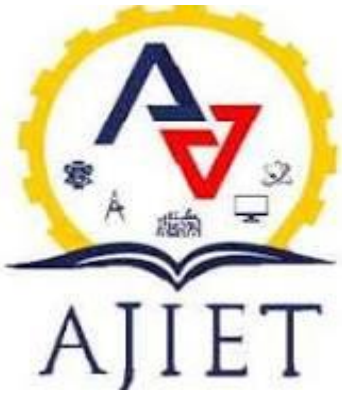
AJ Institute of Engineering and Technology Mangaluru.



VTU Question Papers

Master of Business Administration (MBA)

I and II Semester
2024 SCHEME

LIBRARY & INFORMATION CENTER

AJ Institute of Engineering and Technology, Mangaluru.

NH-66, Kottara Chowki, Mangaluru – 575 006

INDEX

Dec.2024/Jan.2025[First Semester]

June/July2025[First Semester]

June/July2025[Second Semester]

CBCS SCHEME

USN | | | | | | | | | | |

MBA101

First Semester MBA Degree Examination, Dec.2024/Jan.2025
Management and Organizational Behaviour

Time: 3 hrs. Max. Marks: 100

Notes: 1. Answer any FOUR full questions from Q.No. 1 to Q.No. 7
2. Question No. 8 is compulsory.
3. M:Marks, L:Bloom'slevel, C: Course outcomes.

			M	L	C
Q.1	a.	List the Henry Mintzberg 10 Managerial Roles.	3	L1	CO2
	b.	Differentiate between management and administration	7	L3	CO2
	c.	Describe the different steps in the Controlling Process with Suitable Example.	10	L3	CO2
Q.2	a.	Identify the dimensions of Transformational Leadership.	3	L2	CO3
	b.	Explain the different types of Organization Structure	7	L3	CO2
	c.	Briefly Explain the 14 Principles of Management in the modern-day context.	10	L3	CO2
Q.3	a.	Summaries the Contemporary Issues in Management	3	L4	CO4
	b.	Brief the perceptual process with neat diagram and explain with example	7	L2	CO3
	c.	Describe the organisational learning process. Why is it critical in today's dynamic environment?	10	L4	CO4
Q.4	a.	Identify the work-related behaviours	3	L2	CO3
	b.	Briefly explain the Big 5 model of Personality in OB	7	L2	CO3
	c.	Describe the Circumplex Model of Emotion and its relevance to workplace dynamics.	10	L2	CO3
Q.5	a.	Briefly write the types of Values that share the workplace behaviour	3	L2	CO3
	b.	Explain the MARS model of individual behaviour and its significance in improving employee performance.	7	L4	CO4
	c.	Explain Maslow's need hierarchy theory of Motivation with relevant examples from organisation setting.	10	L2	CO3
Q.6	a.	Which are different sources of power for individuals in an organisation	3	L2	CO3
	b.	Explain the Tuckman and Jensen Model of Team Development	7	L2	CO3
	c.	Describe different approaches to Organizational Culture.	10	L4	CO4
Q.7	a.	List the key elements of Organizational Culture with suitable examples.	3	L4	CO3
	b.	Draw the Kurt-Lewin's Change Management Model and Explain the reasons for Resistance to Change in organization.	7	L4	CO3

	c.	Explain the Conflict Process Model with stages and provide examples of conflict resolution in organizations.	10	L2	CO4
Compulsory :					
Q.8		CASE STUDY : Aura Beauty, once a darling of the natural and organic cosmetics world, was facing a harsh reality. Their sales, after a decade of impressive growth, had dropped, and whispers of bankruptcy swirled within the company. Analysts scratched their heads, wondering What triggered the fall of this promising Brand?" Digging deeper revealed a series of strategic missteps. Aura Beauty fit tightly to their niche market of natural and organic products. Instead of focusing on trendy, personalized, and tech-driven beauty solutions, Aura Beauty stayed glued to their small market of natural and organic products. Their once-popular organic cleanser remained their only star player, leaving them at risk when consumer preferences shifted. The internet? Online was a ghost town for Aura Beauty. They stuck to traditional marketing channels, missing out on the vast audience and engagement potential of social media and e-commerce. Innovation? Not quite. Aura Beauty prioritized their "natural" and "toxin-free" image, neglecting R&D for new ingredients, formulations, and technologies. Internally, Internal communication at Aura Beauty was sorted, leading to a lack of alertness and responsiveness to market trends and competitor activity. So, what could have saved Aura Beauty? Imagine instead of clinging to the past, they pivoted to the future. R&D would have focused on creating hybrid products connecting natural ingredients with cutting-edge technologies. A robust digital presence, with e-commerce, social media buzz, and influencer collaborations, would have attracted a new generation of customers. Embrace innovation? Absolutely! Aura Beauty could have explored new ingredients and technologies while staying true to their natural promise. Finally, a collaborative and data-driven culture would have fostered quickness and ensured informed decision-making. By listening to the shifting market, embracing innovation, and connecting with their audience digitally, they could have rewritten their story. But their case stands as a stark reminder: even the most promising brands can weaken if they ignore the winds of change.			
	a.	What strategic errors could have contributed to Aura Beauty's decline?	10	L4	CO4
	b.	Which alternative scenario do you think would have been most effective for Aura Beauty? Why?	10	L4	CO4

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CBCS SCHEME

USN | | | | | | | | | |

First Semester MBA Degree Examination, Dec.2024/Jan.2025
Financial Accounting and Reporting

Time: 3 hrs. Max. Marks: 100

Notes: 1. Answer any FOUR full questions from Q.No. 1 to Q.No. 7
2. Question No. 8 is compulsory.
3. M:Marks, L:Bloom'slevel, C: Course outcomes.

			M	L	C
Q.1	a.	Explain the term accounting?	3	L2	CO1
	b.	From the following list of balances, prepare a trial balance as on 30.03.2024	7	L3	CO3

Particulars	₹	Particulars	₹
Opening stock	18000	Plant and machinery	7500
Wages	10000	Loose tools	1800
Sales	120000	Lighting	2300
Bank loan	4400	Creditors	8000
Furniture	3000	Capital	40000
Purchases	75000	Misc. receipts	600
Repairs	2000	Office salaries	2500
Carriage	1500	Office furniture	600
Income Tax	1500	Patents	1000
Debtors	20000	Goodwill	15000
Leasehold premises	6000	Cash at bank	5100
Cash in hand	200	Closing stock	6000

			M	L	C
	c.	Journalize the following transactions in the books of Mr. Manikeshwar.	10	L3	CO3

1- 2020 March 1 commenced business with the following:
   - Cash 60,000
   - Goods 55,000
   - Building 45,000

2- March 2 Deposited into bank 36,000
3- March 3 bought goods from Spoorti traders 9,000
4- March 4 Sold goods to Vijay 6,000
5- March 6 Returned goods to Spoorti traders 600
6- March 7 Vijay returned goods 300
7- March 9 purchased office furniture 1,500
8- March 14 Received cheque from Vijay 3600 & paid into bank
9- March 17 Received commission 750
10- March 19 paid loan to Mr. Ramesh by cheque 15000

			M	L	C
Q.2	a.	Explain in brief Ledger	3	L2	CO1
	b.	Explain in brief reasons for differences in the balances of cash book and bank pass book.	7	L2	CO1

	c.	Show the accounting equation in the name of Ganesh & company of the transaction of his business are given below: 1) Commenced business with a capital Rs. 100000 2) Bought goods on credit from Rajesh Rs. 80000 3) Bought furniture for cash Rs.10000 4) Sold goods for cash Rs. 40000 5) Paid to Rajesh Rs. 40000 6) Paid shop rent Rs. 10000 7) Paid Salary Rs. 5000 8) Sold good on credit to Mohan Rs. 5000	10	L3	CO4
Q.3	a.	Explain in brief causes of depreciation.	3	L2	CO3
	b.	Explain in brief users of accountings.	7	L2	CO2
	c.	Compile three column cash books of Mr. Sundar from the following transactions. Aug 01 Sundar started business with cash Rs. 200000 02 Deposited into bank Rs. 50000 04 Cash purchases Rs. 5000 05 Purchases by cheque Rs. 6000 06 Goods Sold to Nathan on credit Rs. 5000 08 Received cheque from Mano Rs. 490, discount allowed Rs. 10 10 Paid Carriage Rs. 1000 12 Withdrew from Bank for office use Rs. 10000 16 Paid to Sundari Rs. 4960, Discount allowed by her Rs. 40 20. Received a cheque for Rs. 4950 from Nathan in full settlement of his account, which is Deposited into bank.	10	L3	CO3
Q.4	a.	Explain in brief Forensic Accounting.	3	L2	CO1
	b.	Explain in brief accounting standards and IFRS.	7	L2	CO1
	c.	Following is the details of Y.K. Ltd as on 31-03-2019 & 31-03-2020 you are required to prepare the comparative income statement for the year ending 31-03-2019 & 31-03-2020. Comment on the financial position of the concern:	10	L4	CO4

Particulars	31-03-2019	31-03-2020
Sales	7500000	8500000
Cost of Goods Sold	6000000	6500000
Operating Expenses	-225000	35000
Office Expenses	450000	15000
Selling Expenses	25000	42500
Distribution Expenses	125000	175000
Financial Expenses	100000	125000
Tax Rate is 35%		

Q.5	a.	Explain in brief Window dressing	3	L2	CO1
	b.	You are required to prepare the machinery A/c in the books of Ananth for the year ending 31-12-2008 from the following information: 1. Machine 'A' was purchased on 01.04.2006 for Rs. 40000 2. Machine 'B' was purchased on 01.07.2007 for Rs. 30000 3. Machine 'A' was sold on 30.09.2007 for Rs. 35000 4. Machine 'C' was purchased on 30.09.2008 for Rs. 40000 All the machines were depreciated at 10% on the reducing balance method.	7	L3	CO4
	c.	Using the following accounting variables, construct the balance sheet. Gross profit (20% of sales) 60000 Shareholder's equity 50000 Credit sales to total sales 80% Total assets turnover 3 times Stock turnover 8 times Average collection period (360 days in a year) 18 days Current ratio 1.6:1 Long-term debt to equity. 40%.	10	L4	CO4
Q.6	a.	Explain in brief Trend analysis.	3	L2	CO1
	b.	Explain in brief Emerging Areas in Accounting.	7	L2	CO1
	c.	Vivek presents to you the following Balance Sheet as on 31 December 2020. (see table below) Calculate: -1) Liquid Ratio 2) Solvency Ratio 3) Debt-Equity Ratio 4) Stock Working Capital Ratio.	10	L3	CO4
Q.7	a.	Explain in brief Contra entry.	3	L2	CO1
	b.	Explain in brief methods of Human Resource Accounting.	7	L2	CO1
	c.	Explain in brief accounting concepts and conventions.	10	L2	CO2

Balance Sheet (Q.6 c):

Liabilities	Amount	Assets	Amount
Share Capital Equity shares of Rs. 10 each	10,00,000	Fixed Assets	10,00,000
		Stock	4,00,000
Reserve fund	1,00,000	Debtors	3,00,000
7% Debentures	3,00,000	Cash	2,00,000
Overdraft	2,00,000		
Creditor	3,00,000		
	19,00,000		**19,00,000**

Compulsory Question

Q.8		From the following trail balance, Prepare Trading A/c, P & L and Balance sheet as on 31st March 2020. In vertical format.	20	L4	CO4

Particulars	Debit (Rs.)	Credit (Rs.)
Capital		203000
Drawing A/c	15000	
Land & Premises	90000	
Plant & Machinery	40000	
Loose Tools	3000	
Bills Receivable	3000	
Stock	40000	
Purchased materials	51000	
Wages	20000	
Carriage Inwards	1000	
Carriage Outwards	500	
Coap & Coke	5000	
Salaries	5000	
Rent, rates & Taxes	2800	
Discounts & Allowance	1500	
Bills Payable		3800
Cash at national bank	25000	
Cash in hand	400	
Sundry Debtors	45000	
Repairs & Replacement	1800	
Sundry Creditors		40000
Purchase Return		2650
Prepaid Expenses work extensions A/c	7500	
Bad Debts	1200	
Advertisements	500	
Sales		115000
Sales Returns	2000	
Gas & Water	200	
Oil & Grease & Waste	600	
Furniture & Fixtures	1200	
General Expenses	800	
Printing & Stationary	450	

Additional Information:

Plant & Machinery at 5%, loose tools at 15% and furniture at 5%.

The stock onhand 31st march 2020 Rs. 60000 provide for 5% discount on sundry debtors and 5% for doubtful debts.

Rs. 1500 were due for wages and

Rs. 450 for salaries for the month of March 2020.

Rs. 200 Advance tax paid.

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CBCS SCHEME

USN | | | | | | | | | | |

MBA103

First Semester MBA Degree Examination, Dec.2024/Jan.2025
Economics for Decision Making

Time: 3 hrs. Max. Marks: 100

Notes: 1. Answer any FOUR full questions from Q.No. 1 to Q.No. 7
2. Question No. 8 is compulsory.
3. M:Marks, L:Bloom'slevel, C: Course outcomes.

			M	L	C
Q.1	a.	What is Break even analysis?	3	L2	CO1
	b.	Explain Baumol's sales Maximization Model	7	L3	CO2
	c.	Explain Scope of Managerial Economics.	10	L3	CO2
Q.2	a.	What is law of supply?	3	L2	CO2
	b.	Explain demand forecasting Techniques	7	L2	CO4
	c.	Explain classification of price, with relevant example.	10	L3	CO5
Q.3	a.	What is law of demand?	3	L2	CO2
	b.	Explain the laws of diminishing returns, with relevant examples.	7	L2	CO3
	c.	Explain types of cost.	10	L3	CO4
Q.4	a.	What is Oligopoly?	3	L2	CO2
	b.	Explain pricing under monopolistic competition.	7	L2	CO3
	c.	Explain Williamson's model of managerial discretion.	10	L3	CO2
Q.5	a.	What is loss leader pricing?	3	L2	CO2
	b.	Explain three main types of fiscal policy.	7	L3	CO3
	c.	Explain Production Linked Incentive (PLI).	10	L3	CO2
Q.6	a.	What is peak load pricing?	3	L2	CO2
	b.	Explain the measures to control inflation.	7	L3	CO5
	c.	Explain different types of Price Elasticity of Demand.	10	L2	CO4
Q.7	a.	What is neutral policy?	3	L2	CO2
	b.	Explain the characteristics of the Perfect competition market.	7	L3	CO3
	c.	Explain the key points of Atma Nirbhar Bharath Abhiyan.	10	L2	CO5
Compulsory Questions					
Q.8		A company manufactures and sells widgets. Fixed costs are Rs.500,000. The selling price per widget is Rs.50, and the variable cost per widget is Rs.30.			
	a	Calculate the break-even point in units and in rupees.	10	L3	CO4
	b	If the company wants to earn a profit of Rs.200,000. How many units must they sell to achieve this target profit?	10	L3	CO4

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CBCS SCHEME

USN | | | | | | | | | | |

MBA104

First Semester MBA Degree Examination, Dec.2024/Jan.2025
Business Statistics

Time: 3 hrs. Max. Marks: 100

Note: 1. Answer any FOUR full questions from Q.No.1 to 7.
2. Q.No. 8 is compulsory.
3. M : Marks , L: Bloom's level , C: Course outcomes.

			M	L	C
Q.1	a.	Define Statistics.	3	L1	CO1
	b.	Mean and standard deviations of two distribution of 100 and 150 items were 50, 5 and 40, 6 respectively, find the mean and standard deviation of all the 150 items taken together.	7	L2	CO1
	c.	Prices of a particular commodity in 5 years in two cities are given below: Price in city A : 20, 22, 19, 23, 10 Price in city B : 10, 20, 18, 12, 15 Find which city has more stable prices.	10	L3	CO2
Q.2	a.	Define types of correlation with an example.	3	L1	CO1
	b.	The measure of skewness for a certain distribution is -0.8. If the lower and upper quartiles are 44.1 and 56.6 respectively, find the median.	7	L2	CO1
	c.	Find out Karl Pearson's co-efficient of correlation from the following data of marks obtained by 10 students in a class test. Marks in economics: 45, 70, 65, 30, 90, 40, 50, 75, 85, 60 Marks in accountancy : 35, 90, 70, 40, 95, 40, 60, 80, 80, 50	10	L3	CO2
Q.3	a.	Explain the significance of measuring dispersion.	3	L1	CO1
	b.	Discuss difference between parametric and non-parametric test.	7	L1	CO1
	c.	Ten competitors in a chess tournament are ranked by three judges in the following order: Judge 1 - 1, 5, 4, 8, 9, 6, 10, 7, 3, 2 Judge 2 - 4, 8, 7, 6, 5, 9, 10, 3, 2, 1 Judge 3 - 6, 7, 8, 1, 5, 10, 9, 2, 3, 4 Use the rank correlation coefficient to discuss which pair of judges have the nearest approach.	10	L3	CO2

Q.4	a.	Define mode and give 2 suitable examples.	3	L1	CO1
	b.	Define the following terms: i) Independent events ii) Mutually exclusive events iii) Equally likely event.	7	L1	CO1
	c.	Calculate seasonal indices for the rainfall (in mm) in Karnataka given by simple average method.	10	L4	CO3

Years	I	II	III	IV
2017	118.4	260	379.4	70
2018	85.8	185.4	407.1	8.7
2019	129.8	336.5	403.1	12
2020	283.4	360.7	472.1	14.3
2021	849.1	308.5	828.8	15.9

Q.5	a.	Define Hypothesis.	3	L1	CO1
	b.	A factory has two machines, machine I produces 30% of the items of output and machine II produces 70% of the items. Further 5% of the items produced by the machine I were defective and only 1% produced by machine II were defective. If the defective item is drawn at random, what is the probability that it was produced by machine I?	7	L2	CO3
	c.	Random samples drawn from normal population are:	10	L3	CO2

Sample 1:	20	16	26	27	23	22	18	24	25	19		
Sample 2:	27	33	42	35	32	34	38	28	41	43	30	37

Obtain estimate of variance of 2 population and test whether 2 populations are same.

Q.6	a.	Define normal distribution.	3	L1	CO1
	b.	An intelligent quotient of 16 students from one area of a city showed a mean of 107 and SD of 10. While the IQ of 14 students from another area of the city showed mean of 112 and SD of 8. Is there a significance difference between the IQ's of the 2 groups at 0.01 level of significance?	7	L2	CO1
	c.	Explain steps in formulation of hypothesis.	10	L2	CO1

Q.7	a.	Define time series analysis.	3	L1	CO1
	b.	Below are given figures of production (in 000's tons) of a sugar factory.	7	L3	CO2

Year :	1999	2000	2001	2002	2003	2004	2005
Production :	77	88	94	85	91	98	90

i) Fit a straight line by the least square and show the trend values.
ii) What is the monthly increase in production?

			Marks	Level	CO
	c.	On an average a printer makes 4 printing mistakes while printing one page. What is the probability that a randomly observed page is free from mistakes? Among 300 pages, how many pages would you expect mistakes [$e^{-4} = 0.0183$].	10	L1	CO2
Q.8		**CASE STUDY (Compulsory)**			
	a.	Construct 5 year moving average of number of students studying in the college, they are:	10	L1	CO2
	b.	Solve the problem using 3years moving average method.	10	L3	CO2

Q.8 a. data:

Years :	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
No. of students :	332	317	357	392	402	405	410	427	405	431

Q.8 b. data:

Years :	1999	2000	2001	2002	2003	2004	2005
Duration :	-3	-2	-1	0	1	2	3

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CBCS SCHEME

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MBA105

First Semester MBA Degree Examination, Dec.2024/Jan.2025
Marketing Management

Time: 3 hrs. Max. Marks: 100

Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.
3. M : Marks , L: Bloom's level , C: Course outcomes.

			M	L	C
Q.1	a.	Define Marketing.	3	L1	CO1
	b.	Explain the Functions of Marketing.	7	L2	CO1
	c.	Discuss the New Product Development Process in detail.	10	L3	CO3
Q.2	a.	Mention the various Buying Roles Played by the Consumers.	3	L1	CO2
	b.	Discuss the stages of the Consumer Buying Decision Process.	7	L3	CO2
	c.	Define Integrated Marketing Communication. Explain the steps in developing effective communication.	10	L2	CO4
Q.3	a.	What is Brand Equity?	3	L1	CO3
	b.	Explain the basis for Market Segmentation.	7	L2	CO5
	c.	Analyze the Micro and Macro Environmental Factors Affecting Today's Marketers.	10	L4	CO1
Q.4	a.	What is B2B Marketing?	3	L1	CO4
	b.	Explain the factors affecting Channel Choice.	7	L2	CO4
	c.	Define Product. Analyze the stages of the Product Life Cycle with relevant marketing strategies followed in each stage.	10	L4	CO3
Q.5	a.	What are the features of Marketing Audit?	3	L1	CO5
	b.	Analyze the factors influencing Consumer Behavior.	7	L4	CO2
	c.	Explain in detail the various Pricing Strategies with suitable examples.	10	L2	CO3

Q.6	**a.**	What is AIDA?	**3**	**L1**	**CO4**
	b.	Define Channel Conflict. Explain the Sources of Conflict.	**7**	**L2**	**CO4**
	c.	Write a short note on i) Neuro Marketing ii) Sensory Marketing iii) Green Marketing iv) Services Marketing	**10**	**L2**	**CO5**
Q.7	**a.**	What is the Push and Pull Strategy?	**3**	**L1**	**CO4**
	b.	Explain the steps in Marketing Planning.	**7**	**L2**	**CO5**
	c.	Discuss in detail the advantages and disadvantages of Digital Marketing.	**10**	**L3**	**CO5**
Q.8		**Case Study: Green Marketing Strategy of EcoFresh** EcoFresh, a startup specializing in organic and eco-friendly personal care products, has gained significant traction in the market. The company differentiates itself by using biodegradable packaging, chemical-free ingredients, and ethical sourcing. It actively promotes its green initiatives on social media and partners with environmental organizations to spread awareness.To sustain growth, EcoFresh is exploring new pricing strategies, expanding its distribution channels, and strengthening its digital marketing efforts. However, it faces competition from established brands that are now introducing eco-friendly product lines.			
	a.	What factors should EcoFresh consider when choosing a pricing strategy for its products?	**5**	**L1**	**CO3**
	b.	Discuss how EcoFresh can use the 4P's of marketing to further strengthen its competitive edge.	**5**	**L2**	**CO1**
	c.	Identify and explain the marketing strategies EcoFresh is using to position itself in the market.	**5**	**L3**	**CO5**
	d.	Analyse the ways EcoFresh can leverage digital and social media marketing to increase customer engagement and sales.	**5**	**L4**	**CO5**

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CBCS SCHEME

USN | | | | | | | | | | | MBA106

First Semester MBA Degree Examination, Dec.2024/Jan.2025
Managerial Communication

Time: 3 hrs. Max. Marks: 100

Note: 1. Answer any FOUR full questions from Q.No.1 to Q.No.7.
2. Question No. 8 is compulsory.
3. M : Marks , L: Bloom's level , C: Course outcomes.

			M	L	C
Q.1	a.	What do you understand by Communication in Crisis.	3	L1	CO1
	b.	Explain the components of communication process in detail.	7	L2	CO1
	c.	Illustrate in detail Communication Structure in Organization.	10	L3	CO1
Q.2	a.	What is Conversional Control?	3	L1	CO1
	b.	Explain in detail Process of Listening.	7	L2	CO3
	c.	Identify and explain the different modes of Oral Communication in an organization.	10	L3	CO3
Q.3	a.	What is the Purpose of Writing.	3	L1	CO2
	b.	Analyze the 3x3 writing process in business communication.	7	L4	CO2
	c.	Discuss in detail different types of Business Letters.	10	L2	CO2
Q.4	a.	What is Proposal?	3	L1	CO4
	b.	Discuss the procedures to be followed during Meetings.	7	L2	CO4
	c.	Explain the components of the Business Report.	10	L2	CO3
Q.5	a.	What is Employment Communication?	3	L1	CO1
	b.	Elaborate on various Technological Advancement on Business Communication.	7	L3	CO4
	c.	What do you understand by case method of learning? Explain various kinds of cases.	10	L2	CO4

Q.6	a.	What do you mean by Business Etiquette?	3	L1	CO1
	b.	Explain the Negotiation strategies with a diagram.	7	L2	CO3
	c.	Elucidate the various factors affecting presentation and suggest strategies for effective presentation.	10	L3	CO4
Q.7	a.	What do you mean by Group Communication.	3	L1	CO1
	b.	Draft a memo to the Department Heads announcing appointment of a person to the post of personal manager.	7	L4	CO2
	c.	Draft a letter along with the CV requesting the HR manager of M/s. Bhargav Industries Limited, for a suitable position in their organization.	10	L4	CO2
Q.8		**Case Study - Compulsory** M/s. Bhargav TechFlow Inc., a fast-growing software company, was facing challenges in communication between its development and marketing teams. The developers often used technical jargon that the marketing team found difficult to understand, leading to misinterpretations and delays in product launches. To address this issue, the company's CEO, Mr. Bhargav, introduced a structured communication strategy. He implemented weekly cross-functional meetings where team representatives explained their work in simple, clear language. He also encouraged the use of collaborative tools like Slack and Trello to streamline communication and track project progress. Despite these efforts, some employees still struggled to express their ideas effectively. To overcome this, the company organized communication training workshops focusing on active listening, clarity, and conciseness. Employees were trained to use visuals and examples to bridge the gap between technical and non-technical teams. As a result, misunderstandings decreased, project timelines improved, and employees felt more engaged. The marketing team was able to create more accurate promotional materials, and the developers received better feedback from the sales team, enhancing overall product quality. Bhargav's strategic communication approach transformed the workplace culture, proving that effective communication is essential for business success.			
	8a	What communication challenges did M/s. Bhargav TechFlow Inc. face? How did they impact the company's operations?	5	L4	CO1
	8b	What strategies did Mr. Bhargav implement to improve communication between the development and marketing teams?	5	L4	CO1
	8c	How did the communication training workshops help employees, and what specific skills were emphasized during the training?	5	L4	CO1
	8d	What were the overall outcomes of improved communication at M/s. Bhargav TechFlow Inc. and how did they contribute to business success?	5	L4	CO1

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CBCS SCHEME

USN | | | | | | | | | | |

MBA103

First Semester MBA Degree Examination, June/July 2025
Economics for Decision Making

Time: 3 hrs. Max. Marks: 100

*Notes: 1. Answer any **FOUR** full questions from Q.No. 1 to Q.No. 7*
2. Question No. 8 is compulsory.
3. M: Marks, L: Bloom's level, C: Course outcomes.

			M	L	C
Q.1	a.	Write the difference between firm and industry.	3	L2	CO1
	b.	Explain the roles and responsibilities of managerial economist.	7	L3	CO1
	c.	Illustrate the Williamson's model of managerial utility function.	10	L3	CO1
Q.2	a.	Define perfectly elastic demand.	3	L2	CO2
	b.	List any five exceptions to the law of demand.	7	L2	CO2
	c.	Explain the various degrees of price elasticity of demand.	10	L3	CO2
Q.3	a.	How does demand forecasting assist in financial planning?	3	L2	CO3
	b.	Describe exponential smoothing and its application in demand forecasting	7	L3	CO3
	c.	Explain the scope of Managerial Economics	10	L5	CO3
Q.4	a.	A company experiences diminishing returns due to excessive use of labor. Suggest remedies to improve productivity.	3	L3	CO4
	b.	Explain the concept of the Marginal Rate of Technical Substitution (MRTS).	7	L3	CO4
	c.	Evaluate the role of technological advancements in achieving economies of scale	10	L4	CO4
Q.5	a.	Can perfect competition exist in the real world? Justify your answer with example.	3	L3	CO4
	b.	Describe the kinked demand curve model and its implications.	7	L2	CO4
	c.	List the different pricing strategies used by firms in monopolistic competition. Why do firms under monopolistic competition prefer non-price competition over price wars?	10	L2	CO5
Q.6	a.	If you were starting a business in India, how would you assess the regulatory and legal environment before launching?	3	L3	CO5
	b.	What are the different types of fiscal policy? Explain each with examples.	7	L4	CO5
	c.	Explain in detail about the objective of monetary policy in India.	10	L3	CO5

Q.7	**a.**	List any three sectors covered under the PLI Scheme.	**3**	**L2**	**CO6**
	b.	Describe the impact of Atmanirbhar Bharat on the manufacturing and startup ecosystem in India.	**7**	**L3**	**CO6**
	c.	Discuss the role of liberalization, privatization, and globalization (LPG) in the New Industrial Policy.	**10**	**L4**	**CO6**
		Compulsory Questions			
Q.8	**a.**	Anna owns the Sweet Alps Chocolate store. She charges Rs.10 for her hand made chocolate. You, the economist, have calculated the elasticity of demand for chocolate in her town to be 2.5. If she wants to increase her total revenue, what advice will you give her and why?	**5**	**L4**	**CO2**
	b.	If the cross elasticity of demand between peanut butter and milk is -1.11, then are peanut butter and milk substitutes or complements? Be able to explain your answer.	**5**	**L4**	**CO2**
	c.	A 10 percent increase in income brings about a 15 percent decrease in the demand for a good. What is the income elasticity of demand and is the good a normal good or an inferior good?	**5**	**L4**	**CO2**
	d.	If the price of good increases by 8% and the quantity demanded decreases by 12%, what is the price elasticity of demand? Is it elastic, inelastic or unitary elastic? Discount stores sell relatively elastic goods. *Ceteris paribus*, explain why selling at a relatively low price is profitable for them?	**5**	**L4**	**CO2**

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MBA103/MBA13

First Semester MBA Degree Examination, June/July 2025
Statistics for Management

Time: 3 hrs. Max. Marks:100

Note: *1. Answer any FIVE full questions.*
2. Use of scientific calculators and statistical tables are permitted.

1 a. Differentiate Descriptive Statistics and Inferential Statistics. **(03 Marks)**
b. What are the advantages of Cross Tabulation? Explain. **(07 Marks)**
c. Describe the applications of statistics in management. **(10 Marks)**

2 a. Explain Skewness and Kurtosis of a distribution. **(05 Marks)**
b. Goals scored by two teams A and B in a football season are given below. Find the more consistent team.

No. of goals :	0	1	2	3	4	5
Team A	27	9	8	5	4	1
Team B	17	9	6	5	3	2

(15 Marks)

3 a. Calculate the average increase in the income of the families of a town. The increase of income is 5% in 1988, 12% in 1989, 8% in 1990, and 9% in 1991. **(05 Marks)**
b. A bag contains 7 white and 9 black balls. Two balls are drawn in succession at random. What is the probability that one of them is white and the other is black? **(05 Marks)**
c. Following are the data related to the marks obtained by 10 students in two different subjects. Calculate the rank correlation coefficient:

Class no of students	1	2	3	4	5	6	7	8	9	10
Marks in Subject I	37	52	75	11	69	78	90	40	32	50
Marks in Subject II	69	48	80	15	49	70	95	16	21	25

(10 Marks)

4 a. A manufacturing concern wants to estimate the average amount of purchase of its products in a month by the customers. If the standard deviation is Rs.10, find the sample size if the maximum error is not to exceed Rs.3 with a probability of 0.99. **(05 Marks)**
b. A card is drawn from a well shuffled pack of playing cards. Find the probability that it is either a diamond or king. **(05 Marks)**
c. A certain drug was administered to 456 males out of a total 720 in a certain locality to test its efficacy against typhoid. The incidence of typhoid is shown below. Find out the effectiveness of the drug against the disease. (The table value of χ^2 for 1 d.f at 5% level of significance is 3.84)

	Infection	No infection	Total
Administering the drug	144	312	456
Without administering the drug	192	72	264
Total	336	384	720

Use Chi-square test and test the hypothesis. **(10 Marks)**

5 a. Calculate five yearly moving averages of number of students studying in a commerce college as shown by the following figures.

Year	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998
No.of students	332	317	357	392	402	405	410	427	405	438

(05 Marks)

b. Calculate the harmonic mean of the following series of monthly expenditure of a batch of students.
Rs. 125, 130, 75, 10, 45, 5, 0.5, 0.4, 500, 150. **(05 Marks)**

c. From the data given below, calculate Bowley's coefficient of skewness.

Age in years	No. of persons	Age in years	No. of Persons
20-25	50	40-45	150
25-30	70	45-50	120
30-35	80	50-55	70
35-40	180	55-60	50

(10 Marks)

6 a. The incidence of occupational disease in an industry is such that workers have 20% chan of suffering from it. What is the probability that out of six workers,
i) Four or more will be suffering from the disease?
ii) Atleast one of them will be suffering from the disease? **(05 Marks)**

b. Explain sampling distribution and standard error of an estimator. **(05 Marks)**

c. A certain drug is claimed to be effective in curing colds. In an experiment on 164 people with colds, half of them were given the drug and half of them sugar pills. The patients reaction to the treatment are recorded as follows :

	Helped	Harmed	No effect
Drug	52	10	20
Sugar pills	44	12	26

Test the hypothesis that the drug is no better than sugar pills for curing cold.

(10 Marks)

7 a. Describe the appropriate situation of data analysis to use t-test, Z-test, chi-square test a Anova for drawing inferences. **(10 Marks)**

b. A machine turns out 16 defective items in a batch of 500. After overhauling, it turns out 3 defective items in a batch of 100. Has the machine improved after overhauling? **(10 Marks)**

8 Write short notes on:
a. Multiple Regression
b. Baye's Theorem
c. Characteristics of normal distribution
d. ANOVA Table. **(20 Marks)**

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CBCS SCHEME

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MBA104

First Semester MBA Degree Examination, June/July 2025
Business Statistics

Time: 3 hrs. Max. Marks: 100

*Notes: 1. Answer any **FOUR** full questions from Q.No. 1 to Q.No. 7*
2. Question No. 8 is compulsory.
3. M: Marks, L: Bloom's level, C: Course outcomes.

			M	L	C
Q.1	a.	Describe any three properties of a good Average.	3	L2	CO2
	b.	Sizes of land holdings of farmers in a district are given below. From these data calculate mean deviation and co-efficient of mean deviation from median Farm size (Acres): 5, 8, 10, 12, 15, 25, 50, 75 No of farmers: 24, 35, 42, 58, 63, 16, 9, 3	7	L3	CO2
	c.	The following distribution gives the distribution of hourly wage rate of 100 workers in a factory. Find arithmetic mean and Standard deviation Hourly wage rate: 100-150, 150-200, 200-250, 250-300, 300-350, 350-400 No of workers: 10, 21, 34, 21, 7, 7	10	L3	CO2
Q.2	a.	Explain the functions of statistics.	3	L2	CO1
	b.	The following table gives the distribution of marks secured by 60 students in an examination. Calculate a) Harmonic mean and b) Geometric mean Marks: 0-10, 10-20, 20-30, 30-40, 40-50 No of students: 5, 7, 15, 25, 8	7	L3	CO2
	c.	The following data relates to sale of used cars in a city for the period 2017-2023. Predict the sales for the year 2025 using the least square method. Year: 2017, 2018, 2019, 2020, 2021, 2022, 2023 Sales: 214, 320, 305, 298, 360, 450, 340	10	L3	CO4
Q.3	a.	Distinguish between correlation and regression analysis.	3	L2	CO3
	b.	Calculate spearman rank correlation for the marks awarded by the two judges in a painting competition for 8 participants. Participants: A, B, C, D, E, F, G, H Judge 1: 18, 28, 35, 44, 35, 26, 37, 48 Judge 2: 83, 51, 34, 43, 45, 28, 46, 47	7	L3	CO3
	c.	Calculate 3rd quartile, 6th decile and 20th percentile from the following data : 22, 26, 14, 30, 18, 11, 35, 41, 12, 32	10	L3	CO2

Q.4	**a.**	Define hypothesis.	**3**	**L1**	**CO4**
	b.	Discuss the components of time series.	**7**	**L2**	**CO2**
	c.	Calculate Karl Pearson's co-efficient of correlation for the data given below taking 66 and 63 as assumed means of X and Y respectively Height (X): 60, 62, 64, 66, 68, 70, 72 Weight (Y): 61, 63, 63, 63, 64, 65, 67	**10**	**L3**	**CO3**
Q.5	**a.**	State any three limitations of Range.	**3**	**L2**	**CO2**
	b.	Find the missing frequency in the following distribution if N= 100 And Median is 32 Marks: 0 – 10 | 10 – 20 | 20 – 30 | 30 – 40 | 40 – 50 | 50 – 60 | Total No. of students: 10 | ? | 25 | 30 | ? | 10 | 100	**7**	**L3**	**CO2**
	c.	The following data relates to annual sales of a company. Calculate (i) three Yearly, (ii) 4 yearly moving averages. Year: 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 Sales: 42 | 50 | 52 | 49 | 53 | 55 | 51 | 57 | 60 | 65 | 62	**10**	**L3**	**CO4**
Q.6	**a.**	Define Binomial Distribution. Mention the application of Binomial Distribution.	**3**	**L2**	**CO3**
	b.	The average percentage of defectives in a product manufactured by a company is 30%. Out 10 products manufactured , what is the probability that a) Exactly 2 are defective. b) None are defective.	**7**	**L3**	**CO3**
	c.	A typist commits the following mistakes per page in typing 100 pages. Poisson Distribution Fit a Poisson distribution and calculate the theoretical frequencies. Mistakes per page(X): 0 | 1 | 2 | 3 | 4 | 5 | 6 Frequency (f): 48 | 27 | 12 | 7 | 4 | 1 | 1	**10**	**L3**	**CO3**
Q.7	**a.**	Differentiate between one tailed and two tailed test.	**3**	**L3**	**CO4**
	b.	The results of a examination held by a university is summarized as below. Gender: Boys | Girls Mean: 72 | 75 Standard Deviation: 8 | 6 No of students: 32 | 36 Test the hypothesis that the mean score of girls are better than boys (use 5% level of significance.	**7**	**L5**	**CO4**

	c.	The mother of 180 adolescents (some of them were graduates and others non graduates) were asked whether they agree or disagree on a certain aspect of adolescent behavior. Use Chi-square test at 5 percent significance level to test the association between the attitude and educational qualification. **Agree / Disagree / Total** Graduate mother: 30 / 50 / 80 Non graduate mother: 70 / 30 / 100 Total: 100 / 80 / 180	**10**	**L5**	**CO4**
		Compulsory Questions			
Q.8	**a.**	A research company summarized the results of advertising expenditure and sales results as follows: **Particulars** / **Advertising exp.(X) (Rs. In Crore)** / **Sales(Y) (Rs. In Crore)** Average: 20 / 200 Std.deviation: 18 / 17 Correlation coefficient: 0.6 Obtain: (i) Two regression equations (ii) Predict the most probable sales when the advertising expenditure is Rs.8 crores (iii) Predict the amount of advertising expenditure when the sales is Rs. 190 crores.	**10**	**L4**	**CO2**
	b.	The scores of two batsmen Aarush and Vidath in 10 innings during a certain season are given below. Ascertain who is more consistent in scoring runs and a better player. Aarush: 32, 28, 47, 63, 71, 39, 10, 60, 96, 14 Vidath: 19, 31, 48, 83, 67, 90, 10, 62, 40, 80	**10**	**L4**	**CO2**

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MBA201

Second Semester MBA Degree Examination, June/July 2025
Human Resources Management

Time: 3 hrs. Max. Marks: 100

*Notes:1. Answer any **FOUR** full questions from Q.No. 1 to Q.No. 7*
2. Question No. 8 is compulsory.
3. M:Marks, L:Bloom'slevel, C: Course outcomes.

			M	L	C
Q.1	a.	What is Human Resource Management?	3	L1	CO1
	b.	Discuss the components of pay structure in India.	7	L2	CO2
	c.	Discuss innovative Human Resource practices in India.	10	L5	CO5
Q.2	a.	What is Job Analysis?	3	L4	CO4
	b.	Explain the various Human Resource Competencies.	7	L2	CO2
	c.	Explain the steps involved in Employee selection process.	10	L2	CO2
Q.3	a.	State any three Objectives of Industrial Relations	3	L1	CO1
	b.	What are the differences between personnel management and HRM	7	L1	CO1
	c.	Explain the methods of Performance Appraisal system.	10	L2	CO2
Q.4	a.	Differentiate between service and Manufacturing sector.	3	L3	CO3
	b.	What is HRIS. Explain its benefits and limitations.	7	L5	CO5
	c.	Discuss on- the -job and off- the- job training methods.	10	L2	CO2
Q.5	a.	What is Internal Mobility?	3	L1	CO1
	b.	Explain the sources of Recruitment in organization to hire people.	7	L2	CO2
	c.	Explain multi- generational workforce.	10	L2	CO2
Q.6	a.	Who were the Actors of Industrial Relations?	3	L3	CO3
	b.	Discuss the principles of Human Resource Management.	7	L1	CO1
	c.	Explain various reasons for employees to join trade union.	10	L2	CO2
Q.7	a.	What you mean by Trade union?	3	L2	CO2
	b.	Discuss the factors influencing the adoption of Human Resource Management practices in SMEs.	7	L3	CO3
	c.	Discuss various functions of Human Resource Management.	10	L1	CO1

	Compulsory Question				
Q.8	Case Study Smith Private Ltd Company is well known for its welfare activities and employee-oriented schemes in the manufacturing industry for more than ten decades. The company employs more than 800 workers and 150 administrative staff and 80 management-level employees. The Top-level management views all the employees at the same level. This can be clearly understood by seeing the uniform of the company which is the Same for all starting from MD to floor level workers. The company has 2 different cafeterias at different places one near the plant for workers and others near the Administration building. Though the place is different the amenities, infrastructure and the food provided are of the same quality. In short, the company stands by the rule of Employee Equality. The company has one registered trade union. The relationship between the union and the management is very cordial. The company has not lost a single man day due to strike. The company is not a paymaster in that industry. The compensation policy of that company, when compared to other similar companies, is very less still the employees don't have many grievances due to the other benefits provided by the company. But the company is facing accountable number of problems in supplying the materials in the recent past days. Problems like quality issues, mismatch in packing materials (placing material A in the box of material B , incorrect labelling of material, not dispatching the material on time, etc... The management views the case as there are loop holes in the system of various departments and hand over the responsibility to the HR department to solve the issue. When the HR manager goes through the issues, he realized that the issues are not relating to the system, but it relates to the employees. When investigated he come to know that the reason behind the casual approach by employees in work is • The company hired new employees for a higher-level post without considering the potential internal candidates. • The newly hired employees are placed with higher packages than that of existing employees in the same cadre.				
	a.	What is the core issue faced by Sumit Private Ltd in recent days?	**5**	**L4**	**CO4**
	b.	Why are the employees at Sumit Private Ltd adopting a casual approach toward their work?	**5**	**L4**	**CO4**
	c.	How has Sumit Private Ltd maintained employee equality, and what is the limitation of this approach?	**5**	**L4**	**CO4**
	d.	What HR measures can be suggested to Sumit Private Ltd to solve the current issue?	**5**	**L4**	**CO4**

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MBA201/MBA21

Second Semester MBA Degree Examination, June/July 2025
Quantitative Techniques for Management

Time: 3 hrs. Max. Marks:100

Note: *1. Answer any FIVE full questions.*
2. Use of statistical data hand book/tables is permitted.
3. Use of graph sheets wherever necessary.

1 a. "Operation Research replaces management by personality". Discuss. **(07 Marks)**

b. What is Model? Discuss various classification schemes of models. **(07 Marks)**

c. Give a brief account of applications of linear programming problem. **(06 Marks)**

2 a. What are the assumptions made in linear programming problem? **(03 Marks)**

b. Obtain the dual of the following 'LPP'.

Maximize $Z = 8x_1 + 10x_2 + 5x_3$

Subject to

$x_1 - x_3 \leq 4$

$2x_1 + 4x_2 \leq 12$

$x_1 + x_2 + x_3 \geq 2$

$3x_1 + 2x_2 - x_3 = 8$

$x_1, x_2, x_3 \geq 0$ **(07 Marks)**

c. An animal feed company must produce 200 kg of a mixture consisting of ingredients 'X_1' and 'X_2'. The ingredient X1 costs Rs. 3 per kg and X_2 costs Rs. 5 per kg. Not more than 80 kg of X_1 can be used and at least 60 kg of X_2 must be used. Find the minimum cost mixture. **(10 Marks)**

3 a. Briefly explain how degeneracy in a transportation problem may be resolved. **(05 Marks)**

b. Solve the following transportation problem for maximum profit.

From \ To	A	B	C	D	Supply
X	12	18	6	25	200
Y	8	7	10	18	500
Z	14	3	11	20	300
Demand	180	320	100	400	

(15 Marks)

4 a. Define :
i) The discrete random variable
ii) The probability mass function
iii) The continuous random variable
iv) The probability density function **(06 Marks)**

b. During war, 3 ships out of 100 are sunk on the average in making cetian voyage. If 10sships are out, what is the probability that
   i) Exactly 6 will arrive safety?
   ii) At least 6 will arrive safety? **(07 Marks)**

c. The marks of 1000 students in a university are found to be normally distributed with mean 70 and standard deviation 5. Estimate the number of student whose marks will be
   i) Between 60 and 75
   ii) More than 75, and
   iii) Les than 68 **(07 Marks)**

5 a. A small project is composed of several activities whose time estimates are as follows

Jobs	Duration (in weeks)
1 – 2	1 – 1 – 7
1 – 3	2 – 5 – 14
2 – 3	2 – 2 – 14
3 – 4	3 – 6 – 14

Construct the network and determine the following
   i) What is the probability that the project will be completed at least 2 weeks later than expected?
   ii) If the project due date is 6 weeks, what is the probability of not meeting the due date?
   iii) What due date has 95% chance of being met? **(10 Marks)**

b. Find the optimum and minimum project duration with their cost schedule of the following project. Given the over head expenses as Rs. 45 per day.

Activity	Normal duration	Crash duration	Cost of crashing per day
1 – 2	3	1	Rs. 40/-
2 – 3	4	2	Rs. 40/-
2 – 4	7	3	Rs. 10/-
3 – 4	5	2	Rs. 20/-

(10 Marks)

6 a. What is the standard notation for queuing model? **(03 Marks)**

b. Explain the arrival process and service process of a queuing model. **(07 Marks)**

c. A repair shop attended by a single mechanic has an average of four customers an hour who bring small appliances for repair. The mechanic inpscts them for defects and renders a diagnosis. This takes him six minutes on an average. Arrivals are poison and service time has the exponential distribution. You are required to
   i) Find the proportion of time during which the shop is empty
   ii) Find the probability of finding atleast one customer in the shop
   iii) Find the average number of customer in the system
   iv) Find the average time spent, including service by a customer.

(10 Marks)

7 a. What are the operating characteristics of queuing system? **(03 Marks)**

b. The incidence of occupational disease in an industry is such that the workers have a 20% chance of suffering from it. What is the probability that out of six workers 4 or more will contract disease? **(07 Marks)**

c. A repairman is to be hired to repair machines that breakdown following a Poisson process, with an average rate of four per hour. The cost of non productive machine is Rs. 9 per hour. The company has the option of choosing either a fast or slow repairman. The fast repairman charges Rs. 6 per hour and will repair machines at an average rate 7 per hour. The slow repairman charges Rs. 3 per hour and will repair machines at an average rate of 5 per hour. Which repairman should be hired? **(10 Marks)**

8 a. Distinguish between deterministic and probabilitstic queuing models. Discuss some probabilistic queuing models with examples. **(06 Marks)**

b. Give the role of queuing theory in decision making and discuss its application. **(07 Marks)**

c. A TV repairman finds that the time spend on his job has an exponential distribution with mean 30 minutes. If he repairs sets in the order in which they come and if the arrival of sets is approximately Poisson with an average rate of 10 per 8 hour day, what is his expected idle time each day? How many job are ahead of the set just brought on? **(07 Marks)**

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MBA202

Second Semester MBA Degree Examination, June/July 2025
Financial Management

Time: 3 hrs. Max. Marks: 100

*Notes: 1. Answer any **FOUR** full questions from Q.No. 1 to Q.No. 7*
2. Question No. 8 is compulsory.
3. M: Marks, L: Bloom's level, C: Course outcomes.

			M	L	C
Q.1	a.	What are the objectives of Financial Management?	3	L2	CO1
	b.	State the difference between Primary and Secondary market.	7	L2	CO1
	c.	Birla company Ltd. is evaluating a project that has the following cash flow. The cost of capital is 15%. You are required to calculate the Modified Internal rate of return.	10	L2	CO3

Year	0	1	2	3	4	5	6
Cashflow(in millons)	-120	-80	20	60	80	100	120

			M	L	C
Q.2	a.	What do you mean by Time Value of Money?	3	L3	CO2
	b.	An investor deposits Rs 20000 in a Bank Account for 5 years at 8 % interest. Calculate the amount he will have in his account if interest is compounded, i) Annually ii) Semi - annually iii) Quarterly iv) Continuously.	7	L2	CO3
	c.	Maruti company borrows Rs.10,00,000 at the rate of interest 15% p.a, the loan is to be repaid 5 equal installments paid at the end of each year. Prepare the loan amortization schedule.	10	L2	CO3
Q.3	a.	Mr. Kapoor plans to send his daughter for higher studies abroad after 10 years. He expects the cost of these studies to be Rs 10,00,000. Calculate how much he would save annually to have a sum of Rs 10,00,000 at the end of 10 years, if the interest rate is 12 percent.	3	L2	CO3
	b.	Explain the sources of Financing.	7	L2	CO3
	c.	Briefly explain the emerging areas in Financial Management.	10	L2	CO1
Q.4	a.	What do you understand by Angel Investing?	3	L2	CO1
	b.	A company is considering which of two mutually exclusive project it should undertake. The company anticipates a cost of capital of 5% and net after tax cash flows of the project are as follows :	7	L2	CO3

Year	0	1	2	3	4
Project X	-30000	15000	15000	10000	10000
Project Y	-40000	25000	20000	15000	10000

Calculate the NPV of each project , recommend which project is better.

	c.	Akash ltd. has following details. Determine WACC. Sources of funds / Book value / Market value / Specific cost % Debt / 400000 / 380000 / 5 Preference / 100000 / 110000 / 8 Retained earnings / 200000 / - / 13 Equity capital / 600000 / 1200000 / 15	10	L2	CO3
Q.5	a.	If the interest rate is 8 percent , calculate the doubling periods as per the rule of 72 and the rule of 69 respectively.	3	L1	CO2
	b.	Define financial management. Briefly explain the role of finance manager.	7	L2	CO1
	c.	The following information is available in respect of a product. Units sold: 190000 Unit sales price: Rs.5 Fixed cost: Rs.250000 Variable cost per unit: Rs.1 Tax rate: 50% 10% Debt capital: Rs.600000 Calculate OL, FL & CL.	10	L4	CO5
Q.6	a.	A company issues Rs.10 lakhs,10% redeemable debentures at a discount of 5%. The cost of floatation cost is Rs. 30000. The debentures are redeemable after 5 years at par. Calculate after tax cost of debt assuming tax rate of 50%.	3	L2	CO3
	b.	Discuss the factors determining working capital.	7	L3	CO4
	c.	Prepare the estimate of working capital requirement from the following data of a trading concern: Raw materials -52, Direct labour-19.5, Overheads-39.5, Total cost-111, Profit-119.5, Selling price-130. • Projected annual sales-70000 units • Average raw materials in stock 1 month. • Average materials in process ½ month. • Credit allowed by suppliers -1 month. • Credit period allowed to debtors -2 months. • Time lag in payment of wages 1 ½ week • Overhead Time lag 1 month. • ¼ th of sales are on cash basis. Cash balances is Rs.120000(¼th purchased for cash). Allow 10% for contingencies.	10	L3	CO4
Q.7	a.	A company issues 15% equity shares of Rs.10000 each and tax paid is 40%, brokerage is 3 %. Calculate the cost of retained earnings.	3	L2	CO3
	b.	What are the factors that influence the dividend policy of a firm.	7	L2	CO3

	c.	From the following information calculate operating cycle and cash cycle: Sales-800, Cost of goods sold-720, Inventory : Opening Inventory-96, ClosingInventory-102 Accounts receivable : Opening receivable-86, Closing receivable-90, Accounts payable : Opening payable-56, Closing payable-60	10	L4	CO5
		Compulsory Questions			
Q.8		Mr. M is considering a capital project with a following information : Investment outlay of the project is Rs100 million this consists of Rs.80 million on plant & machinery and Rs.20 million on net working capital. The project will be financed with Rs.45 million of equity capital, Rs.5 million of preference capital and 50 million of debt capital. Preference capital carry a dividend rate of 15 % and debt capital 15%. Life of the project is expected to be 5 years, at the end of 5 years fixed asset will fetch net salvage value of Rs.30 million, Project is expected to increase the revenue of the firm by Rs.120 million per year. Increase in cost is expected to be Rs.80 million per year (it includes all items of cost other than depreciation interest and tax). Tax rate will be 30 %. Plant and machinery will be depreciated at the rate of 25% per year WDV Method. Estimate the cash flow of the firm.	20	L3	CO4

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MBA203/MBA23

Second Semester MBA Degree Examination, June/July 2025
Financial Management

Time: 3 hrs. Max. Marks:100

Note: ***1. Answer any FOUR full questions from Q1 to Q7.***
2. Question No.8 is compulsory.

1 a. Define Operating Leverage. **(03 Marks)**

b. In what ways the wealth maximization objective superior to the profit maximization objective? Explain. **(07 Marks)**

c. How should the finance function of an enterprise be organized? What role should the financial manager play in a modern enterprise? **(10 Marks)**

2 a. What is Accounting Rate of Return? **(03 Marks)**

b. Briefly explain different factors affecting the working capital requirements of a firm. **(07 Marks)**

c. The beta coefficient of shares of PSP software is 1.20. The risk free rate of return is 8% and the expected return on market is 18%. The pre tax cost of debt for the firm is 15% and the tax rate is 30%. The firm also employs preference capital with a dividend rate of 16%. The target capital structure of the firm suggests 30% equity 30% preference capital and 40% debt. The firm is considering following projects for investment.

Project A – IRR 14%
Project B – IRR 16%
Project C – IRR 18%

i) Compute the cost equity, cost of debt and weighted average cost of capital at the target capital structure.

ii) Based on the above, which all projects should the firm accept and why?

(10 Marks)

3 a. What is the Optimum Capital Structure? **(03 Marks)**

b. What are the factors influencing Current Assets Policy of a firm? **(07 Marks)**

c. A firm is contemplating the installation of a machine for performing certain production functions. Two machines are being considered viz, Janata and Deluxe each of which can fulfill the technical requirements. The particular are given below :

	Janata	Deluxe
Capital cost	Rs. 40,000	Rs. 60,000
Cash running cost per year	Rs. 16,000	Rs. 12,000
Salvage value	Rs. 4,000	Rs. 8,000
Life	10 years	10 years

Straight line depreciation tax rate 50 per cent, required rate of return 10 percent.
Required :

I) A decision regarding selection of the machine

i) By the internal rate of returns method

ii) By NPV method assuming cost of capital at 10%. **(10 Marks)**

4 a. What do you mean by capital budgeting? How does it differ from periodic budgeting? **(03 Marks)**

b. What is payback method? State its advantages. What are limitations of a payback method? **(07 Marks)**

c. Briefly explain the factors, which influence the planning of the capital structure in practice. **(10 Marks)**

5 a. What is Private Placement? **(03 Marks)**

b. Define leasing and hire purchase. Explain the differences between the two. **(07 Marks)**

c. Selling price per unit of a product is Rs.85 and the variable cost is Rs.70. The firm incurs fixed cost of Rs.4,50,000 per annum. The company sold 65,000 units during the last year. The tax rate for the firm is 30%. The capital structure of the company is given below.

i) 50,000 equity shares of Rs.10 each fully paid up : Rs.5,00,000

ii) Debenture carrying interest rate of 12% per annum : Rs.10,00,000

iii) 14% preference shares : Rs.2,00,000.

Compute degree of operating leverage, Degree of financial leverage, Degree of total leverage and EPS. **(10 Marks)**

6 a. What is Pay Back Method? Illustrate with an exam. **(03 Marks)**

b. What is Financial Planning? Why it important? **(07 Marks)**

c. Alpha projects Ltd. Is considering two independent projects A and B. The cash flows associated with the two projects are as under :

	(Rs. In corore)					
Year	0	1	2	3	4	5
Project A	40	12	14	15	18	9
Project B	45	10	14	15	18	23

The company's debt equity ratio is 2. While the debt can be raised at the rate of 15% under per tax terms, the equity can be raised at 25.2%. The company is in the tax bracket at 35%.

Required : Using the concept of NPV, you are required to advise whether the company should implement Project A or Project B. **(10 Marks)**

7 a. Define working capital. Distinguish between permanent and temporary working capital. **(05 Marks)**

b. Krishna Confectionary Ltd. is considering the purchase of machine. Two machine A and B are available each costing Rs. 5,00,000. In comparing the profitability of the machines, a discount rate of 10% is to be used. Cash flows are expected to be as under :

Year	Cash flows	
	Machine A (Rs.)	Machine B (Rs.)
1	1,50,000	50,000
2	2,00,000	1,50,000
3	2,50,000	2,00,000
4	1,50,000	3,00,000
5	1,00,000	2,00,000

Indicate which machine would be more profitable investment using various methods of ranking (P.B.P, ARR and NPV method) investment proposals. **(15 Marks)**

8 **Case study**

Shantilal Sweets

In February 1998, Shantilal handed over his business to his son Ratanlal. Shantilal started Shantilal Sweets as a small shop in 1972, which grew over the years to become one of the most known brands in Gujarati sweets and snacks in Cochin. His business consists of two segments – one a retail out let at the shop it self and the second a whole sale segment where he supplies sweets and snacks to various other retail outlets and small shops. As Shantilal maintained high level of quality, the demand from wholesale segment grew steadily and contributed approximately 60% of the total revenue in 1997. There was a committed group of customers who always preferred buying from Shantilal.

In 1972, when Shantilal started the business there were only few engaged in this business. But by 90's the competition became severe both from makers of traditional sweets and bakery products. Shantilal's style was conservative and he preferred to store lot of raw material inventory (mostly gram flour and oil) with a feeling that he should never run out of these items. Since the sweets and snacks are to be sold fresh, the finished goods inventory was not much. Though the business at his shop was fully on cash basis, the customers in the wholesale segment availed credit. Considering the long standing relation with most of these small shop owners, Shantilal was not very strict in collecting the dues. Though the default rate was negligible, many used to make payments only after two to three purchases. On the other hand, Shantilal rarely availed credit on his purchases. This was putting lot of pressure on the fund position. Some financial details for 1997 are given in Table I.

Shantilal has credit arrangement with Mahajanic Co-operative Bank, which had sanctioned a limit of Rs.2 lakhs for working capital. But through out 1997 he had drawn more than Rs.2 lakhs. Since he was a long time customer, the bank did not take any objection to the same. When Ratanlal took over the business, the bank gave him some suggestions to bring down the working capital requirements below Rs.2 lakhs. The bank made two suggestions-one to reduce raw material inventory to 30 days and the second to reduce the credit period to customers to 45 days-other assets and liabilities were acceptable to the bank. But Ratanlal wanted to bring many more changes in the way the business was done. First was to aggressively cut down raw material inventory to 15 day requirements.

He felt that this would release lot of funds and sourcing material from local markets may not be difficult. Next was to reduce the credit period offered to customers drastically to 30 days. He decided to press the customers for early payments and to stop further sales to those who do not pay on time. He also decided to negotiate for 30 days credit from the raw material suppliers. He believes that most of the costs will remain more or less same in 1998 and the sales will increase by 10% as compared to 1997.

Table I	
Average sales per day (1997)	Rs.4,000
% of credit sales to total sale working capital position (1997)	60%
Raw material (45 days requirement)	Rs.67,500
Finished goods (5 days stock)	10,000
Debtors (60 days sales)	144,000
Cash	20,000
Total current Assets	2,41,500
Creditors (10 days credit)	15,000
Other current liabilities	2,000
Total current liabilities	17,000
Net current assets	224,500

Required :

a. What type of working capital policy was Mr. Shantilal following? What are the reasons for high levels of working capital? **(05 Marks)**
b. What type of working capital policy is Ratanlal planning to follow and what are its practical difficulties? **(05 Marks)**
c. Estimate the working capital requirements for 1998 as per the recommendations of the bank. **(05 Marks)**
d. Estimate the working capital requirements for 1998 as per Ratanlal plans. **(05 Marks)**

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MBA203

Second Semester MBA Degree Examination, June/July 2025
Research Methodology and IPR

Time: 3 hrs. Max. Marks: 100

*Notes: 1. Answer any **FOUR** full questions from Q.No. 1 to Q.No. 7*
2. Question No. 8 is compulsory.
3. M: Marks, L: Bloom's level, C: Course outcomes.

			M	L	C
Q.1	a.	What do you understand by research problem? Give example.	3	L2	CO1
	b.	Explain features of a good research.	7	L2	CO1
	c.	Explain in detail in detail the research process with suitable examples.	10	L2	CO1
Q.2	a.	Give a difference between exploratory and conclusive research design.	3	L3	CO4
	b.	Analyze and elaborate the conditions of choosing the cross sectional and longitudinal studies in business research & justify.	7	L3	CO4
	c.	Explain the application of research in marketing, finance, human resource and production & operations management.	10	L2	CO1
Q.3	a.	What do you mean by sample & a sample frame?	3	L2	CO1
	b.	Explain sampling process with example.	7	L2	CO1
	c.	Write your understanding on types of sampling design.	10	L2	CO1
Q.4	a.	What do you understand by data collection?	3	L3	CO2
	b.	Analyze the methods of data collection with an example.	7	L3	CO2
	c.	Explain in detail comparative and non-comparative scaling techniques.	10	L3	CO2
Q.5	a.	What do you understand by editing and coding?	3	L2	CO3
	b.	Explain in detail steps involved in processing of data.	7	L2	CO3
	c.	Explain in detail types of research reports with neat structure.	10	L2	CO3
Q.6	a.	What is intellectual property?	3	L2	CO5
	b.	Explain the different types of intellectual property.	7	L2	CO5
	c.	Elaborate your understanding on trade related investment measurement and its features.	10	L4	CO5
Q.7	a.	Explain the errors affecting research design.	3	L2	CO4
	b.	Analyze the Qualitative research techniques with examples.	7	L3	CO4
	c.	Analyze the different types of experimental research design.	10	L3	CO4

		Compulsory Questions			
Q.8					
		In the 1990s, a task force was formed among executives of seven regional transportation agencies in the New York-New Jersey area. The mission of the task force was to investigate the feasibility and desirability of adopting electronic toll collection (ETC) for the inter-regional roadways of the area. Electronic toll collection is accomplished by providing commuters with small transceivers (tags) that emit a tuned radio signal. Receivers placed at toll booths are able to receive the radio signal and identify the commuter associated with the particular signal. Commuters establish ETC accounts that are debited for each use of a toll road or facility, thus eliminating the need for the commuter to pay by cash or token. Because the radio signal can be read from a car in motion, ETC can reduce traffic jams at toll plazas by allowing tag holders to pass through at moderate speeds. At the time the New York-New Jersey agencies were studying the service; electronic toll collection was already being used successfully in Texas and Louisiana. Even though several of the agencies had individually considered implementing ETC, they recognized that independent adoption would fall far short of the potential benefits achievable with an integrated interregional system. The task force was most interested in identifying the ideal configuration of service attributes for each agency's commuters, and determining how similar or different these configurations might be across agencies. The task force identified a lengthy list of attributes that was ultimately culled to seven questions: • How many accounts are necessary and what statements will be received? • How and where does one pay for EZPass? • What lanes are available for use and how they are controlled? • Is the tag transferable to other vehicles? • What is the price of the tag and possible service charge? • What is the price of the toll with an EZPass tag? • What are other possible uses for the EZPan tag (airport parking, gasoline purchases)? From a business researcher's perspective, it also seemed important to assess commuter demand for the service. However, the task force was not convinced that it needed a projection of demand, because it was com mitted to implementing ETC regardless of initial com-muter acceptance. The task force considered its principal role to be investigating commuters' preferences for how the service should be configured ideally. Questions :			
	a.	Evaluate the problem definition. Has the problem been defined adequately?	**10**	**L3**	**CO4**
	b.	What type of research design would you recommend for this project?	**10**	**L6**	**CO4**

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MBA204

Second Semester MBA Degree Examination, June/July 2025
Operation Research

Time: 3 hrs. Max. Marks: 100

*Notes: 1. Answer any **FOUR** full questions from Q.No. 1 to Q.No. 7*
2. Question No. 8 is compulsory.
3. M:Marks, L:Bloom'slevel, C: Course outcomes.

			M	L	C
Q.1	**a.**	Give a brief historical development of Operations Research.	**3**	**L1**	**CO1**
	b.	A firm is engaged in producing two products A and B. Each unit of product A requires2 kg of raw material and 4 hours of processing time while each unit of product B requires 3 kg of raw material and 3 hours of processing time. The firm has an availability of 100 kg of raw material and 200 hours of processing time. The profit on one unit of productA and B are Rs.80 and Rs.60 respectively. Formulate the problem as an LPP.	**7**	**L3**	**CO2**
	c.	Solve the following LPP using graphical method, $Z_{max} = 6x_1 + 8x_2$, subject to $x_1 + x_2 \leq 450$, $2x_1 + x_2 \leq 600$ and $x_1, x_2 \geq 0$.	**10**	**L3**	**CO2**
Q.2	**a.**	State the basic assumptions underlying sequencing problems.	**3**	**L1**	**CO3**
	b.	Define the term Operations Research. Mention different phases of operations research.	**7**	**L1**	**CO1**
	c.	Consider the processing time estimates (in minutes) of 5 jobs each of which should go through on two machines M_1 and M_2 in the order M_1, M_2.	**10**	**L3**	**CO3**

Job	J_1	J_2	J_3	J_4	J_5
M_1	5	1	9	3	10
M_2	2	6	7	8	4

Obtain an optimal sequence of the jobs on the machines; find the total elapsed time and idle time of each machine.

Q.3	**a.**	What is meant by an unbalanced transportation problem?	**3**	**L2**	**CO1**
	b.	Find an initial basic feasible solution to the following Transportation Problem using North West Corner Rule.	**7**	**L3**	**CO2**
	c.	Solve the following assignment problem. Assign the tasks (1, 2 and 3) to the persons (A, B and C) so as to minimize the total cost of assignment.	**10**	**L3**	**CO2**

		Destination			
		D_1	D_2	D_3	
Origin	O_1	2	7	4	5
	O_2	3	3	1	8
	O_3	5	4	7	7
	O_4	1	6	2	14
		8	8	18	

	A	B	C
1	12	11	8
2	8	9	11
3	11	14	12

Q.4	**a.**	Write a note on degeneracy of transportation problem.	**3**	**L2**	**CO2**
	b.	Solve the following game using the concept of dominance. B I II III A I 1 7 2 II 6 2 7 III 5 2 6	**7**	**L2**	**CO3**
	c.	Solve the following 2 × 3 game using graphical method. B I II III A I 1 3 11 II 8 5 2	**10**	**L2**	**CO3**
Q.5	**a.**	Write a short note on Decision Theory.	**3**	**L2**	**CO2**
	b.	Obtain an initial basic feasible solution to the following transportation problem using Vogel's Approximation Method. D_1 D_2 D_3 O_1 2 2 3 10 O_2 4 1 2 15 O_3 1 3 1 40 20 15 30	**7**	**L3**	**CO2**
	c.	Define the following terms with reference to game Theory: i) Pay off matrix ii) Pure Strategy iii) Mixed Strategy iv) Value of Game v) Fair Game	**10**	**L2**	**CO3**
Q.6	**a.**	Define the term sequencing and state it's importance.	**3**	**L1**	**CO1**
	b.	Explain the Max. Min and Min. Maxprinciples with an example for each.	**7**	**L2**	**CO3**
	c.	Three different operations have to be performed on the machines M_1, M_2 and M_3 in the order $M_1M_2M_3$. Obtain the optimal sequence if the processing time estimates of four jobs on the three machines are as follows. Job J_1 J_2 J_3 J_4 M_1 3 12 5 2 M_2 8 6 4 6 M_3 13 14 9 12	**10**	**L3**	**CO3**
Q.7	**a.**	Describe the phases of project management.	**3**	**L4**	**CO4**
	b.	Differentiate between PERT and CPM.	**7**	**L2**	**CO4**
	c.	A small project consists of the following jobs whose time estimates in days are given in the table. Job 1-2 1-3 2-3 2-5 3-4 3-6 4-5 4-6 5-6 6-7 Time 15 15 3 5 8 12 1 14 3 14 i) Draw an arrow diagram representing the project. ii) Find the critical path and total project duration.	**10**	**L4**	**CO4**

Compulsory Questions

Q.8	Larsen and Toubro construction company has a demand of 3, 3, 4 and 5 million cubic feet of fill at sites I, II, III and IV in Karanataka. It can transfer the fill from three places A, B and C where there is supply of 2, 6 and 7 million cubic feet of fill respectively. The cost of transportation per million cubic feet of fill in lakhs of rupees is given in the following table.Determine the optimum transportation schedule which minimizes the total cost to the company. What is the optimal transportation cost of the schedule made?	**20**	**L3**	**CO2**

		To			
From		I	II	III	IV
	A	15	10	17	18
	B	16	13	12	13
	C	12	17	20	11

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MBA205

Second Semester MBA Degree Examination, June/July 2025
Corporate Strategy

Time: 3 hrs. Max. Marks: 100

*Notes: 1. Answer any **FOUR** full questions from Q.No. 1 to Q.No. 7*
2. Question No. 8 is compulsory.
3. M: Marks, L: Bloom's level, C: Course outcomes.

			M	L	C
Q.1	a.	Define Strategy Management?	3	L1	CO1
	b.	Discuss the relationship between a Company's Strategy and its Business Model.	7	L2	CO1
	c.	With a diagram, Explain in detail Strategic Management Process.	10	L2	CO1
Q.2	a.	Discuss the Nature of External Audit.	3	L1	CO2
	b.	Explain the types of Key Success Factors.	7	L2	CO2
	c.	Illustrate in detail Porters Five Forces Model.	10	L3	CO2
Q.3	a.	Describe Benchmarking.	3	L1	CO2
	b.	What is SWOT Analysis, why it is important to carry out SWOT Analysis?	7	L2	CO2
	c.	Explain in detail Value Chain Analysis (VCA) of the firm.	10	L3	CO2
Q.4	a.	Define Diversification Strategies.	3	L1	CO3
	b.	Differentiate between Vision and Mission Statement.	7	L4	CO3
	c.	Explain in detail Porter's Generic Strategies.	10	L3	CO3
Q.5	a.	What do you understand by Managing Conflicts?	3	L1	CO3
	b.	Explain the Model of Strategic Implementation.	7	L3	CO3
	c.	Discuss in detail linking performance and pay to strategies.	10	L2	CO3
Q.6	a.	What do you understand by contingency planning?	3	L1	CO4
	b.	Explain Emerging trends and Issues in strategic Management.	7	L4	CO4
	c.	Explain Balance Score Card.	10	L3	CO4
Q.7	a.	What do you understand by Industry Analysis.	3	L1	CO2
	b.	Explain the different levels of Strategies	7	L2	CO3
	c.	Discuss in detail Resource Base Value (RBV) of the Firm.	10	L3	CO2

Case Study (Compulsory)					
Q.8		**Strategic Initiatives at Titan Company Limited** Titan Company Limited, a part of the Tata Group, started in 1984 as a watch manufacturer. By 2000, Titan was a well-established brand in India's watch segment. However, the company began facing stiff competition from global brands and a shift in consumer preferences towards fashion accessories and smartwatches. Realizing the need for strategic realignment, Titan expanded into jewellery (Tanishq) and eyewear (Titan Eye+), and later ventured into wearable tech with smartwatches. The company adopted a diversification strategy, leveraging its strong brand and retail experience. Tanishq became one of the top jewellery brands in India, contributing significantly to revenues. Titan also embraced digital transformation by integrating data analytics, enhancing customer engagement, and optimizing its supply chain. Sustainability and corporate social responsibility became part of its long-term strategy.This multi-pronged strategy led to a successful turnaround. By 2022, Titan became one of India's most valuable consumer companies with a strong presence in watches, jewellery, and lifestyle products.			
	a.	What were the key strategic challenges faced by Titan?	**7**	**L4**	**CO4**
	b.	Explain Titan's diversification strategy.	**7**	**L4**	**CO4**
	c.	How did Titan leverage its brand in implementing the strategy?	**6**	**L4**	**CO4**

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MBA206

Second Semester MBA Degree Examination, June/July 2025
Entrepreneurship Development

Time: 3 hrs. Max. Marks: 100

*Notes: 1. Answer any **FOUR** full questions from Q.No. 1 to Q.No. 7*
2. Question No. 8 is compulsory.
3. M:Marks, L:Bloom'slevel, C: Course outcomes.

			M	L	C
Q.1	a.	Define the terms; entrepreneur, enterprise and entrepreneurship	3	L1	CO1
	b.	Discuss various sources of creativity and innovation?	7	L2	CO2
	c.	List and explain functions of District Industry Centers (DICs).	10	L1	CO2
Q.2	a.	Discuss the terms Business model and business plans	3	L2	CO2
	b.	Elucidate briefly the steps in business planning Process	7	L3	CO1
	c.	Explain ostwardler's Business model canvas with hypothetical example.	10	L1	CO1
Q.3	a.	Differentiate between intrapreneur and entrepreneur	3	L4	CO2
	b.	Explain the various characteristics of successful entrepreneur	7	L1	CO1
	c.	Briefly explain role of entrepreneurship in economic development.	10	L1	CO4
Q.4	a.	Define Synectics and heuristics.	3	L1	CO1
	b.	Explain the ethical and social responsibility issues facing managers today.	7	L1	CO1
	c.	What role does entrepreneurship play in driving innovation and investment in the current global economy?	10	L4	CO2
Q.5	a.	Differentiate between Creativity and Innovation	3	L4	CO2
	b.	What do you understand by the term Start Up? Explain the different stages of Start up.	7	L2	CO2
	c.	Write short notes on NABARD, SIDBI and IDBI.	10	L2	CO1
Q.6	a.	Define e-Entrepreneur.	3	L2	CO2
	b.	Explain importance of rural entrepreneurship	7	L1	CO1
	c.	What is business plan and list different the steps involved in Business plan Process and write format of Business Project Report.	10	L3	CO2
Q.7	a.	How Angel investors different from Venture Capitalist.	3	L4	CO1
	b.	What key factors should an entrepreneur consider before pitching their startup to a venture capital firm, and how can they effectively demonstrate scalability and return on investment?	7	L5	CO3
	c.	Explain the advantages and Disadvantages of "Make in India" Program.	10	L1	CO2

		Compulsory Questions			
Q.8		In the village of **Belur, Karnataka**, **Meena Devi**, a 35-year-old homemaker, transformed her life by launching a **handmade herbal soap business**. Inspired by traditional knowledge and the abundance of **neem, tulsi, and aloe vera** in her village, Meena enrolled in a rural entrepreneurship program supported by **NABARD** and a local NGO. With an initial loan of **Rs.50,000**, she purchased basic equipment and raw materials. Meena started with a production capacity of **50 soaps per day**. She marketed her products in local weekly markets and through WhatsApp groups. As demand grew, she expanded operations and employed **10 women from her Self-Help Group (SHG)**, increasing production to **200 soaps daily**. Her monthly income rose from **Rs.3,000 to Rs.25,000**, and she registered her brand, "**GramaSugandha**". With further support from **Karnataka's Rural Marketing Scheme**, Meena's soaps reached nearby towns like Hassan and Chikmagalur. Her success encouraged other women to start small ventures in pickles, papad, and handicrafts, creating a ripple effect in the village. **Answer the Following questions**			
	a.	What resources did Meena use to start her business?	**05**	**L5**	**CO4**
	b.	How did she market her products?	**05**	**L5**	**CO4**
	c.	What impact did her business have on others?	**05**	**L5**	**CO4**
	d.	What helped her scale the business?	**05**	**L5**	**CO4**

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