Code No: H 20017

FACULTY OF MANAGEMENT

MBA (CBCS) II - Semester Examination, July / August 2026
[Common Paper for all Streams]
Subject: Human Resource Management
Paper No. : MB-201

Time: 2 ½ Hours **Max. Marks: 60**

PART – A
(Short Answer Type)

Note: Answer all the questions. **(5 x 2 = 10 Marks)**

1. What is Strategic HRM?
2. Define Competency Modelling.
3. Name any two on-the-job training methods.
4. What is quality of work life?
5. State the meaning of HR Analytics.

PART – B
(Essay Answer Type)

Note: Answer all the questions. **(5 x 8 = 40 Marks)**

6. (a) Examine the alignment of HR strategy with corporate strategy, its need and process.

(OR)

(b) Describe strategic HR metrics, explain their types and decision-making value.

7. (a) Explain job design, highlighting its objectives and impact on employee motivation.

(OR)

(b) Define Selection. Explain its importance and process.

8. (a) Explain job rotation as an on-the-job training method. Discuss its procedure and benefits.

(OR)

(b) Outline the career planning model. Discuss its stages and organizational support.

9. (a) Explain grievance redressal, its procedure and importance.

(OR)

(b) Describe strategic rewards. Explain briefly about monetary and non-monetary rewards.

10. (a) Explain International HRM, highlighting its scope and cross-cultural issues.

(OR)

(b) Define HR scorecard. Explain its purpose and key indicators.

PART – C
Case Study (10 Marks)

11. A customer support company has received repeated complaints about delayed responses and poor communication. The HR manager observes that new employees know the software but lack confidence in handling difficult customers and resolving complaints professionally.

Questions:

(i) Identify the training need in the case.
(ii) Recommend one suitable training method for the employees.
(iii) Explain how the company can evaluate whether the training was useful.

*** END ***

Code No: H 20018

FACULTY OF MANAGEMENT

MBA (CBCS) II – Semester Examination, July / August 2026
[Common Paper for all Streams]
Subject: : Financial Management
Paper : MB-202

Time: 2 ½ Hours **Max. Marks: 60**

PART – A
(Short Answer Type)

Note: Answer all the questions. **(5 x 2 = 10 Marks)**

1. What are Agency costs?
2. What is Risk adjusted discount rate?
3. What is Financial leverage?
4. What is a Cash Budget?
5. What is a Vertical merger?

PART – B
(Essay Answer Type)

Note: Answer all the questions. **(5 x 8 = 40 Marks)**

6. a) Explain the nature and scope of Financial Management.

(OR)

b) Differentiate between Profit Maximisation and Wealth Maximisation.

7. a) Explain the reasons for conflict between NPV and IRR.

(OR)

b) NZ ltd. is considering to take a new project. The management of the company uses Certainty Equivalent (CE) approach to evaluate such type of projects. Following information is available for the project:

Year	CFAT	CE
1	1,15,000	0.90
2	1,15,000	0.85
3	1,15,000	0.75
4	1,15,000	0.70
5	1,15,000	0.65

Project requires initial investment of Rs.3,00,000. The Company's cost of capital is 12% and risk free borrowing rate is 7%. Advise the company whether it should take project or not?

8. a) Explain the NI and NOI theories of Capital Structure.

(OR)

b) A firm has the following capital structure and after tax costs for the different sources of funds used:

Source of Funds	Book Value (Rs.)	Market Value (Rs.)	After tax Cost (%)
Debt	40,00,000	40,00,000	4.5
Preference Shares	20,00,000	25,00,000	9
Equity Shares	60,00,000	75,00,000	11
Retained Earnings	80,00,000	1,00,00,000	10
	2,00,00,000	2,40,00,000	

Calculate the WACC based on Book Value & Market Value.

9. a) Describe the factors determining working capital management.

(OR)

b) Calculate the prevailing Market Price of a share using Walter's model from the following information:
Rate of return of investment 10%
Capitalisation Rate 8%
Earnings per share Rs.5
Dividend per share Rs.4

10. a) Explain the rationale of mergers.

(OR)

b) Explain the Marakon approach to Value Based Management.

PART – C
Case Study (10 Marks)

11. Silverline Technologies Ltd. is a listed IT services company with a good reputation in the industry. Recently, a whistle blower from within the company raised concerns that some senior executives were awarding contracts to vendors in exchange for personal benefits. This news quickly attracted attention from shareholders, regulators, and the media.

The company's board of directors immediately called for an internal audit and formed an independent committee to investigate the matter. They also made the whistle blower's identity confidential to protect them from retaliation.

As the investigation proceeded, it was found that two senior managers had violated the company's code of conduct. The board took swift action by suspending them and issuing new guidelines to strengthen internal controls. The company also organized training programs for employees on ethical practices and transparent decision-making.

Despite the temporary dip in share price, Silverline Technologies was appreciated by investors and the public for handling the matter with honesty and accountability.

Questions for Discussion:

(i) What do you understand by corporate governance?

(ii) What principles of good corporate governance did Silverline Technologies follow in this case?

(iii) Why is transparency important in managing a company, especially one that is publicly listed?

(iv) How did the company's actions protect the interests of stakeholders?

(v) What lessons can other companies learn from this incident?

@ End @

Code No: H 20019

FACULTY OF MANAGEMENT

MBA (CBCS) II – Semester Examination, July / August 2026
[Common Paper for all Streams]
Subject: Operations Research
Paper : MB-203

Time: 2 ½ Hours **Max. Marks: 60**

PART – A
(Short Answer Type)

Note: Answer all the questions. **(5 x 2 = 10 Marks)**

1. List the exceptional cases in graphical method of LPP.
2. Define key row, key column and key element in LPP.
3. What is unbalanced assignment problem, how to resolve the problem.
4. Define float and list its types.
5. Outline the various models of queuing with suitable examples.

PART – B
(Essay Answer Type)

Note: Answer all the questions. **(5 x 8 = 40 Marks)**

6. a) Define Operations Research and list the managerial applications of Operations Research.

(OR)

b) A company manufactures two types of boxes, corrugated and ordinary cartons. The boxes undergo two major processes, cutting and pinning operations. The profits per unit are Rs.6 and Rs.4 respectively. Each corrugated box requires 2 minutes for cutting and 3 minutes for pinning operation, whereas each carton box requires 2 minutes for cutting and 1 minute for pinning. The available operating time is 120 minutes and 60 minutes for cutting and pinning machines. Determine the optimum quantities of the two boxes to maximize the profits using graphical method of LPP.

7. a) Solve the following LPP by using Big-M method/Penalty method

$Z_{Min} = 3X_1 + 2.25X_2$

S.T.C $2X_1 + 4X_2 \geq 40$

$5X_1 + 2X_2 \geq 50$

Where $X_1, X_2 \geq 0$

(OR)

b) Differentiate between primal and dual in LPP with suitable illustration.

8. a) Telangana Oil company has three refineries and four depots. Transportation cost per ton and requirements are given below. Find the IBFS by using VAM and check for degeneracy.

	D1	D2	D3	D4	Capacity
R1	5	7	13	10	**700**
R2	8	6	14	13	**400**
R3	12	10	9	11	**800**
Requirement	**300**	**600**	**700**	**400**	

(OR)

b) Solve the following assignment problem by using Hungarian Method:

Typist/Jobs	P	Q	R	S
A	75	50	35	45
B	70	40	70	50
C	90	60	60	55
D	85	45	30	40

9. a) An engineering project has the following activities, whose time estimates are listed below:

Activity	Optimistic Time	Most Likely Time	Pessimistic Time
1-2	2	2	14
1-3	2	8	24
1-4	4	4	16
2-5	2	2	2
3-5	4	10	28
4-6	4	10	16
5-6	6	12	30

Draw the project network and find the critical path. Find the expected duration and variance for each activity. Mention the expected project length.

(OR)

b) A project is composed of seven activities as per details given below.

Activity	Normal Time (Days)	Crash Time (Days)	Normal Cost (Rs.)	Crash Cost (Rs.)
1-2	4	3	1,500	2,000
1-3	2	2	1,000	1,000
1-4	5	4	1,875	2,250
2-3	7	5	1,000	1,500
2-5	7	6	2,000	2,500
3-5	2	1	1,250	1,625
4-5	5	4	1,500	2,125

Indirect cost per day of the project is Rs.500. You are required to draw the project network, determine CPM, its duration, find optimum duration and resultant cost of the project.

10. a) Explain the dominance principle in game theory using following example.

		FIRM			
		B1	B2	B3	B4
FIRM	A1	35	65	25	05
	A2	30	20	15	00
	A3	40	50	00	10
	A4	55	60	10	15

(OR)

b) At a service centre customers arrive at the rate of 10 per hour and are served at the rate of 15 per hour. Their arrival follows poison distribution and service in exponentially distributed. Find the average length and average waiting time in the system.

PART – C

Case Study (10 Marks)

11. A company is engaged in producing different types of high-class equipment's. The company has two assembly lines to produce the product (A1 and A2). The process time for each assembly line is regarded as a random variable and the distribution are given below. Using the following random numbers generate data on process time for 15 units of items and compute the expected process time for the product. While considering the numbers, consider the first two digits of numbers for assembly 1 and the last two digits for assembly 2.

Process Time (Minutes	Assembly 1 (A1)	Assembly 2 (A2)
10	0.10	0.20
11	0.15	0.40
12	0.40	0.20
13	0.25	0.15
14	0.10	0.05

Random numbers are: 4134, 7476, 4943, 8343, 1183, 1915, 3602, 9445, 5415, 7505, 0089, 0880, 7428, 3424, 9309

@ End @

Code No: H 20020

FACULTY OF MANAGEMENT

MBA (CBCS) II – Semester Examination, July / August 2026
Subject: Entrepreneurship Development
Paper : MB-204

Time: 2 ½ Hours | Max. Marks: 60

PART – A
(Short Answer Type)

Note: Answer all the questions. **(5 x 2 = 10 Marks)**

1. Define Entrepreneurship.
2. What is Entrepreneurial Motivation?
3. What is Idea Generation?
4. Write the differences between Business and Social Entrepreneur.
5. What is a Business Plan?

PART – B
(Essay Answer Type)

Note: Answer all the questions. **(5 x 8 = 40 Marks)**

6. a) Explain the Characteristics and Types of Entrepreneurs.
(OR)
b) What is Rural Entrepreneurship? Discuss the Need and importance of Rural Entrepreneurship.

7. a) Explain the Economic and Non-Economic Factors affecting Entrepreneurial Growth.
(OR)
b) Highlight the role of Higher Learning Institutes in Entrepreneurial Capacity Building.

8. a) Educate about Entrepreneurial Opportunity Recognition and Evaluation.
(OR)
b) Write a Brief description on Service Feasibility Analysis.

9. a) Define Social Entrepreneurship. Write the Characteristics of Social Entrepreneurship.
(OR)
b) Explain the Timmons Model of the Entrepreneurship Process.

10. a) State the Significance and Components of a Business Plan.
(OR)
b) Mention the Pre-requisites of Business Plan from the perspective of investor.

PART – C
Case Study (10 Marks)

11. Amul was formed in Gujarat in 1946 to protect dairy farmers from exploitation by middlemen. Under the leadership of Varghese Kurien, Amul introduced a cooperative business model where farmers became stakeholders. The company empowered rural communities, improved milk production, and created one of India's strongest FMCG brands. Through efficient supply chain management and affordable pricing, Amul successfully competed with multinational brands. Amul's success contributed significantly to India's White Revolution, making India one of the largest milk producers in the world.

Questions:
(i) Why Amul is considered a successful social enterprise?
(ii) What entrepreneurial lessons can rural start-ups learn from Amul?

@ End @

Code No: H 20021

FACULTY OF MANAGEMENT

MBA (CBCS) II – Semester Examination, July / August 2026
[Common Paper for all Streams]
Subject: : Business Research Methods
Paper – MB 205

Time: 2 ½ Hours **Max. Marks: 60**

PART – A
(Short Answer Type)

Note: Answer all the questions. **(5 x 2 = 10 Marks)**

1. What is Marketing Information System?
2. Define Questionnaire and mention its importance.
3. What is Construct Validity?
4. Define ANOVA.
5. Explain Subjectivity and Objectivity in research.

PART – B
(Essay Answer Type)

Note: Answer all the questions. **(5 x 8 = 40 Marks)**

6. a) Explain the significance and objectives of Business Research in managerial decision-making.

(OR)

b) Discuss Exploratory, Descriptive and Causal Research Designs with suitable examples.

7. a) Discuss the essentials of a good questionnaire and explain the process of Questionnaire Design.

(OR)

b) Explain Primary and Secondary Data sources and discuss their advantages and limitations.

8. a) Discuss the purpose and benefits of Scaling and explain the construction of Attitudinal Scales.

(OR)

b) Explain Reliability and Validity in research and discuss their importance in data analysis.

9. a) A Company has categorized its 80 salesmen as having good or poor selling ability. It has also gives them a psychological test to measure their flexibility. The results are given in the following table.

Selling Ability	Poor Flexibility	Good Flexibility	Total
Poor	32	8	40
Good	12	28	40
Total	44	36	80

Use Chi-square to test the hypothesis that selling is independent of flexibility at 5 % level of significance.

(OR)

b) Explain Cluster Analysis, Factor Analysis and Multidimensional Scaling techniques.

10. a) Discuss the steps involved in preparation of a Research Report and explain the contents of a report.

(OR)

b) Analyze the ethical issues in business research and explain the consequences of plagiarism.

PART – C
Case Study (10 Marks)

11. A company manufacturing consumer products introduced an intensive training program for its sales executives to improve their sales performance. Before the training program, the average sales per executive was 650 units with a standard deviation of 160 units. After the training program, a sample of 100 sales executives recorded an average sales performance of 700 units.

As a Business Research Analyst: Apply the suitable formula and test whether the training program significantly improved sales performance at 5% level of significance. Interpret the result and suggest managerial implications.

@ End @

Code No: H 20022

FACULTY OF MANAGEMENT

MBA (CBCS) II - Semester Examination, July / August 2026
Subject: Business Law & Ethics
Paper No. : MB-206

Time: 2 ½ Hours **Max. Marks: 60**

PART – A
(Short Answer Type)

Note: Answer all the questions. **(5 x 2 = 10 Marks)**

1. What is Free Consent?
2. Define Bailment.
3. Define Prospectus.
4. State any two rights of Consumers.
5. What is Corporate Social Responsibility?

PART – B
(Essay Answer Type)

Note: Answer all the questions. **(5 x 8 = 40 Marks)**

6. (a) Define Contract. Explain the classification of contracts.

(OR)

(b) Discuss the remedies available for breach of contract.

7. (a) Mention the rights and duties of Surety under Contract Guarantee.

(OR)

(b) Explain Promissory Note, Bill of Exchange and Cheque, bringing out their distinctions.

8. (a) Define a Company and explain its characteristics and classification.

(OR)

(b) Discuss the qualifications, appointment, powers and legal position of Managing Director.

9. (a) Explain the consumer redressal machinery.

(OR)

(b) Write an essay o Intellectual Property Law.

10. (a) State the laws relating to Export-Import Regulations.

(OR)

(b) Examine the need and justification of ethics in business.

PART – C
Case Study (10 Marks)

11. Mr. Ravi visited TimeZone Watches to buy a wristwatch as a birthday gift for his daughter. The salesperson recommended a particular model and assured him that it was water-resistant up to 50 metres and suitable for swimming.

Relying on this assurance, Ravi purchased the watch. A week later, his daughter wore the watch while swimming in a pool, and it stopped working due to water damage. When Ravi approached the store, the manager refused to replace the watch, stating that the manufacturer's warranty did not cover such damage.

Questions:

(i) Was the salesperson's statement regarding the watch being suitable for swimming a condition or a warranty? Give reasons.
(ii) Did Ravi rely on the seller's skill and judgment while purchasing the watch?
(iii) What rights, if any, does Ravi have against the seller?
(iv) Can the store escape liability by merely referring to the manufacturer's warranty? Explain briefly.
(v) If you were the consumer forum, what relief would you grant to Ravi?

***** END *****