

Roll No.

Total No. of Pages : 04

Total No. of Questions : 11

MBA (Sem.-3)

HUMAN VALUES, DE-ADDICTION & TRAFFIC RULES

Subject Code : HVPE101-18

M.Code : 76891

Date of Examination : 18-06-2025

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains TEN objective type questions carry ONE marks each.
2. SECTION-B contains FIVE short answer type questions carry FOUR marks each.
3. SECTION-C contains FIVE descriptive answer type questions carry SIX marks each with internal choice.
4. Attempt ALL questions.

SECTION-A

(10 × 1 = 10)

1. Write briefly :

- a) What is value of any unit in the larger order?
बड़े आदेश में किसी भी इकाई का क्या मूल्य है?
बड़े आदेशों में से किसी भी इकाई का क्या मूल्य है?
- b) What is Holistic System?
समग्र प्रणाली क्या है?
समग्रबोधमय प्रणाली क्या है?
- c) What is Gratitude?
कृतज्ञता क्या है?
कृतज्ञता क्या है?
- d) What is innateness?
स्वाभाविकता क्या है?
संवादात्मकता क्या है?
- e) What is Utility-Value?
उपयोगिता-मूल्य क्या है?
उपयोगिता-मूल्य क्या है?

[M-76891]

(S-17) 1678

- f) What is the difference between prosperity and wealth?

समृद्धि और धन के बीच क्या अंतर है?

- g) What do you mean by Respect?

आप का सम्मान से क्या मतलब है?

तुम्हारा आदर का क्या मतलब है?

- h) How the value "Guidance" is related with Self.

मूल्य "सागर्दर्शन" स्वयं के साथ कैसे संबंधित है?

मूल्य 'अगाधता' 'सर्व' के साथ कैसे संबंधित है?

- i) What is Animal Order?

जीव आदेश क्या है?

जीव आदेश क्या है?

- j) What is Perseverance?

अटलता क्या है?

धीरज क्या है?

SECTION-B

(5 × 4 = 20)

2. How there is Recyclability and Self-Regulation in Nature?

प्रकृति में आत्म नियमन और पुनरावृत्ति कैसे है?

प्रकृति में आत्म-नियमन और पुनरावृत्ति कैसे है?

3. Explain harmony in family.

परिवार में तालमेल के बारे में बताएं।

परिवार में तालमेल के बारे में बताएं।

4. Differentiate between intention and competence. How do we come to confuse between these?

इरादा और क्षमता के बीच क्या अंतर है? कैसे हम गलती करते हैं?

इरादा और क्षमता के बीच क्या अंतर है? कैसे हम गलती करते हैं?

[M-76891]

(S-17) 1678

5. Explain Competence in Professional-Ethics.

ਪੇਸ਼ੇਵਰ ਨੈਤਿਕਤਾ ਮੇਂ ਕਸਤਾ ਸਮਝਾਓ।

ਪੇਸ਼ੇਵਰ ਨੈਤਿਕਤਾ ਵਿੱਚ ਸਮਰੱਥਾ ਸਮਝਾਓ।

6. What are the basic guidelines of value education?

ਮੂਲ ਸਿੱਖਿਆ ਦੀ ਬੁਨਿਆਦੀ ਦਿਸ਼ਾਨਿਰਦੇਸ਼ ਕੀ ਹਨ?

ਮੁੱਲ ਸਿੱਖਿਆ ਦੀ ਬੁਨਿਆਦੀ ਦਿਸ਼ਾਨਿਰਦੇਸ਼ ਕੀ ਹਨ?

SECTION-C

(5 × 6 = 30)

7. Compare the Four Orders in Nature on the basis of their salient aspects.

ਸੁੱਖ ਪਹਲੂਆਂ ਦੇ ਆਧਾਰ ਪਰ ਪ੍ਰਕ੍ਰਿਤੀ ਮੇਂ ਚਾਰ ਆਦੇਸ਼ਾਂ ਦੀ ਤੁਲਨਾ ਕਰੋ।

ਮੁੱਖ ਪਹਿਲੂਆਂ ਦੇ ਆਧਾਰ ਉੱਤੇ ਕੁਦਰਤ ਵਿੱਚ ਚਾਰ ਆਦੇਸ਼ਾਂ ਦੀ ਤੁਲਨਾ ਕਰੋ।

OR

What is the meaning and purpose of Self-Exploration?

ਸਵਯੰ-ਅਨੁਵੇਸ਼ਣ ਦੇ ਅਰਥ ਅਤੇ ਉਦੇਸ਼ ਕੀ ਹਨ?

ਆਤਮ ਅਧਿਐਨ ਦੇ ਮਤਲੱਬ ਅਤੇ ਉਦੇਸ਼ ਕੀ ਹਨ?

8. Describe basic human aspirations. What are the requirements to fulfill basic human aspirations?

ਬੁਨਿਆਦੀ ਮਾਨਵੀ ਆਕਾਂਸ਼ਾ ਕੀ ਹਨ? ਬੁਨਿਆਦੀ ਮਾਨਵੀ ਆਕਾਂਸ਼ਾਵਾਂ ਨੂੰ ਪੂਰਾ ਕਰਨ ਦੇ ਲਈ ਆਵਸ਼ਯਕਤਾਵਾਂ ਦੀ ਵਰਤੋਂ ਕਰੋ।

ਬੁਨਿਆਦੀ ਮਾਨਵੀ ਇੱਛਾਵਾਂ ਕੀ ਹਨ? ਬੁਨਿਆਦੀ ਮਾਨਵੀ ਇੱਛਾਵਾਂ ਨੂੰ ਪੂਰਾ ਕਰਨ ਲਈ ਜ਼ਰੂਰਤਾਂ ਦਾ ਵਰਤੋਂ ਕਰੋ।

OR

How is a human-being co-existence of Self and Body? Explain Pre-Conditioning, Sensation and Natural-Acceptance.

ਇੱਕ ਮਨੁੱਖੀ ਹੋਣ ਦੀ ਸਹ-ਅਸਤਿਤਵ ਕੀਸੇ ਹੈ? ਪੂਰਵ-ਮਾਨਤਾ, ਸੰਵੇਦਨਾ ਅਤੇ ਪ੍ਰਾਕ੍ਰਿਤਿਕ-ਸਵੀਕ੍ਰਿਤੀ ਸਮਝਾਓ।

ਮਨੁੱਖ ਸਵੇਂ ਅਤੇ ਸਰੀਰ ਦਾ ਸਹਿ-ਅਸਤਿਤਵ ਕਿਵੇਂ ਹੈ? ਪੂਰਵ-ਮਾਨਤਾ, ਸੰਵੇਦਨਾ ਅਤੇ ਸਹਿਜ-ਸਵੀਕ੍ਰਿਤੀ ਸਮਝਾਓ।

9. Explain the process of self-exploration with the help of a suitable diagram.

ਇੱਕ ਉਪਯੁਕਤ ਆਰੇਖ ਦੀ ਮਦਦ ਨਾਲ ਆਤਮ-ਅਨੁਵੇਸ਼ਣ ਦੀ ਪ੍ਰਕ੍ਰਿਤੀ ਨੂੰ ਸਮਝਾਓ।

ਇੱਕ ਢੁਕਵੇਂ ਚਿੱਤਰ ਦੀ ਮਦਦ ਨਾਲ ਆਤਮ-ਅਧਿਐਨ ਦੀ ਪ੍ਰਕ੍ਰਿਤੀ ਨੂੰ ਸਮਝਾਓ।

OR

What are the problems we are facing today because of operating on the basis of pre-conditioned desires?

ਪੂਰਵ-ਮਾਨਤਾ ਇੱਛਾਵਾਂ ਦੇ ਆਧਾਰ ਉੱਤੇ ਚੱਲਣ ਕਰਕੇ ਅੱਜ ਅਸੀਂ ਕਿਹੜੀਆਂ ਸਮੱਸਿਆਵਾਂ ਦਾ ਸਾਮਣਾ ਕਰ ਰਹੇ ਹਾਂ?

ਪੂਰਵ-ਮਾਨਤਾ ਇੱਛਾਵਾਂ ਦੇ ਆਧਾਰ ਉੱਤੇ ਚੱਲਣ ਕਰਕੇ ਅੱਜ ਅਸੀਂ ਕਿਹੜੀਆਂ ਸਮੱਸਿਆਵਾਂ ਦਾ ਸਾਮਣਾ ਕਰ ਰਹੇ ਹਾਂ?

10. Explain self-organisation and health.

ਆਤਮ ਸੰਗਠਨ ਅਤੇ ਸਿਹਤ ਦੇ ਬਾਰੇ ਸੋਚੋ।

ਆਤਮ ਸੰਗਠਨ ਅਤੇ ਸਿਹਤ ਦੇ ਬਾਰੇ ਵਿੱਚ ਦੱਸੋ।

OR

What are the five dimensions of Human Endeavour in society?

ਸਮਾਜ ਮੇਂ ਮਨੁੱਖੀ ਪ੍ਰਯਾਸ ਦੇ ਪੰਜ ਆਧਾਰ ਕੀ ਹਨ?

ਸਮਾਜ ਵਿੱਚ ਮਨੁੱਖੀ ਕੋਸ਼ਿਸ਼ ਦੇ ਪੰਜ ਪਹਿਲੂ ਕੀ ਹਨ?

11. What are the broad holistic criteria for evaluation of technologies, production systems and management models? How do they map with the comprehensive human goal?

ਪ੍ਰਾਗਮਾਤਿਕ, ਉਤਪਾਦਨ ਪ੍ਰਣਾਲੀ ਅਤੇ ਪ੍ਰਬੰਧਨ ਮਾਡਲ ਦੇ ਮੁਲਾਂਕਨ ਦੇ ਲਈ ਵਿਆਪਕ ਸਮੱਗਰੀ ਮਾਪਦੰਡ ਕੀ ਹਨ? ਕੀਸੇ ਤਰ੍ਹਾਂ ਵਿਆਪਕ ਮਨੁੱਖੀ ਲਕਸ਼ ਦੇ ਸਾਥ ਮੇਲ ਖਾਤੀ ਹੈ?

ਤਕਨਾਲੋਜੀ, ਉਤਪਾਦਨ ਸਿਸਟਮ ਅਤੇ ਪ੍ਰਬੰਧਨ ਮਾਡਲ ਦੀ ਪੜਤਾਲ ਕਰਨ ਲਈ ਵਿਆਪਕ ਸੰਪੂਰਨ ਮਾਪਦੰਡ ਕੀ ਹਨ? ਕਿਵੇਂ ਉਹ ਵਿਆਪਕ ਮਨੁੱਖੀ ਲਕਸ਼ ਦੇ ਨਾਲ ਮੇਲ ਖਾਂਦੀ ਹੈ?

OR

What are the salient unethical practices in the profession at present? Analyze the root cause and possible solution.

ਮੌਜੂਦਾ ਸਮੇਂ ਮੇਂ ਪੇਸ਼ੇ ਦੇ ਮੁੱਖ ਅਨੈਥਿਕ ਤਰੀਕੇ ਕੀ ਹਨ? ਮੂਲ ਕਾਰਨ ਅਤੇ ਸੰਭਵ ਸਮਾਧਾਨ ਦਾ ਵਿਸ਼ਲੇਸ਼ਣ ਕਰੋ।

ਮੌਜੂਦਾ ਸਮੇਂ ਵਿੱਚ ਪੇਸ਼ੇ ਦੇ ਮੁੱਖ ਅਨੈਥਿਕ ਤਰੀਕੇ ਕੀ ਹਨ? ਮੂਲ ਕਾਰਨ ਅਤੇ ਸੰਭਵ ਸਮਾਧਾਨ ਦਾ ਵਿਸ਼ਲੇਸ਼ਣ ਕਰੋ।

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SECTION - C

10. Case study

Priya was recently promoted to team leader at NexaTech Solutions, a mid-sized IT company, known for her extroverted personality and optimistic attitude, Priya always approached tasks with enthusiasm and encouraged collaboration among team members. However, her teammate Arjun, a highly introverted and analytical developer, often preferred working independently and was uncomfortable with Priya's energetic group-oriented approach.

Tensions began to surface when Priya introduced daily stand-up meetings and regular brainstorming sessions. Arjun felt these meetings were unproductive and disrupted his concentration, while Priya believed they boosted team spirit and innovation. Priya, valuing openness and transparency, was frustrated by Arjun's minimal participation and began perceiving him as disengaged.

Their manager, Ms. Rao, intervened and organized a workshop on personality types and workplace values. The session helped the team understand how different personalities and value systems influence workplace behaviour. Priya learned to appreciate Arjun's need for focused time, while Arjun made an effort to participate more actively. The team found a balance by incorporating both, independent work blocks and collaborative sessions.

This situation highlights how personality traits, attitudes, and values shape workplace dynamics and underscores the importance of understanding and accommodating differences.

Questions :

- a. What personality differences can you identify between Priya and Arjun?
- b. How did Priya's attitude influence her leadership style?
- c. How did Ms. Rao's intervention help resolve the conflict?
- d. What can organizations do to manage personality-based conflicts more effectively?

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Total No. of Questions : 10

Total No. of Pages : 03

MBA (Sem.-3)
MARKETING RESEARCH

Subject Code: MBA 302-18

M.Code: 76890

Date of Examination : 16-06-2025

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS 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 consists of ONE Case Study carrying TWELVE marks.

SECTION - A

1. Write briefly :
 - a) Define marketing research.
 - b) What do you mean by descriptive research?
 - c) What is Randomized Block Design?
 - d) What is indirect observation method?
 - e) What are the purposes of content validity?
 - f) What do you mean by Generalizability?
 - g) Explain the concept of Reliability of a scale.
 - h) What is the purpose of undertaking factor analysis?

SECTION - B

UNIT - I

2. Highlight the importance of conducting marketing research in business organizations.
3. Explain the difference between primary and secondary data. Describe various sources of secondary data for marketing research.

UNIT – II

4. What are the purposes of preparing a research proposal? Highlight the important contents and format of the research proposal.
5. **Describe salient features of the following :**
 - a) Completely randomized design.
 - b) Factorial design
 - c) Before - after with control group design.

UNIT – III

- Outline the various principles of preparing a questionnaire. Differentiate between structured and unstructured questionnaire.
- Highlight the purposes of conducting validity testing. Describe the various types of validity testing.

UNIT – IV

8. Explain the characteristics features of SPSS (Statistical Package for the Social Sciences). Highlight its importance in marketing research.
9. Explain the benefits of undertaking correlation analysis in marketing research with suitable illustration.

SECTION - C

10. Read the Case and Answer Questions based on it :

Rexona Foods – Expanding into the Vegan Market

Rexona foods, a well-established fast-causal restaurant, wanted to tap into the growing demand for vegan food. Before launching their new vegan menu, the company conducted a market survey to assess consumer interest. The survey asked customers about their preferences, motivations for choosing vegan meals and willingness to try plant - based alternatives.

The research revealed that most participants were open for trying vegan options, especially if they tasted similar to traditional meat dishes. In addition, consumers expressed a desire for locally sourced ingredients and sustainable packaging. Based on these findings, Rexona Foods created a new vegan menu that focused a flavor, health benefits and sustainability. They also launched a targeted marketing campaign highlighting their commitment to environmental responsibility.

The new vegan menu was a hit, attracting a wide range of customers, including these who weren't strictly vegān but wanted healthier meal options. Rexona Foods expanded its market share and solidified its reputation as a socially responsible brand.

Questions :

- a. What type of marketing research did Rexona Foods use to understand consumer preferences?
- b. How did the survey results shape the menu design and marketing strategy?
- c. Why did Rexona Foods choose to focus on flavor and sustainability?
- d. How might Rexona Foods expand further into the vegan market?

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SECTION - C

10. Case Study :

Lalith is a store manager and head of the distribution center in an Indian company that's located in one of the developing cities. His family includes his parents who have retired from their respective banking professions, his wife who is working as a librarian in a college, his twin sons who are now eligible for primary school admissions and an unemployed younger sister whose marriage is fixed. Lalith belongs to a middle-class segment but more or less, the income level and family saving is good. Lalith's parents are conservative in nature. They prefer to spend on the basic necessities and those essential things that make up a living. However, Lalith likes to have a comfortable lifestyle and spends most of his earnings on furnishings and interior decor. Recently, Lalith had bought two air-conditioners but his parents didn't let him install them in their room. So, he had to put the second one in the children's room. Lalith often ignores his parent's advice and does what he feels like doing. He is also planning to purchase a car within a year. His wife doesn't mind Lalith's spending habits but she is very particular to ensure that her salary is spent only on the household expenses and the rest goes to the Fixed Deposit of her Bank.

Now, since Lalith's sister is getting married soon, his parents have insisted on Lalith to spend less and save more so that the marriage ceremony takes place in a splendid way. Lalith's marriage was a small event because most of the relatives and friends had already informed that they could not attend the occasion for personal reasons. And so, Lalith's parents wanted to invite all the relatives and friends for their daughter's wedding and make the occasion a grand success. Due to this reason, there are small fights happening in the house and Lalith feels that his income is not enough to meet the requirements. He is getting irritated over small things and he has lost concentration on his work. Then, one particular working day when Lalith was carrying out his usual routine work at the warehouse he gets a sudden call from the Vice-President (VP) of the company asking him to meet within the next half an hour. He is surprised and at the same time nervous about the meeting wondering what was the meeting about. He delegates some work to his assistant and then hurries to the adjacent building block. The top authorities of the company had their offices in this block. No sooner he enters the building he is called inside the VP's chamber and after some time when Lalith comes out of the room he realizes that he has received a cash reward for a record work he had accomplished a long time back. The top management even presented him with a Certificate of Excellence and a personal letter asking him to lead by example. When he comes back to his office, he also realizes that a copy of his certificate was put across the company's internal e-mails and notice boards. He is very happy with the recognition he deserved especially with the Cash amount he received and commits himself to solving more complicated tasks at the workplace.

Realizing the need for a car before his sister's marriage, he even decides to purchase a car without wasting much time. He takes a friend along when selecting the type of car, the brand, the features, and other attributes. Lalith is not particular about the brand but he

prefers to have a big, spacious car which is also convenient for long-distance traveling. He has an unclear budget above which he is not willing to pay for the car. His friend tells him that while deciding the features, color and other aspects, he may have to spend additional amount as well. At the end, he and his friend list down the three suitable brands that meets Lalith's considerations. After thinking for about a week, regarding the three car choices, Lalith finally selects one among them. In the next two days, he completed all the formalities and payments with respect to the purchase. He also tells the showroom executives to deliver the car to his home. He already has a driving license but then he decides to keep a driver till he gets the confidence to drive a big car. His parents are also happy seeing that Lalith, his wife, and his kids are excited about owning a car. Lalith manages to convince his conservative parents that savings are important but spending on finer things in life is not bad as well especially when you are in a position to do so. His sister's marriage takes place with grandeur and Lalith gets the opportunity to display his big car in front of the guests.

After recognizing Lalith's family background, status and situation,

Question :

- What do you think are the factors that influence Lalith's buying behavior in general? According to Maslow's need hierarchy theory, what are the needs of Lalith as a consumer and as an individual?
- Identify and analyze Lalith's decision-making stages when he purchased the car.

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Total No. of Questions : 10

Total No. of Pages : 03

MBA (Sem.-3)

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

Subject Code : MBA 911-18

M.Code : 76896

Date of Examination : 25-06-2025

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS 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 consists of ONE Case Study carrying TWELVE marks.

SECTION - A

1. Write briefly :
- a) Block Deals
 - b) Arbitrage Opportunity
 - c) Return on Capital Employed.
 - d) Contrarian Investing
 - e) Relative Strength Index.
 - f) Price Trend
 - g) Active vs. Passive Styles of Investing.
 - h) Financial Derivatives

SECTION - B

UNIT - I

2. Differentiate between investment, speculation and gambling. Also, write a detailed note on the factors determining risk profile of an investor.
3. What do you mean by stock exchange? Discuss in detail the various types of market participants involved in trading and settlement process in the Indian stock market.

UNIT - II

4. *'The process of fundamental analysis aims at identifying the scalable business, which can sustain in the long-term and handled by the competent management with integrity'.* Elucidate with suitable examples.
5. What is fundamental analysis? Briefly discuss the various factors that are considered for economic and industry analysis. Give suitable examples in support of your answer.

UNIT - III

6. What do you mean by candle stick charts? Differentiate between candle stick and moving average charts. Briefly describe various shapes that appear in the candle stick charts.
7. What is portfolio? Discuss in detail the various methods for analyzing portfolio performance. Give suitable examples in support of your answer.

UNIT - IV

8. What do you mean by behavioural finance? Write a detailed note on the implication of behavioural finance on the validity of various asset pricing models.
9. What are option contracts? Write a detailed note on how the payoffs of call and put option contracts are computed for long and short positions.

SECTION - C

10. Case Study

The following information is available regarding four mutual funds :

Fund	Risk Free Rate of Return (%)	Portfolio Return (%)	Portfolio Risk (%)	Portfolio Beta
A	8	11	15	0.90
B	8	15	22	0.85
C	8	21	38	1.20
D	8	13	23	1.15

Using the above information you are required to :

- Rank the above mutual funds based on the Sharpe and Treynor's ratios.
- Comment on the extent of diversification of these funds based on the ranks found in (a) above.

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Total No. of Pages : 03

Total No. of Questions : 10

MBA (Sem.-3)

MANAGEMENT OF FINANCIAL SERVICES

Subject Code : MBA-912-18

M.Code : 76897

Date of Examination : 27-06-2025

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS 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 consists of ONE Case Study carrying TWELVE marks.

SECTION - A

1. Write briefly :
- a) Financial services
 - b) Reinsurance
 - c) Dematerialization
 - d) CARE
 - e) Merchant Banker
 - f) Debit Card
 - g) Basel 1
 - h) Liquidity Risk

SECTION - B

UNIT - I

2. *"In spite of suitable legislative measures, the Indian Financial Services remains weak."* Comment.
3. Discuss functions of Depository Participants. Elaborate SEBI Guidelines related to Depository System.

UNIT - II

4. Discuss the Code of Conduct laid down for Merchant Bankers by SEBI. Why is it required?
5. Define Leasing. Explain the different kinds of leasing.

UNIT - III

6. Trace out the development in the field of Securitization in India and abroad? Discuss future prospects of securitization.
7. What do you mean by Plastic Money? Discuss factors affecting utilization of plastic money in India.

UNIT - IV

8. Write a short note on :
- a) GAP
 - b) Simulation Technique of ALM.
9. What is Interest Rate Swaps? Discuss how swaps are used as Risk Management Tool?

SECTION - C

10. Case Study

Consider the following balance sheet of a Financial Institution for the year ended March, 2022.

	(Rs. Crore)		(Rs. Crore)
Capital	520	Cash and bank balances	350
Reserves	930	Cash with RBI	2,530
Deposits	20,500	Investments	9,920
Borrowings	2,400	Credit	10,500
Other liabilities & Provisions	1,650	Fixed assets	1,620
		Others	1,080
	26,000		26,000

The bank is projecting a growth rate of 50% in deposits and 75% in advances. The CRR and SLR are expected to remain at 8% and 25%, respectively. The change in investments will only in the form of increase in SLR investments. The return on assets which is currently at 1.50% is expected to increase to 2.00% of existing assets. The current capital adequacy is 8.53.

Project the balance sheet for the next year. Find out the additional capital to be raised to support the projected level of business. Make suitable assumptions and indicate the same.

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Total No. of Questions : 10

Total No. of Pages : 03

MBA (Sem.-3)

ORGANIZATIONAL CHANGE AND DEVELOPMENT,

Subject Code : MBA 931-18

M.Code : 76898

Date of Examination : 28-06-2025

Max. Marks : 60

Time : 3 Hrs.

INSTRUCTIONS TO CANDIDATES :

- INSTRUCTIONS TO ANDIDATES :**
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 consists of ONE Case Study carrying TWELVE marks.

SECTION - A

1. **Write short notes on :**
 - a. Causes of change.
 - b. Values and assumptions in OD.
 - c. Six-box model of diagnosis.
 - d. Phases of OD program.
 - e. Structural interventions
 - f. T-group training
 - g. Objective of intergroup interventions.
 - h. Future of OD.

SECTION - B

UNIT - I

2. What do you mean by planned change? Discuss its importance and characteristics. Explain the process of implementing change in detail.
3. a) Explain Kurt Lewin's three-step model of change.
b) Discuss the characteristics of an effective team. Outline the model of developing an effective team.

UNIT - II

4. Define action research. Discuss in detail the steps of conducting action research. Also, explain the relevance of action research in OD.
5. Define organizational development interventions. Explain the distinguishing characteristics of OD interventions. Also, discuss the different types of OD interventions in detail.

UNIT – III

6. What are comprehensive interventions? State their need and objective? Also, explain various comprehensive interventions for OD.
7. Define power. Explain the various sources of power. Briefly discuss the role of organizational power and politics in the practice of OD.

UNIT - IV

8. Explain various issues concerning the client-consultant relationship in the implementation of OD.
9. a) Explain the various contemporary issues in OD.
b) Discuss various concerns about quality in OD.

SECTION - C

10. Case study

The Boeing 737, a short- to medium-range twin-engine, narrow-body jet, first rolled off the assembly line in 1967. Here, almost half a century later, it's the best-selling jet airliner in the history of aviation. As airlines replace their aging narrow-body jet fleets, the burden is on Boeing to ramp up production to meet demand and to do so efficiently. As Boeing managers state, "How do you produce more aircraft without expanding the building?" Managing production of the multimillion-dollar product—a 737-800 is sold for \$84.4 million—means "walking an increasingly fine line between generating cash and stoking an airplane glut." And Boeing is relying on its employee innovation teams to meet the challenge.

Boeing has been using employee-generated ideas since the 1990s, when its manufacturing facility in Renton, Washington, began adopting "lean" manufacturing techniques. Today, employee teams are leaving "few stones unturned." For instance, a member of one team thought of a solution to a problem of stray metal fasteners sometimes puncturing the tires as the airplane advanced down the assembly line. The solution? A canvas wheel cover that hugs the four main landing-gear tires. Another team figured out how to rearrange its workspace to make four engines at a time instead of three. Another team of workers in the paint process revamped their work routines and cut 10 minutes to 15 minutes per worker off each job. It took five years for another employee team to perfect a process for installing the plane's landing gear hydraulic tubes, but it eventually paid off.

These employee teams are made up of 7 to 10 workers with "varying backgrounds"—from mechanics to assembly workers to engineers—and tend to focus on a specific part of a jet, such as the landing gear or the passenger seats, or the galleys. These teams may meet as often as once a week. What is the track record of these teams? Today, it takes about 11 days for the final assembly of a 737 jet. That down from 22 days about a decade ago. The near-term goal is to eventually shave off two more days.

DISCUSSION QUESTIONS :

- What type of team(s) do these employee teams appear to be? Explain.
- As this case illustrated, sometimes it may take a long time for a team to reach its goal. As a manager, how would you motivate a team to keep on trying?
- What role do you think a team leader needs to play in this type of setting? Explain.

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Total No. of Pages : 02

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MBA (Sem.-3)

EMPLOYEE RELATIONS

Subject Code : MBA 932-18

M.Code : 76899

Date of Examination : 17-06-2025

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTIONS-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 briefly :
- Define "Industrial Relations" and explain its significance in fostering a productive work environment.
 - How does "Trade Unionism" contribute to protecting the interests of workers?
 - Discuss the concept of "Sexual Harassment" in the workplace and its impact on organizational culture.
 - Define "Conciliation" as a dispute resolution mechanism and discuss its advantages in resolving industrial conflicts.
 - Explain the concept of "Social Assistance" under social security schemes and its importance for vulnerable workers.
 - Discuss the provisions of the Payment of Gratuity Act, 1982 and its significance for employee welfare.
 - Define "Maternity Benefit Act, 1961" and discuss its provisions aimed at supporting working mothers.
 - Briefly explain the role of the International Labour Organization (ILO) in promoting labor welfare globally.

SECTION - B

UNIT - I

2. Explain the theories of industrial relations and their relevance in contemporary workplaces.
3. Analyze the impact of trade unions on wages and workplace policies, considering both historical and contemporary perspectives.

UNIT - II

4. Investigate the prevalence and impact of sexual harassment in the workplace and discuss measures for prevention and resolution in accordance with legal frameworks.
5. Describe the concept of adjudication in resolving industrial disputes, and differentiate between its types.

UNIT - III

6. Explain the objectives and key provisions of the Payment of Gratuity Act, 1982 and discuss its importance in providing retirement benefits to employees.
7. Evaluate the provisions of the Workmen's Compensation Act, 1923 and its role in providing financial assistance to workers in case of work-related injuries or accidents.

UNIT - IV

8. Describe the provisions of the Maternity Benefit Act, 1961 and discuss its significance in promoting gender equality and supporting working mothers.
9. Discuss the objectives of Labour Welfare, its scope, and various agencies involved in administering labour welfare laws in India, highlighting their roles and functions in promoting the welfare of workers.

SECTION - C

10. Read the following case carefully and answer the questions given below.

Case Study: Labor Dispute at Sunshine Garments

Sunshine Garments, a textile Manufacturing Ltd. faced a significant labor dispute over wage revisions, as negotiations between management and the workers' union failed to yield an agreement through conciliation. Consequently, tensions escalated, leading to a strike that paralyzed production for days. This strike inflicted considerable financial losses on the company and caused workers to endure economic hardships due to lost wages. The primary issues contributing to the dispute revolved around differing perspectives on fair compensation and the company's financial constraints. Despite efforts at conciliation, the inability to reach a compromise exacerbated existing tensions. In hindsight, alternative strategies such as mediation or arbitration could have offered avenues for resolution, averting the escalation of the dispute and mitigating its adverse impacts on both the company and its workforce.

Questions :

- a) What were the primary factors contributing to the labor dispute at Sunshine Garments, a textile Manufacturing Ltd.?
- b) How effective were the dispute settlement mechanisms utilized in this case, particularly conciliation?
- c) What alternative strategies could the management and the union have employed to avert the escalation of the dispute and achieve a resolution?

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Total No. of Questions : 10

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MBA (Sem.-3)
MARKETING ANALYTICS

Subject Code : MBA-961-18

M.Code : 77057

Date of Examination: 30-06-2025

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS TO CANDIDATES :

1. SECTION-A contains EIGHT questions carrying TWO marks each and students has to attempt ALL questions.
2. SECTIONS-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.

SECTION-A

1. Answer Briefly :

- What are some common applications of business analytics in various industries?
- What are acquisition and retention costs and rates?
- What is sales force sizing?
- What is a pricing strategy?
- What is the importance of advertising and sales promotion for organizations?
- Write some common data analysis techniques.
- What is search engine optimization?
- What is marketing mix decision?

SECTION-B

UNIT-I

2. What is market share analysis and how can it help organizations understand their position in the market?
3. What is customer profitability analysis and how can it help organizations identify their most profitable customers?

UNIT-II

4. What is a pricing analysis and how can it help organizations identify opportunities for pricing changes and improvements?
5. What is territory planning and how can it help organizations allocate resources effectively?

UNIT-III

6. How can organizations measure retail lift and promotional lift and what are some best practices for doing so?
7. What is media planning and how can it help organizations, optimize their advertising campaigns?

UNIT-IV

8. What are some benefits and problems associated with e-marketing and how can organizations address these issues?
9. What is budget allocation and how can it be used to ensure that an organization's e-marketing efforts are cost-effective?

SECTION-C

10. Case Study :

Amazon is a multinational company that has revolutionized the e-commerce industry. The company's marketing strategy is focused on customer metrics, history of Amazon.com and marketing objectives. Customer Metrics : Amazon's marketing strategy is centered around customer metrics. The company collects data on customer behavior, preferences, and purchasing patterns to better understand their needs and preferences. This data is then used to personalize the customer experience recommend products, and improve customer satisfaction. Amazon's focus on customer metrics has helped the company build a loyal customer base and maintain a competitive edge in the e-commerce

industry. History of Amazon.com: Amazon's marketing strategy is also influenced by the company history. Amazon started out as an online bookselling company but quickly expanded to include other products such as CDs, furniture, technology and more. Today, Amazon has the widest selection of products among online and offline retailers. The company's focus on expanding its product offerings has helped it become a one-stop-shop for customers looking to purchase a wide range of products. Marketing Objectives: Amazon's marketing strategy is also driven by its marketing objectives. The company's marketing objectives include expanding its customer base, increasing sales and improving customer satisfaction. To achieve these objectives, Amazon uses a variety of marketing techniques, including print and digital advertising, sales promotions, product placement, and Pay-Per-Click (PPC) campaigns. E-commerce Innovations: Amazon's marketing strategy is also influenced by the company's e-commerce innovations. Amazon has introduced a wide variety of innovations to the market that have forever changed e-commerce. These innovations ensure that Amazon is the place to shop for anything and everything. Some of these innovations include Amazon Prime, Amazon Web Services and Amazon Marketplace.

Questions :

- a. What is Amazon's marketing strategy, and how has it contributed to the company's success?
- b. What are some best practices for designing and implementing effective e-commerce marketing strategies?
- c. How can organizations use customer metrics to improve their marketing strategy?

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Total No. of Pages : 03

Total No. of Questions : 10

MBA (Sem.-3)

DATA SCIENCE USING R

Subject Code : MBA-962-18

M.Code : 79058

Date of Examination : 05-07-2025

Time : 3 Hrs.

Max. Marks : 60

INSTRUCTIONS 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 consists of ONE Case Study carrying TWELVE marks.

SECTION-A

1. **Write briefly :**
 - a. What is correlation?
 - b. What is fraud and risk detection?
 - c. What are the important applications of decision tree?
 - d. What are the applications of the Support Vector Machine?
 - e. What are K-Medoids?
 - f. What is Density-based spatial clustering?
 - g. What is the Holdout method?
 - h. What is scalable machine learning?

SECTION-B

UNIT-I

2. Discuss the business applications of Data science. Explain by citing examples.

3. **Write notes on :**
- Difference between supervised and unsupervised learning.
 - Applications of recommender systems.

UNIT-II

4. Discuss in detail the applications and limitations of multiple regression.
5. **Write notes on :**
 - a. What is Logistic Regression and its applications.
 - b. What is Linear Regression and its limitations?

UNIT-III

6. What is Clustering? Discuss in detail the applications of Hierarchical Clustering.
7. **Write notes on :**
 - a. Applications of K-Means Clustering.
 - b. Applications of Ensemble Methods.

UNIT-IV

8. What are the different methods of estimating the performance of classifiers? Explain by citing relevant examples.
9. **Write notes on:**
 - a. Applications of Social Networks.
 - b. Reasons for the emergence of Big Data.

SECTION-C

10. Case Study

Aarogya Setu App is developed by the Ministry of Electronics and Information, Technology through India's National Informatics Centre (NIC) agency. By using the Bluetooth feature in the phones, the app determines all nearby users of the Aarogya Setu app. If a person you met a few days ago tests positive for the virus, the app uses contact sourcing to alert you. A user can immediately report contact and undergo testing. It also provides essential instructions on self-isolation and gives guidance regarding necessary precautions on the development of COVID-19 symptoms. The app asks for personal details from the user, such as name, gender, age, home and address, travel history in the last 30 days and other sets of information related to the health and symptoms of the user. Based on this assessment, the application shows the risk level for the user. Besides, it suggests specific precautions to contain the spread, such as social distancing, staying at

home, avoiding crowded places, and maintaining proper hygiene. The app also assesses the COVID-19 hotspots and sends information regarding the active COVID-19 cases in the vicinity of the users. The app also provides an E-pass facility that authorizes essential services and medical emergencies to move even in lockdown. Aarogya Setu app allows users to store the digital version of passes issued by the government. The app stores the pass in the form of a QR code and a unique six-digit alphanumeric ID with all the relevant information. Despite various applications of the Aarogya Setu app of late, security concerns regarding the data privacy policy of the Aarogya Setu app have cropped up. Although, the privacy policy of the Aarogya Setu claims the app never shares the user's data acquired with a third party. The app uses phone's Bluetooth and GPS to track the location. The app collects data at multiple data points to keep track of the COVID-19-infected persons. Furthermore, the government has assured that it will not share data with private parties but at the same time announced that other government agencies could use the data in case the need arises. Still, it is not clear whether the data can potentially be used for purposes other than public health in India. This raises several questions concerning surveillance and breach of privacy. There are apprehensions regarding the lifespan of the collected data. The government's protocol regarding the data collected through Aarogya Setu mandates that data must be deleted after 180 days from the date it was collected. There are also norms for the deletion of personal information after 45 days. However, the inability of the users to cross-verify whether the data has actually been deleted raises privacy concerns among users. Furthermore, the exemption of the government in case of any data breach raises a pertinent question: Who will be responsible in case of any data breach happening in the app? Clearly, the inadequacy of a proper framework for personal data protection in India thus raises the alarm for data security and privacy policy violation. There is a need for more disclosure on the data privacy policy followed by the Aarogya Setu app to overcome the apprehensions of the users.

Questions :

- a. Discuss how the Aarogya Setu app has helped the Indian government to contain the COVID-19 virus?
- b. Discuss the data privacy issues that can crop up with the use of the Aarogya Setu app. According to your domain knowledge of Data Science, give suggestions to overcome this issue.

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