organizational structures, commonly used in business organizations.
7. Outline the concept of coordination. Suggest various techniques to ensure effective coordination.

#### UNIT - IV

8. Outline the control process in organizations. Describe important techniques of control.
9. What are the salient features of American Style of Management?

## SECTION - C

### 10. Case study

#### TechPro - Researching Consumer Preferences for a New Smartphone

TechPro, a tech startup, wanted to launch its first smartphone in the market. Before finalizing the product design, the company decided to conduct marketing research to understand what features potential customers valued the most. The research team conducted a survey targeting smartphone users, asking questions about screen size, battery life, camera quality and price range. They also conducted focus groups with participants from different age groups to gauge their interest in emerging technologies like facial recognition and wireless charging.

The results showed that customers valued battery life and camera quality the most. Interestingly, participants were less concerned about screen size, suggesting that many were more interested in practical features. Additionally, the research indicated that a mid-range price point was ideal for their target market, which included young professionals and students. Based on this data, TechPro redesigned its smartphone to prioritize battery and camera features while keeping the price affordable.

After launching the product, TechPro found that the smartphone was well-received, particularly among their target demographic, confirming that marketing research had played a critical role in shaping the final product.

#### Question :

- What methods did TechPro use to gather consumer insights?
- Why was it important for TechPro to understand what features consumers valued the most?
- What steps in planning will you recommend for TechPro to finalize its Product design?
- How could TechPro develop MBO approach to develop its new smartphone?

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Total No. of Questions : 10

MBA / MBA (IB) (Sem.-1)  
MANAGERIAL ECONOMICS

Subject Code : MBA-102-18

M.Code : 75403

Date of Examination : 16-06-2025

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTIONS TO CANDIDATES :**

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  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 consist of ONE Case Study carrying TWELVE marks.

### SECTION-A

1. Write a short note on the following:

- a. Managerial Economics
- b. Demand Function
- c. Indifference Curve
- d. Iso Quants
- e. Marginal Revenue
- f. Oligopoly
- g. Multiplier
- h. GDP.

## SECTION - B

## UNIT - I

2. Write a Note on Opportunity Cost Principle and Incremental Concept?
3. Differentiate between Price, Income and Cross Elasticity of Demand with suitable examples?

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## UNIT - II

4. What do you mean by Returns of Scale? Explain various reasons of Returns of Scale.
5. Explain relationship between Average Revenue, Total Revenue and Marginal Revenue. Why is it important to study this relationship?

### UNIT - III

6. What is Perfect Competition? Explain its features. How Price and Output is determined under perfect Competition?
7. What is pricing? Explain different methods of pricing the Commodity.

## UNIT - IV

8. What is Money Market Equilibrium? How Money Market Equilibrium is determined?
9. What is National Income? Explain different methods of determination of National Income.

### SECTION - C

- ## 10. Case Study

Raj Kumar & Co., the cabinet-maker has estimated the following demand function, for the steel cabinets produced by them:

$$Q_d = 1,500 - 0.03P + 0.09AE$$

Where,  $Q_d$  = quantity demanded of steel cabinets

P = average price of the steel cabinet

AE = the firm's advertising expenditure.

All data are on a quarterly basis. The firm currently spends Rs. 10,000 per quarter on advertising.

State the demand curve equation for the price-demand relationship. Give graphical representation assuming price variable values to be Rs. 10,000, Rs. 9,000, Rs. 8,000, Rs. 7,000, and Rs. 6,000.

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Total No. of Questions : 10

**MBA / MBA(IB/Fintech) (Sem.-1)**  
**QUANTITATIVE TECHNIQUES**

Subject Code : MBA-103-18

M.Code : 75404

Date of Examination : 18-06-2025

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTION TO CANDIDATES :**

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3. SECTION-C is COMPULSORY carrying TWELVE marks.

**SECTION - A**

**1. Answer briefly :**

- a. Meaning of Statistics.
- b. Positional Average
- c. Correlation Coefficient
- d. Event Probabilities
- e. Probability Distribution
- f. Zero Sum Game
- g. PERT
- h. Feasible Solution.

**SECTION - B**

**UNIT - I**

2. Distinguish between Statistical Methods and Statistics. Discuss the scope and significance of the study of statistics.

3. Find the standard deviation from the following frequency distribution :

| Marks           | 10 | 20 | 30 | 40 | 50 | 60 |
|-----------------|----|----|----|----|----|----|
| No. of students | 8  | 12 | 20 | 10 | 7  | 3  |

**UNIT - II**

4. From the following data of the age of husband and the age of wife, form the two regression lines and calculate the husband's age when the wife's age is 16. And also find the value of coefficient of correlation :

| Husband's age | 36 | 23 | 27 | 28 | 28 | 29 | 30 | 31 | 33 | 35 |
|---------------|----|----|----|----|----|----|----|----|----|----|
| Wife's age    | 29 | 18 | 20 | 22 | 27 | 21 | 29 | 27 | 29 | 28 |

5. Explain Addition and Multiplication Laws of Probability.

**UNIT - III**

6. Siva Kumar & Co. manufactures two types of T-shirts, one with collar and another without collar. Each T-shirt with collar yields a profit of Rs. 20, while each T-shirt without collar yields Rs. 30. Shirt with collar requires 15 minutes of cutting and 25 minutes of stitching. Shirt without collar requires 10 minutes of cutting and 20 minutes of stitching. The full shift time is available for cutting in an 8 hour shift, but only 6 hours are available for stitching. Formulate the problem as an LP model to maximize the profit.
7. What is Game Theory? What are the properties of a game? Explain the best strategy on the basis of Minimax criterion of Optimally.

**UNIT - IV**

8. The cost of transportation per unit from three sources and four destinations are given in Table below. Obtain the initial basic feasible solutions using the following methods.

- a) North-west corner method
- b) Least cost method.

| Source        | Destination |     |     |     | Supply |
|---------------|-------------|-----|-----|-----|--------|
|               | 1           | 2   | 3   | 4   |        |
| 1             | 4           | 2   | 7   | 3   | 250    |
| 2             | 3           | 7   | 5   | 8   | 450    |
| 3             | 9           | 4   | 3   | 1   | 500    |
| <b>Demand</b> | 200         | 400 | 300 | 300 | 1200   |

9. What is Travelling-Salesman Problem? How does it differ from an assignment Problem?

### SECTION - C

#### 10. Case Study :

You are required to prepare a Network Diagram for constructing a 5 floor Apartment.  
The major activities of the project are given as follows :

| Activity | Description                 | Immediate Predecessor |
|----------|-----------------------------|-----------------------|
| A        | Selection of site           | -                     |
| B        | Preparation of drawings     | -                     |
| C        | Arranging the for finance   | A                     |
| D        | Selection of contractor     | A                     |
| E        | Getting approval from Govt. | A                     |
| F        | Laying the foundation       | E                     |
| G        | Start construction          | D, F                  |
| H        | Advertise in newspaper      | B, C                  |
| I        | Allocation of tenants       | G, H                  |

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Total No. of Pages : 04

Total No. of Questions : 10

MBA / MBA(IB/Fintech) (Sem.-1)

**ACCOUNTING FOR MANAGEMENT AND REPORTING**

Subject Code : MBA-104-18

M.Code : 75405

Date of Examination: 20-06-2025

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTION TO CANDIDATES :**

- SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
- 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.
- SECTION-C is COMPULSORY and carries TWELVE marks.

**SECTION-A****1. Write short notes on the following:**

- Liabilities
- Accounting Cycle
- Break Even Analysis
- Material Yield Variance
- Current Ratio
- Comparative Statement
- Human Resource Accounting
- Harmonization of Accounting Principles.

**SECTION - B****UNIT - I**

- 'Financial accounting is the language of business to communicate with the stakeholders of business organization'. Elucidate. Also discuss the various accounting principles that are used for book keeping and accounting.

- What do you mean by banking company accounts? Describe the major differences in the preparing banking company accounts and accounts of a manufacturing company. Also describe the format of balance sheet of a banking company as prescribed by, the Banking Regulations Act.

**UNIT - II**

- A Ltd. has been offered a choice to buy a machine between Machine 1 and Machine 2. The following data are provided.

|                        | Machine 1  | Machine 2  |
|------------------------|------------|------------|
| Annual output in units | 10,000     | 10,000     |
| Fixed Cost             | Rs. 60,000 | Rs. 32,000 |
| Profit at above level  | Rs. 60,000 | Rs. 48,000 |

The market price of the product is expected to be Rs. 20 per unit. You are required to compute:

- Break Even Point of each machine.
  - The level of sales at which both the machines earn equal profit.
  - The range of sales at which one is more profitable from the other.
- Differentiate between standard costing and budgetary control. Discuss in detail the various types of budgets along with their suitable applications.

**UNIT - III**

- Following is the Balance Sheet of Maruti Suzuki Co. Limited for the Financial Years 2022- 23 and 2021-22. You are required to prepare the comparative balance sheet of the company and analyse the change in the financial position of the company.

| Capital and Liabilities              | 2022-23 (Rs. in Crores) | 2021-22(Rs. in Crores) |
|--------------------------------------|-------------------------|------------------------|
| Equity Share Capital                 | 151                     | 151                    |
| Reserves                             | 61,640.30               | 55,182.50              |
| Secured Loans                        | 1,215.80                | 381.9                  |
| Current Liabilities                  | 20,539.00               | 17,994.40              |
| Provisions                           | 1,050.80                | 945.7                  |
| <b>Total Capital and Liabilities</b> | <b>847596.90</b>        | <b>74,655.50</b>       |
| <b>Assets</b>                        |                         |                        |
| Gross Block                          | 37,892.40               | 31,625.80              |
| Less: Accum. Depreciation            | 20,062.00               | 17,878.60              |
| <b>Net Block</b>                     | <b>17,830.40</b>        | <b>13,747.20</b>       |
| Capital Work in Progress             | 2,904.10                | 2,936.50               |

|                       |                  |                  |
|-----------------------|------------------|------------------|
| Investments           | 49,184.30        | 42,034.70        |
| Inventories           | 4,283.50         | 3,532.30         |
| Sundry Debtors        | 3,301.40         | 2,034.50         |
| Cash and Bank Balance | 41.6             | 3,042.20         |
| Loans and Advances    | 7,051.60         | 7,328.10         |
| <b>Total Assets</b>   | <b>84,596.90</b> | <b>74,655.50</b> |

7. What do you mean by financial statement analysis? Describe the objectives of conducting financial statement analysis. Also discuss the various limitations and challenges of financial statement analysis.

#### UNIT - IV

8. Discuss in detail the meaning and applications of the following:

- Activity Based Costing
- Life Cycle Costing

9. What do you mean by IFRS? Briefly discuss the various IFRS issued by IASB. Also briefly describe the various challenges faced in India for implementing IFRS.

#### SECTION - C

10. Case Study:

Following are the financial ratios of Hero Motocorp Co. Ltd. for the financial years 2018-2019 to 2022-23:

| Financial Ratios                               | 2022-23  | 2021-22  | 2020-21  | 2019-20  | 2018-19  |
|------------------------------------------------|----------|----------|----------|----------|----------|
| <b>Investment Valuation Ratios</b>             |          |          |          |          |          |
| Face Value                                     | 2        | 2        | 2        | 2        | 2        |
| Dividend Per Share                             | 100      | 95       | 105      | 90       | 87       |
| Operating Profit Per Share (Rs. in Crores)     | 199.47   | 168.62   | 201.18   | 198.16   | 246.84   |
| Net Operating Profit Per Share (Rs. in Crores) | 1,691.64 | 1,463.88 | 1,541.73 | 1,443.69 | 1,684.83 |
| Earnings Per Share                             | 145.65   | 123.79   | 148.37   | 181.9    | 169.47   |
| Book Value                                     | 834.14   | 788.79   | 759.8    | 706.97   | 643.25   |
| <b>Profitability Ratios</b>                    |          |          |          |          |          |
| Operating Profit Margin (%)                    | 11.79    | 11.51    | 13.04    | 13.72    | 14.65    |
| Gross Profit Margin (%)                        | 9.84     | 9.29     | 10.85    | 10.88    | 12.86    |
| Cash Profit Margin (%)                         | 10.37    | 10.47    | 11.6     | 12.74    | 11.6     |
| Net Profit Margin (%)                          | 8.6      | 8.45     | 9.62     | 12.59    | 10.05    |
| Return On Capital Employed (%)                 | 23.31    | 20.75    | 25.8     | 27.71    | 39.03    |

|                                      |       |        |        |        |        |
|--------------------------------------|-------|--------|--------|--------|--------|
| Return On Net Worth (%)'             | 17.46 | 15.69  | 19.52  | 25.72  | 26.34  |
| Return on Long Term Funds (%)        | 23.36 | 20.78  | 25.83  | 27.74  | 39.06  |
| <b>Liquidity and Solvency Ratios</b> |       |        |        |        |        |
| Current Ratio                        | 0.92  | 0.81   | 0.75   | 0.88   | 1.36   |
| Quick Ratio                          | 0.7   | 0.62   | 0.54   | 0.65   | 1.14   |
| <b>Debt Coverage Ratios</b>          |       |        |        |        |        |
| Interest Cover                       | 196   | 126.97 | 179.59 | 177.94 | 583.64 |
| <b>Management Efficiency Ratios</b>  |       |        |        |        |        |
| Inventory Turnover Ratio             | 23.57 | 26.05  | 20.96  | 26.41  | 31.38  |
| Debtors Turnover Ratio               | 13.25 | 12.36  | 15.29  | 13.03  | 15.5   |
| Investments Turnover Ratio           | 2.03  | 1.86   | 2.03   | 2.04   | 2.62   |
| Fixed Assets Turnover Ratio          | 3.18  | 2.81   | 3.01   | 2.89   | 4.28   |
| Total Assets Turnover Ratio          | 2.09  | 1.89   | 2.07   | 2.06   | 2.65   |
| Asset Turnover Ratio                 | 2.08  | 1.89   | 2.1    | 2.14   | 2.73   |
| <b>Cash Flow Indicator Ratios</b>    |       |        |        |        |        |
| Dividend Payout Ratio Net Profit     | 68.65 | 76.75  | 64.02  | 53.32  | 56.05  |
| Dividend Payout Ratio Cash Profit    | 56.01 | 60.78  | 52.12  | 43.52  | 47.58  |
| Earning Retention Ratio              | 31.35 | 23.25  | 35.98  | 34.46  | 43.95  |
| Cash Earning Retention Ratio         | 43.99 | 39.22  | 47.88  | 48.67  | 52.42  |

Using the above financial ratios, you are required to comment on the financial position as well as performance of Hero MotoCorp Co. Ltd.

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**Total No. of Questions : 10**

## BUSINESS ENVIRONMENT AND INDIAN ECONOMY.

M.Code : 75406

**Date of Examination : 23-06-2025**

Time : 3 Hrs.

Max. Marks : 60

**INSTRUCTIONS TO CANDIDATES :**

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

### SECTION - A

1. Answer the following :
- a) What is macro environment?
  - b) What do you mean by fundamental rights?
  - c) Who do you mean by consumerism?
  - d) What are carbon footprints?
  - e) What is intellectual property?
  - f) What are exports oriented units?
  - g) What is unorganized sector?
  - h) What do you mean by social inclusion?

## SECTION - B

## UNIT - I

2. Critically examine the various components of Business Environment which a manager must keep in mind. Give suitable illustrations.
3. a) Outline objectives of Economic Planning in India, with examples.  
b) Highlight the features of India's Monetary Policy.

## UNIT - II

4. Highlight the importance of Public Sector in Indian Economy. Describe challenges and opportunities for Public Sector in India, with examples.
5. Outline the salient features of Consumer Protection Act, 1986, with illustrations.

### UNIT - III

6. Explain relative advantages and disadvantages of Multinational Corporations (MNCs) in a developing country like India, with examples.
7. Outline the salient features of Indian Economy. Give illustrations in support of your answer.

#### UNIT - IV

8. a) What are the challenges faced by Agricultural sector In India?  
b) Suggest ways to improve agriculture production in India.
9. a) What are the salient features of social infrastructure?  
b) Explain importance of infrastructure development in a developing country like India.

## SECTION - C

### 10. Case study

India is facing severe air pollution in major cities, with many of Indian cities among the world's most polluted cities. The environmental crisis is having wide-ranging effects on public health, transportation and the economy. Businesses, in the country are facing disruptions in operations, including delivery delays, lower productivity due to employee health issues and a decrease in consumer spending due to the harsh conditions.

The government introduced stricter regulations on industrial emissions and promoted the use of Electric - Vehicles (EVs) and renewable energy sources to combat pollution. Companies in the automotive and manufacturing sectors were forced to innovate and invest in cleaner technologies. Many of automobile giants have expanded its electric vehicle offerings to align with government regulations and changing consumer preferences.

At the same time, the tourism industry was also impacted, as many foreign tourists were discouraged from visiting cities like Delhi due to health concerns related to pollution. In light of the above, organizations are feeling the increasing need to consider ecological factors and sustainability practices in their strategies, especially in a country like India where environmental challenges are rising.

#### Questions :

- a. Why is it crucial for businesses in India to consider ecological factors in their operations?
- b. How did the Indian government respond to the ecological crisis?
- c. How did businesses like Tata Motors or Mahindra adapt to the changing environment?
- d. Recommend suitable eco-friendly policies companies can adopt in their production and marketing efforts.

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**Total No. of Questions : 10**

## BUSINESS COMMUNICATION FOR MANAGERIAL EFFECTIVENESS

**M.Code : 75408**

Time : 3 Hrs.

**Max. Marks : 60**

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

1. Write briefly :

- What do you mean by business communication?
- What precautions should be taken during cross cultural communication?
- What do you mean by social networking technologies?
- What precautions must be taken while writing negative messages.
- Define glassophobia.
- What are simulation games?
- Highlight the importance of listening skills.
- What care must be taken while making online presentations?

## UNIT - I

2. What are characteristics of effective Business Communication? Identify various barriers that can occur in communication.
3. a) What are business etiquettes?  
b) Highlight the importance of non verbal communication.

4. Explain the three step writing process, with suitable illustrations.
5. What are salient features of a good business report? Give examples.

6.
  - a) What factors should be considered while making presentations?
  - b) How can effectiveness of a presentation be improved?
7.
  - a) What are the purposes of obtaining feedback in communications?
  - b) Recommend strategies to be used while participating in group discussions.

8. What factors should be kept in mind while planning, writing and completing resume? Elaborate.
9. a) What precautions must be taken to enhance success in interviews? Explain.  
b) Outline the features of role play.

## SECTION - C

### 10. Case Study :

Anita was recently hired as a marketing executive at Orion Foods Ltd. On her first assignment, she was asked to coordinate with the product design and sales teams to prepare a new product pitch. During the initial meeting, Anita quickly presented her ideas and dominated the conversation, cutting off team members who tried to speak. She failed to take notes or seek clarification, assuming she understood everyone's roles.

After the meeting, the teams began working, but miscommunications soon surfaced. The sales team had expected a market-focused presentation, while the design team had emphasized technical features. When Anita submitted the final pitch to her manager, it lacked cohesion and failed to meet the expectations of both departments.

Her manager sat down with her to discuss what went wrong. He explained the importance of the communication process—encoding, transmitting, decoding, and feedback—and emphasized the need for active listening and professional etiquette, such as allowing others to speak, taking notes and clarifying doubts. Anita realized her mistake and in future meetings, became more receptive, patient and collaborative.

#### Questions :

- a. What part of the communication process did Anita neglect?
- b. How did Anita's lack of listening affect the outcome of the project?
- c. Why is etiquette important in professional meetings?
- d. What steps could Anita take to improve her communication in future team interactions?

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