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END TERM EXAMINATION

SECOND SEMESTER [MBA] MAY-JUNE 2026

Paper Code: MS-102	**Subject: Technology And Invovation Management**
Time: 3 Hours	**Maximum Marks: 60**

Note: Attempt all questions as directed. Internal choice is indicated.

Q1: Answer **any Four** of the following questions: **(4×5=20)**

a) What are the key phases of the technology life cycle? Illustrate with examples.

b) Differentiate between technology strategy and business strategy. How can they be aligned for better organizational performance?

c) Explain the concept of frugal innovation. How can it drive growth in emerging economies?

d) List and explain the challenges in managing innovation in large organizations versus startups.

e) Differentiate between incremental and transformational technological change with examples.

f) Discuss the concept of innovation climate in an organization.

g) What are the most common myths about creativity? Explain why they are misleading.

h) Describe the stages of creative problem-solving using a simple example.

Q2: What is the strategic importance of technological forecasting in a rapidly changing global market? Evaluate different methodologies of technological forecasting and assess their applicability to modern industries. **(10)**

OR

Q3: How do joint ventures facilitate technology collaboration, drive innovation, and build capabilities, and what factors ensure their success? **(10)**

Q4: How does choosing the right innovation strategy influence an organization's growth and competitiveness? Discuss any two innovation models and their long-term impact on society, focusing on health, and education sectors. **(10)**

OR

Q5: How do business model innovations differ from product and process innovations? Discuss the role of collaborative innovation in enhancing creativity and problem-solving in organizations. **(10)**

Q6: What do you mean by change management? Discuss the growing importance of change management in the digital era and explain the internal and external forces that drive change in organizations. **(10)**

OR

Q7: How can middle and senior management act as change agents during organizational transformation? What kind of leadership development plan can effectively foster innovation and drive successful change initiatives? **(10)**

Q8: How can creative thinking be cultivated in professional environments? What factors influence its role in driving innovation and problem-solving within organizations? **(10)**

P.T.O.

OR

Q9: **What are the benefits and challenges of managing lateral thinking in organizations? How can tools and techniques for creative problem solving be applied to drive successful initiatives and improve organizational outcomes?**

(10)

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END TERM EXAMINATION

SECOND SEMESTER [MBA] MAY-JUNE 2026

Paper Code: MS-104/MFA-102/MFM-104 ***Subject: Financial Management***

Time: 3 Hours **Maximum Marks: 60**

Note: Attempt all questions as directed. Internal Choice is indicated.

Q1 Attempt **any four** of the following questions: **(5x4=20)**

(a) Discuss how the agency problem can distort the objectives of financial management in a company.

(b) A company expects a net operating income of Rs. 1,00,000. It has 6% Debentures of Rs. 5,00,000. The overall capitalization is 10%. Calculate the value of the firm and the cost of equity according to the Net Operating Income Approach. Also, show changes when the Debt is increased to Rs. 7,50,000.

(c) What are the reasons for conflict in the NPV and IRR methods?

(d) In Walter's Approach, the dividend policy of a firm depends on the availability of investment opportunity and the relationship between the firm's internal rate of return and its cost of capital. Discuss are shortcomings of this view.

(e) Explain the concept of operating cycle in determining the working capital requirement of a firm. How is it different from the cash cycle?

Q2 What are the important functions of a finance manager in a multinational organisation? Analyze how the changes in the macroeconomic and financial environment affect the financial management practices of these organisations. Discuss the challenges a finance manager faces in balancing external factors with internal financial objectives. **(10)**

OR

Q3 a) A borrower takes a 10-year loan of Rs. 200,000 at an annual interest rate of 6%, with monthly payments. Using the formula for EMI, calculate the monthly payment the borrower would have to make. Given that $(1.005)^{120} = 1.8194$ **(5)**

b) An investor is planning to buy a house in 3 years and expects to need Rs. 1200000 to do so. If the interest rate is 8% compounded annually, how much should the investor invest today to reach this goal? **(2)**

c) How does increasing the compounding frequency affect the effective interest rate for a nominal rate of 10%? Calculate the effective interest rate for half-yearly and monthly compounding. **(3)**

Q4 a) There are two companies, N Ltd. and M Ltd., having the same earnings before interest and taxes (EBIT) of Rs. 20,000. M Ltd. is a levered company having a debt of Rs. 1,00,000 @ 7% rate of interest. The cost of equity of N Ltd. is 10% and of M Ltd. is 11.50%. Explain how the arbitrage process will be carried on. **(7)**

b) What is the importance of retained earnings as an internal source of capital? How do firms balance retained earnings with dividend policy? **(3)**

P.T.O

OR

Q5 The capital structure of Shine Ltd. as on 31.03.2024 is as under: **(10)**

Particulars	Amount (in Rs.)
Equity share capital of Rs. 10 each	45,00,000
15% Preference share capital of Rs. 100 each	36,00,000
Retained earnings	32,00,000
13% Convertible Debenture of Rs. 100 each	67,00,000
11% Term Loan	20,00,000
Total	2,00,00,000

Additional information:

a) Company issued 13% Convertible Debentures of Rs. 100 each on 01.04.2023 with a maturity period of 6 years. At maturity, the debenture holders will have an option to convert the debentures into equity shares of the company in the ratio of 1:4 (4 shares for each debenture). The market price of the equity share is Rs. 25 each as on 31.03.2024, and the growth rate of the share is 6% per annum.

b) Preference stock, redeemable after eight years, is currently selling at Rs. 150 per share.

c) The prevailing default-risk-free interest rate on 10-year GOI treasury bonds is 6%. The average market risk premium is 8%, and the Beta of the company is 1.54. The corporate tax rate is 25%, and the rate of personal income tax is 20%.

You are required to calculate the cost of: (i) Equity Share Capital, (ii) Preference Share Capital, (iii) Convertible Debenture, (iv) Retained Earnings (v) Term Loan

Q6 What is sensitivity analysis in capital budgeting, and why is it an important tool for evaluating the risks associated with investment projects? Discuss the process of conducting a sensitivity analysis on key variables like sales volume, cost of capital, and operating costs. Elucidate with the help of an example. **(10)**

OR

Q7 Unlock Limited wants to replace its old machine with a new automatic machine. Two models, A and Bare available at the same cost of ₹ 5 lakhs each. The salvage value of the old machine is ₹ 1 lakh. The utilities of the existing machine can be used if the company purchases A. The Additional cost of utilities to be purchased in that case is ₹ 1 lakh. If the company purchases B, then all the existing utilities will have to be replaced with new utilities costing ₹ 2 lakhs. The salvage value of the old utilities will be ₹ 0.20 lakhs. The earnings after taxation are expected to be:

Year	Cash Inflows		
	Model A (Rs.)	Model B (Rs.)	P.V. Factor @ 15%
1	100000	200000	0.87
2	150000	210000	0.76
3	180000	180000	0.66
4	200000	170000	0.57
5	170000	40000	0.50
Salvage Value at the end of the 5th Year	50000	60000	

The target return on capital is 15%. You are required to compute for the two machines separately:

a) NPV
b) Discounted Payback Period, and
c) Profitability Index.

Also, advise which of the two machines should be selected. **(5+3+2=10)**

P.T.O

P-2/3

Q8 a) A company has inventory turnover of 8 times, receivables turnover of 6 times, and payables turnover of 4 times. Calculate the company's operating cycle and cash conversion cycle. What do these figures suggest about its working capital efficiency? Assume that one year has 360 days. **(5)**

b) A company has an annual demand of 20,000 units, an ordering cost of Rs. 80 per order, and the holding cost of Rs. 4 per unit per year. Calculate the EOQ and total inventory cost. **(5)**

OR

Q9 Girdhari Ltd. has 80,000 shares outstanding. The current market price of these shares is Rs. 15 each. The company expects a net profit of Rs. 2,40,000 during the year, and it belongs to a risk class for which the appropriate capitalisation rate has been estimated to be 20%. The Company is considering a dividend of Rs.2 per share for the current year.

a) What will be the price of the share at the end of the year (i) if the dividend is paid and (ii) if the dividend is not paid? **(5)**

b) How many new shares must the Co. issue if the dividend is paid and the Co. needs Rs. 5,60,000 for an approved investment expenditure during the year? Use the MM model for the calculation. **(5)**

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END TERM EXAMINATION

SECOND SEMESTER [MBA] MAY-JUNE 2026

Paper Code: MS-106/MBA(A)-104/ MFA-110/MFM-106	**Subject: Business Research**

Time: 3 Hours **Maximum Marks: 60**

Note: Attempt all questions as directed. Internal choice is indicated.

Q1. Attempt **any Four** of the following questions (Not exceeding 150 words): **(4X5=20)**

(a) Is it necessary for every research to have a set of hypotheses? Why or why not?
(b) What are mediating and moderating variables?
(c) What advantages do statistical designs have over basic designs?
(d) What are the differences between proportionate and disproportionate stratified sampling?
(e) What are the implications of having an arbitrary zero point in an interval scale?
(f) Describe the notion of internal consistency reliability.
(g) Why it is useful to rotate the factors in factor analysis? Which is the most common method of rotation?
(h) What is the difference between references and bibliography?

Q2. A fast-fashion brand aims to adopt eco-friendly practices but fears increased costs and customer backlash. The CEO wants actionable insights.
(a) Reframe the broad problem into a specific research problem.
(b) Critique the following objective: "To study sustainability trends." Suggest improvements.
(c) Create 2 hypothesis-driven research questions. **(3+3+4=10)**

OR

Q3. A tech company suspects that higher daily screen time correlates with lower productivity among remote employees.
(a) Formulate a hypothesis of association. **(2)**
(b) Identify the concepts, their indicators (to convert them into variables), and decision levels. **(4)**
(c) Identify the independent and dependent variables. **(2)**
(d) Justify why this is a non-directional hypothesis. **(2)**

Q4. A supermarket chain wants to test if rearranging product shelves increases sales of private-label brands. They plan to test changes in 10 stores.
(a) Recommend a quasi-experimental design (e.g., pre-test/post-test with control groups).
(b) How would you select control and experimental stores?
(c) What metrics would you track? **(4+3+3=10)**

OR

Q5. A retail chain wants 95% confidence level and 5% margin of error for a customer preference survey. Assuming population variability (p=50%), calculate the minimum sample size. How is the sample size affected when the degree of confidence is increased from 95 percent to 99 percent? At what population variability the sample size will be maximum? Justify by showing various results. (95% confidence value = 1.96, 99% confidence value = 2.58) **(10)**

P.T.O.

P-1/2

Q6. A retail brand segments customers into categories: "Budget Shoppers," "Quality Seekers," and "Brand Loyalists."

(a) Identify the measurement scale (nominal/ordinal/interval/ratio) used here. Justify your answer.

(b) Why can't you calculate the mean for this variable? Justify with appropriate reasoning **(10)**

OR

Q7. A question in a smartphone survey reads: "Do you find the phone's battery life poor, average, or excellent?"

(a) Critique the response options.

(b) Rebuild the options to ensure neutrality.

(c) Convert this closed-ended question to open-ended.

(d) Frame 3 alternative questions you can ask for perception on battery life. One question should be on Likert Scale, one on Semantic Differential and one on Staple scale. **(10)**

Q8. A multinational retail company wants to analyze the monthly sales performance (in thousands) of its stores in two regions: Region A (urban) and Region B (rural). The sales data for the last 12 months is provided below:

Region A: 45, 52, 48, 60, 65, 70, 75, 80, 85, 90, 95, 110 (Q1= 56, Median = 72.5, Q3= 87.5)

Region B: 30, 35, 40, 50, 55, 60, 65, 70, 75, 80, 85, 150(Q1= 45, Median = 62.5, Q3= 77.5)

1. Construct box plots for both regions. Label all critical components (median, quartiles, whiskers, outliers). **(3)**
2. Compare the distributions of sales in Region A and Region B based on the box plots. Discuss central tendency, spread, skewness, and outliers. **(4)**
3. Interpret the business implications of the observed differences. Which region shows more consistent performance, and why? How should the company address the outlier in Region B? **(3)**

OR

Q9. A report's discussion section only repeats results without linking findings to objectives or prior studies.

(a) Explain the purpose of the discussion section.

(b) Suggest two ways to connect results to the research objectives.

(c) How would you incorporate limitations into this section? **(10)**

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END TERM EXAMINATION

SECOND SEMESTER [MBA] MAY–JUNE 2026

Paper Code: MFM-108/MS-108	**Subject: Sustainable Operations Management**

Time: 3 Hours **Maximum Marks: 60**

Note: Attempt all questions as directed. Internal choice is indicated.

Q1 Attempt **any four** of following: **(4x5=20)**
- (a) What is sustainability in operations?
- (b) Define green manufacturing.
- (c) What is line balancing?
- (d) State the objectives of work study.
- (e) Define resource planning.
- (f) Define Lean Management.
- (g) What is acceptance sampling?
- (h) Explain the Japanese 5S concept

Q2 Explain the nature and scope of Operations Management in modern organizations. Discussits relationship with marketing, finance, human resource management, and supply chain functions using suitable examples. **(10)**

OR

Q3 Discuss recent trends in Operations Management with special reference to sustainability? **(10)**

Q4 Examine different types of process selection and facility layouts. Compare and contrast product layout, process layout, cellular layout, and fixed-position layout with suitable examples. **(10)**

OR

Q5 Analyze the concept of Quality Function Deployment (QFD). Illustrate how QFD helps organizations translate customer requirements into technical specifications. **(10)**

Q6 Analyze the role of Material Requirement Planning (MRP) in production management. Discuss its objectives, advantages, limitations, and applications. **(10)**

OR

Q7 Examine the Theory of Constraints (TOC) and synchronous manufacturing. Discuss how bottleneck management can improve organizational performance. **(10)**

Q8 Discuss the ISO 9000 and ISO 14000 series standards. Evaluate their significance in quality assurance and environmental management systems. **(10)**

OR

Q9 Examine the tools and techniques of Statistical Quality Control (SQC). Illustrate the construction and application of control charts such as X-chart, R-chart, p-chart, np-chart, and c-chart. **(10)**

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END TERM EXAMINATION

SECOND SEMESTER [MBA] MAY-JUNE 2026

Paper Code: MS-110	**Subject: Management of Information Systems**
Time: 3 Hours	**Maximum Marks: 60**

Note: Attempt all questions as directed. Internal choice is indicated.

(4x5=20)

Q1 Attempt **any four** of the following questions:

(a) Discuss the concept of Value Chain Analysis with an example?

(b) Discuss the concept of Digital Enterprises with suitable example?

(c) Discuss the concept of Critical Success Factors in terms of Information Systems planning with suitable example?

(d) Discuss the concept of Risks in Information Systems with examples?

(e) Discuss the concept of System Analysis and Design with an example?

(f) Discuss the concept of Logical and Physical design with an example?

(g) Discuss the concept of Knowledge Management Systems with an example?

(h) Discuss the concept of Cloud Computing and its types with examples?

Q2 Discuss the concept of Information Systems and its types with suitable examples? Also, discuss the importance of each in modern business environment? **(10)**

OR

Q3 Discuss the concept information Systems in terms of Strategic and Competitive advantages with suitable examples? Also, discuss the importance of Integrated Information Systems role in these? **(10)**

Q4 Discuss the various methods of Identification of Application in an Information System with suitable examples? Also, discuss the related risk and advantages? **(10)**

OR

Q5 Discuss the various Procurement Options available and its need in establishing an Information System with suitable examples? Also, highlight it in terms of Hardware, Software and Capacity planning? **(10)**

Q6 Discuss the various Implementation strategies of Information Systems using examples? Also, discuss various evaluation methods used in it? **(10)**

OR

Q7 Elaborate the following with suitable examples: **(4+3+3=10)**

(i) SDLC Approach, (ii) Prototype Methods, (iii) Spiral Methods

Q8 Discuss the concept of Enterprise Systems and its types with suitable examples? Also, explain the various emerging trends in each? **(10)**

OR

Q9 Discuss the following with suitable examples? **(5+5=10)**

(a) Social, ethical and security issues in Enterprise Systems,

(b) Role of Data Warehousing and Data Mining in decision making.

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END TERM EXAMINATION

SECOND SEMESTER [MBA] MAY-JUNE 2026

Paper Code: MS-112/MFA-114/MFM-112	**Subject: Human Resource Management**
Time: 3 Hours	**Maximum Marks: 60**

Note: Attempt all questions as directed. Internal choice is indicated.

Q1. Attempt **any Four** of the following questions. **(4x5=20)**

(a) Define E-Learning. Discuss its advantages and limitations for employee development.

(b) What do you understand by Employee Empowerment? How does it impact organizational performance?

(c) Define Job Specification. How is it different from Job Description? Give examples.

(d) What is Competency-Based Selection? Explain its relevance in modern organizations.

(e) Write functions of Human Resource Management and explain them briefly with examples.

(f) What do you mean by Moonlighting Phenomenon in HRM? Explain its impact on organizations.

(g) Define Digital HRM Tools. Mention any two tools used by HR managers and their benefits.

(h) What is the role of an HR Manager in an organization? Illustrate with suitable examples.

Q2. Explain in detail the concept, nature, and scope of Human Resource Management. Why is HRM considered a strategic partner in organizational success? Support your answer with examples. How has the concept of HRM evolved over the last few decades? Explain. **(10)**

OR

Q3. Discuss the various models of Human Resource Management such as the Fombrun Model, Harvard Model, Guest Model, and Warwick Model. Compare and contrast their key features, and highlight the merits and demerits of each model with suitable real-world examples. **(10)**

Q4. Define Human Resource Planning. Explain the complete process of HRP and discuss the techniques of forecasting demand and supply of manpower in organizational success. **(10)**

OR

Q5. Explain in detail the Human Resource processes of Recruitment, Selection, Induction, and Socialization. Critically analyze how these HR functions contribute to building an efficient workforce and enhancing overall organizational effectiveness. Support your answer with suitable real-world examples from reputed companies. Also, discuss the challenges organizations may face in implementing these processes effectively. **(10)**

Q6. Define Performance Appraisal. How is it different from Performance Management? Explain in detail various methods of Performance Appraisal and discuss the challenges organizations face in implementing an effective appraisal system. **(10)**

P.T.O.

P-1/2

OR

Q7. What is meant by Training and Development in HRM? Discuss the types of training programs for enhancing employee competencies in the dynamic business environment. Also differentiate between Training and Development with suitable examples, focusing on their objectives, duration, and outcomes. **(10)**

Q8. What is a Human Resource Information System (HRIS)? Discuss its scope, benefits, and challenges in implementation within modern organizations.Support your answer with relevant real-world examples. Also explain in detail the recent trends in HR technology. **(10)**

OR

Q9. "Diversity is a strength for organizations, but it also presents several challenges." In light of this statement, explain the concept of Diversity in HRM. Discuss the benefits, challenges, and strategies to manage diversity effectively. How can organizations create inclusive work environments that support both workforce diversity and work-life balance without compromising productivity? **(10)**

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