

**End Semester Examination, Dec. 2021**  
MBA – Third Semester  
**EMPLOYABILITY SKILLS (MBA-DS-302)**

Time: 3 hrs.

Max Marks: **100**

*No. of pages: 2*

Note: Attempt **FIVE** questions in all; **Q.1** and **PART-B** are **compulsory**. Attempt any **THREE** questions from **PART-A**. Marks are indicated against each question.

Q.1 Fill in the blanks:

- a) Substantive conflict in teams means \_\_\_\_\_.
- b) "I don't understand how you stand out from the other candidates. What new can you bring?" This interview question can be answered as \_\_\_\_\_.
- c) Leadership with people orientation motivates. This means that \_\_\_\_\_.
- d) Which is more important for you: high salary or desired designation? This interview question can be answered as \_\_\_\_\_.
- e) To overcome nervousness during presentations we must remember that \_\_\_\_\_ is the best antidote for anxiety
- f) Group Discussions are a good/bad tool for selecting job candidates because \_\_\_\_\_.
- g) The difference between distributive bargaining and integrative bargaining in negotiation settings is \_\_\_\_\_.
- h) BATNA in case of negotiations stands for \_\_\_\_\_.
- i) Difference between spaghetti thinking and parallel thinking is \_\_\_\_\_.
- j) The role of blue hat and black hat in the six-thinking hat method for problem solving and decision making includes \_\_\_\_\_. [CO1, 2, 3, 4] [L2, L3] **2×10**

**PART-A**

Q.2 What are the different styles of conflict management? Explain giving suitable examples. [CO2] [L3] **20**

Q.3 Explain in detail:

- a) How can a simple presentation be made persuasive and influence the audience? **10**
- b) What do you understand by the concept of Self Leadership? [CO3, 4] [L4] **10**

Q.4 You are the Labour Welfare Officer of PQR Ltd. The Human Resource Manager has directed you to investigate and draft a short one page report on labour unrest in the manufacturing unit of the organisation. Assume the details. [CO1] [L-6] **20**

Q.5 You read the recruitment ad for McKinsey and Company. Assume that you have just completed your management degree and have either some prior work experience or relevant internship exposure. Write a paragraph about your suitability for and desire to work with the consulting firm and also draft your resume to be sent to McKinsey. [CO1] [L6] **20**

**PART-B**

Q.6 Read the case study carefully given below and answer the question:

Amit Khanna, the advertising manager for XYZ Advertising and Associates, has two assistants. One is Shelley, an account executive who gets clients for the company. The second assistant is Reena, a copywriter. She does the actual writing and designing of the ads for the clients. Shelley and Reena usually have a close working relationship because

**P.T.O.**

they work as a team on all clients' accounts. Shelley gets the clients and discusses their needs with them. After this she informs Reena about the conversation and the clients' needs so that Reena can design the right ad. Once Reena completes the ad, Shelley presents it to the client. If the ad is a success, it is usually Shelley who gets the praise because she is the one who interfaces with the client. In the past, Reena was not bothered by the recognition Shelley got because she always knew she was the one who designed the ad. But the last ad that Reena designed brought in a ₹10 lakh contract to the firm. Khanna immediately gave a raise to Shelley for bringing the client but did not give Reena any recognition or credit. Naturally, this caused friction between Shelley and Reena and their relationship began to deteriorate. Four days after Shelley got the raise, their conflict reached a crescendo. Shelley borrowed Reena's stapler (a trivial occurrence) and forgot to return it. Reena created a scene and refused to talk to Shelley for the next few days. The problem was brought to Khanna's attention as his department's productivity was declining. For the ads to be developed, the assistants had to work as a team. Khanna summoned the employees to his office, delivered a long lecture and insisted that the two should begin working on the next ad. He expected them to finish the ad by noon the following day. Shelley and Reena walked out of Khanna's office without resolving the problem. They did get the work done the next day but their close relationship was now history.

What steps do you think Khanna should have taken to develop a win-win situation?

[CO1, 2, 3, 5] [L5] **20**

**End Semester Examination, Dec. 2021**  
MBA – Third Semester  
**BUSINESS STRATEGY AND ANALYTICS (MBA-DS-BA-302)**

Time: 3 hrs.

Max Marks: **100**

No. of pages: **2**

Note: Attempt **FIVE** questions in all; **PART-B** is **compulsory**. Attempt any **FOUR** questions from **PART-A**. Marks are indicated against each question.

**PART-A**

- Q.1 a) Explain the guidelines for a strategic planning to be effective? [CO4] [L2] **10**  
b) What is a strategy planning process? Explain the steps in strategy planning process. [CO4][L2] **10**
- Q.2 Business analytics refers to the skills, technologies, practices that are useful for deriving the perceptions that can be used for future business planning. It is a field that is now applicable across all domains and industries. Comment on the basis of application of business analytics and balanced scorecard. [CO1, 2] [L2] **20**
- Q.3 How Dashboards are different from Balanced Score Card. Explain with suitable examples. [CO2] [L2] **20**
- Q.4 a) Illustrate various types of KPIs with examples. [CO3] [L2] **10**  
b) Explain the different types of reports used for monitoring KPIs [CO3] [L2] **10**
- Q.5 'A business dashboard is an information management tool that is used to track KPIs, metrics, and other key data points relevant to a business, department, or specific process. Through the use of data visualizations, dashboards simplify complex data sets to provide users with at a glance awareness of current performance'. Explain with the usage of dashboards in performance management, evaluation and control. [CO2] [L2] **20**
- Q.6 Elaborate various forecasting techniques with suitable examples. [CO1] [L2] **10**  
The sales of a magazine in a stall for the previous 10 months are given below.

Month	Sales
Jan	30
Feb	25
March	35
April	25
May	20
June	30
July	35
August	40
September	30
October	45

Calculate the simple exponential smoothing taking  $\alpha = 0.3$  for the above data. [CO1] [L3] **10**

**PART-B**

- Q.7 A multinational hotel chain has been implementing analytics based digital marketing to its customers. However, the responses to the digital campaigns have not been as expected. Currently, they are trying to solve this problem by focusing on similar

**End Semester Examination, Dec. 2021**  
MBA – Third Semester  
**MARKETING ANALYTICS (MBA-DS-BA-304)**

Time: 3 hrs.

Max Marks: **100**

No. of pages: 2

Note: Attempt **FIVE** questions in all; **Q.1** and **PART-B** are **compulsory**. Attempt any **THREE** questions from **PART-A**. Marks are indicated against each question.

- Q.1 Explain the terms:
- Price skimming.
  - Slicing and Dicing Data with Pivot Tables.
  - Multiple regression.
  - STP framework.
  - Cluster Analysis.
  - Discriminate Analysis.
  - Perceptual Mapping.
  - CLV
  - Social Media Analysis.
  - Price Bundling.

[CO1] [L2] **2×10**

**PART-A**

- Q.2 Highlight the need and importance of pricing analytics for an organization. Describe various techniques of Pricing forecasting, with examples. [CO4] [L2] **20**
- Q.3 Explain the usage of
- Marketing Forecast techniques.
  - CLV, Its Drivers and uses of CLV metrics.
- [CO3] [L1] **10×2**
- Q.4 Analyze the role of STP framework in segmentation and explain prediction tools used in marketing analytics to generate data driven marketing decisions [CO2] [L4] **20**
- Q.5 Explain the relevance of Social Media analytics and elaborate on various tools and techniques available to perform social media analytics. [CO1] [L2] **20**
- Q.6 Evaluate how organizations are using customer analytics? How does it help businesses derive benefits from analytics? [CO3] [L5] **20**

**PART-B**

- Q.7 Please read the case "Healthy Products Limited" below and answer the questions based on it :

Sonia Bhanot cannot believe what she has just heard. Having joined Healthy Products as a Market Analyst and Planner, she has just been informed that the company has no sales forecasting system and Finance simply examine previous sales when doing next year's estimated sales for budgeting purposes. She cannot understand how the company has managed to operate effectively without one. Her marketing manager, however, a very competent technical engineer who has over the years moved through sales and into marketing in the company, believes that all forecasts are simply a waste of time. His view is that what is going to happen will happen and no amount of forecasting will affect this. Moreover, he has pointed out that in his experience forecasts are usually wrong and so it is better to do without them. Although Sonia has

**End Semester Examination, Dec. 2021**  
MBA – Third Semester  
**BIG DATA ANALYTICS (MBA-DS-BA-306)**

Time: 3 hrs.

Max Marks: **100**

No. of pages: **1**

Note: Attempt **FIVE** questions in all; **Q.1** and **PART-B** are **COMPULSORY**. Attempt **ANY THREE** questions from **PART-A**. Marks are indicated against each question.

Q.1 Answer the following:

- a) Outline different applications of Big data analytics.
- b) Mention different sources of Big data.
- c) Differentiate between structured and unstructured data.
- d) List different activities performed in Map Reduce.
- e) Discuss the advantages of NO-SQL databases.
- f) Compare HBase and RDBMS.
- g) Write a query to create table in Pig.
- h) Define 'Hadoop Cluster'.
- i) Discuss the features of Spark Machine learning Library. [CO1, 2, 3, 4] [L1, L2] **2×10**

**PART-A**

- Q.2
- a) Explain data analytics file cycle with suitable diagram. [CO1][L2] **5**
  - b) List 4Vs in big data with suitable examples. [CO1][L1] **5**
  - c) Categorize major technological challenges in managing Big Data and solutions for addressing those challenges. [CO1][L4] **10**
- Q.3
- a) Discuss key aspects of Hadoop. Explain main components of Hadoop with help of example. [CO2] [L2] **7**
  - b) Sketch main phases of Map-Reduce with help of word count example. [CO2] [L3] **7**
  - c) Outline the functions of Job Tracker and Task Tracker in Map Reduce framework. [CO2] [L1] **6**
- Q.4
- a) Demonstrate the features of HDFS. [CO2] [L3] **5**
  - b) Compare and Contrast different features of PIG and HIVE. [CO3] [L4] **5**
  - c) Illustrate different components of HIVE .Discuss features of HIVE Language. Write query to create table in HIVE and insert the data in the table. [CO3] [L5] **10**
- Q.5
- a) Justify the role of big data in any two machine learning applications. [CO4] [L6] **10**
  - b) Demonstrate the features of Apache spark in detail. [CO3] [L3] **5**
  - c) Write short note on Azure ML. [CO3] [L1] **5**

**PART-B**

- Q.6 Twitter's data was growing at an accelerating rate (i.e.10 TB data/day). Thus, Twitter decided to move the archived data to HDFS and adopt Hadoop for extracting the business values out of it. Their major aim was to analyse data stored in Hadoop to come up with the following insights on a daily, weekly or monthly basis.  
Read the case study carefully given above and answer the below question:  
Propose how Twitter used Hadoop and Big Data technologies for different operations? [CO4] [L6] **20**

**End Semester Examination, Dec. 2021**  
MBA – Third Semester  
**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**  
**(MBA-DS-FN-301)**

Time: 3 hrs.

Max Marks: **100**

No. of pages: 2

Note: Attempt **FIVE** questions in all; **Q.1** and **PART-B** are **compulsory**. Attempt any **THREE** questions from **PART-A**. Marks are indicated against each question.

Q.1 Choose the correct answer:

- a) What is the expected return of a zero-beta security?
- i) Market rate of return.
  - ii) Zero rate of return.
  - iii) Negative rate of return.
  - iv) Risk-free rate of return.
- b) Capital asset pricing theory asserts that expected returns are best explained by:
- i) Economic factors
  - ii) Specific risk
  - iii) Systematic risk
  - iv) Diversification
- c) A stock with a beta of 2 is
- i) twice as risky as the average stock in the market.
  - ii) will have twice the expected return as the average stock in the market.
  - iii) will have twice the standard deviation as the average stock in the market.
  - iv) will have twice the return as the risk-free rate.
- d) According to the CAPM, what is the rate of return of a portfolio with a beta of 1?
- i) Between  $R_m$  and  $R_f$
  - ii) The risk-free rate,  $R_f$
  - iii)  $\text{Beta} \times (R_m - R_f)$
  - iv) The return on the market,  $R_m$
- e) Consistent with capital market theory, systematic risk:
- I. refers to the variability in all risky assets caused by macroeconomic and other aggregate market-related variables.
  - II. is measured by the coefficient of variation of returns on the market portfolio.
  - III. refers to non-diversifiable risk.
- i) I only
  - ii) II only
  - iii) I and III only
  - iv) II and III only
- f) Which amongst the following does not fall under the criteria for evaluation of an investment avenue
- i) Rate of return
  - ii) Risk
  - iii) Marketability
  - iv) Tax shelter
  - v) Safety
  - vi) None of the above
- g) Amongst the following investment avenues the risk is highest in the case of
- i) Equity shares
  - ii) Non-convertible debentures
  - iii) Debt schemes
  - iv) Bank deposits
  - v) Public Provident fund
  - vi) Life Insurance Policies
- h) Out of the following
- a) Regulators
  - b) Stock exchanges
  - c) Depositories
  - d) Brokers
  - e) Foreign portfolio investors
  - f) Merchant Bankers
  - g) Mutual Funds
  - h) Custodians
  - i) Underwriters
  - j) Bankers
  - k) Venture Capital Funds
  - l) Credit Rating Agencies

**End Semester Examination, Dec. 2021**  
MBA – Third Semester  
**FINANCIAL MARKETS AND SERVICES (MBA-DS-FN-302)**

Time: 3 hrs.

Max Marks: **100**

No. of pages: 2

Note: Attempt **FIVE** questions in all; **Q.1** and **PART-B** are compulsory. Attempt any **THREE** questions from **PART-A**. Marks are indicated against each question.

Q.1 Answer (**any five**) sub questions in three to four lines each:

- a) Define 'financial markets'.
- b) What is loan syndication?
- c) What is meant by equilibrium in financial markets?
- d) What is bank rate?
- e) What do you mean by factoring services?
- f) What is the role of risk pooling in insurance?
- g) What do you mean by forfeiting services?

**4×5**

**PART-A**

Q.2 "Financial institution has always been the backbone of economy where they play major role in fulfilling the needs of small and big businesses in time of need and also helps in financial development"? Comment. [CO- 4] [L-1] **20**

Q.3 "Managing the risk in Insurance involves a sequential process to resolve the risk at every step and makes the insurance plan risk free". Explain the statement with an example. [CO-1] [L-2] **20**

Q.4 Enumerate the RBI Act framework for asset-liability management system. [CO-3] [L-3] **20**

Q.5 Bombay Stock Exchange has issued important norms regarding listing of shares of a company. Enumerate. [CO- 2] [L-4] **20**

**PART-B**

Q.6 **Case study:**

**ICICI Bank**

In 1996, Mr. K.V. Kamath, managing director and CEO of the Industrial Credit and Investment Corporation of India (ICICI), realized that ICICI simply did not have the infrastructure to service its individual creditors and shareholders. Servicing shareholders, for example, involved tasks such as enabling the transfer of shares, noting change of addresses, dividend postings and reconciliation, mailing of notices for annual meetings, and setting up polling infrastructure at the annual meetings. For bondholders, the servicing was complicated by the fact that there were a greater number of (interest) payments, different types of bonds, tax deduction at source, put and call options, and on-demand redemption. Unlike other banks, which relied on non-transferable fixed deposits, ICICI's bonds were transferable. And, ICICI issued retail bonds more frequently than virtually any other company in the country. Finally, the company needed some mechanism to verify whether bondholders or shareholders had indeed cashed their checks or not because, as Srinivasan noted, "in India, there is a tendency towards taking some pride in having been able to cheat somebody else." Kamath entrusted Srinivasan with the job of resolving the problems in servicing retail liabilities. Srinivasan, a chartered accountant, had worked under Kamath in the 1980s in

**End Semester Examination, Dec. 2021**  
MBA – Third Semester  
**PROJECT APPRAISAL AND FINANCE (MBA-DS-FN-303)**

Time: 3 hrs.

Max Marks: **100**

No. of pages: 2

Note: Attempt **FIVE** questions in all; **Q.1** and **PART-B** are **compulsory**. Attempt any **THREE** questions from **PART-A**. Marks are indicated against each question.

- Q.1 Management of Lotus Valley Educational Institute has a proposal to expand and build Sport Section with the following additional cost:
- Land and building 2,000 lakh
  - Equipment from Germany 4,000 lakh
  - Insurance and freight for the Equipment 400 lakh
  - Installation cost 200 lakh
  - Pre-testing and trial run expenses 300 lakh
  - Working capital Requirement 1,000 lakh
  - One consultant engaged for the expansion project 100 lakh
  - The company arranged ten-year loan @ 10 percent, of 8,000 lakh
- from State Bank of India for the expansion plan. The project initiated on January 1<sup>st</sup> 2021 and is likely to become operational on January 1<sup>st</sup>, 2022.  
You are required to estimate the cost of the project. State its principles [CO1] [L5] **20**

**PART-A**

- Q.2 Every project has a life cycle, describe importance of project-life cycle. Discuss and illustrate phases of project-life cycle. [CO5] [L2] **20**
- Q.3 A project involves allocation of resources, discuss characteristics of a project management, how does it differ from production management and describe its significance for economic development? [CO2] [L3] **20**
- Q.4 Discuss **any two** of the following:
- a) Satisfactory human relations system is essential for successful execution of a project. Discuss the aspects relating to the human relations system.
  - b) PERT and CPM are essential for a project operation. Discuss indicating the usual assumptions underlying CPM analysis.
  - c) What is the difference between economic rate of return and the book rate of return? [CO4] [L2] **10×2**
- Q.5 Following are the **two** important sources of funds for a project:
- a) Equity Shares and
  - b) Zero interest bonds
- Explain their distinct features [CO5] [L2] **10×2**
- Q.6 Railways Infrastructure project:  
World's first train started in 1809, Indian railway (IR) had a modest beginning in 1853. IR is World's fourth largest network with route length of 68,155 km, 90% is broad gauge. Over 22,669 trains a day, sixty percent passenger trains transporting about 844 crore passengers and 123 crore tonnes of freight every day. IR has 7,321 stations with a fleet strength of 12,147 locomotives, 74,003 coaches and 289,185 wagons and Contributes 1% to GDP.  
IR suffers from chronic underinvestment, low-capacity augmentation, congestion and



**End Semester Examination, Dec. 2021**  
MBA – Third Semester  
**BIOMEDICAL WASTE MANAGEMENT (MBA-DS-HC-304)**

Time: 3 hrs.

Max Marks: **100**

No. of pages: **1**

Note: *Attempt **FIVE** questions in all; **Q.1** and **PART B** are **compulsory**. Attempt any **THREE** questions from **PART-A**. Marks are indicated against each question.*

Q.1 Fill in the blanks:

- a) Which area has the lowest chance of producing biomedical waste \_\_\_\_\_.
- b) Which is not considered as biomedical waste \_\_\_\_\_.
- c) Biomedical waste are not considered to be infectious (true or false) \_\_\_\_\_.
- d) Incineration can be used by any hospital and clinic (True or False) \_\_\_\_\_.
- e) Storage area should not be in reach of \_\_\_\_\_ within hospital.
- f) Hospital staff involved in collecting and segregation of waste should wear \_\_\_\_\_.
- g) As per rules of 2016, waste has been categorized into \_\_\_\_\_ categories.
- h) Anatomical and human waste should be put in \_\_\_\_\_ color bin.
- i) Sharps objects should be put in white dustbin (True or False) \_\_\_\_\_.
- g) Biomedical waste should reach Common Biomedical waste facility centre within \_\_\_\_\_ hours. [CO1, 2, 3, 4] [L2] **2×10**

**PART-A**

Q.2 What impact does the improper handling of Bio-Medical waste has on the environment and human beings? Also, explain the pyramid of 3Rs reflecting importance of waste reduction. [CO3] [L3] **20**

Q.3 Enumerate Biomedical wastes categories and their segregation, collection, treatment, processing and disposal process as per the latest bio-medical waste management rules? [CO2] [L2] **20**

Q.4 "There are certain guidelines as issued by authorities regarding construction of common storage area." Discuss in detail? [CO1] [L2] **20**

Q.5 "Occupational safety of employees and giving them training programs at the time of induction and once in a year is of utmost importance for the healthcare facility." Enumerate this statement with its importance for hospitals? [CO2, 3] [L4] **20**

**PART-B**

Q.6 **Case study:**

A random visit by the pollution control authorities to a newly opened 300 bedded hospital found serious violation of Bio-Medical waste management rules. In their rounds they observed that the hospital was neither collecting nor disposing the bio-medical waste properly. Also the hospital did not had a consent to operate from pollution control board/committee and neither had a tie up with Common Bio-medical waste treatment facility and were lacking infrastructure to properly manage bio-medical waste. As an administrator, the hospital designated this authority to you to streamline the requirement of the rules and saving the hospital from any legal action. What steps would you take to achieve the responsibility as per the norms of Bio-medical waste management rules, 2016. [CO4] [L4] **20**

**End Semester Examination, Dec. 2021**  
MBA – Third Semester  
**QUALITY ASSURANCE FOR HEALTHCARE-I (MBA-DS-HC-306)**

Time: 3 hrs.

Max Marks: **100**

No. of pages: 2

Note: Attempt **FIVE** questions in all; **Q.1** and **PART-B** are **compulsory**. Attempt any **THREE** questions from **PART-A**. Marks are indicated against each question.

Q.1 Attempts all questions:

- a) The traditional quality assurance model:
  - i) Is no longer sufficient.
  - ii) Meets the needs of evolving health care.
  - iii) Occurs in the culture of safety.
  - iv) All of the above.
- b) Which of the following is not a quality model?
  - i) Deming's Principles for Transformation.
  - ii) Juran Trilogy.
  - iii) Joint Commission's requirements for accreditation.
  - iv) None of the above.
- c) Which of the following is not an example of a tool for quality improvement?
  - i) Flow chart
  - ii) Check sheet
  - iii) Pie chart
  - iv) None of the above
- d) Putting a continuous quality improvement structure in place includes:
  - i) A quality coach.
  - ii) Externalization of new beliefs.
  - iii) Categorizing efforts.
  - iv) All of the above.
- e) The first step in problem solving is to:
  - i) Assume the worst.
  - ii) Establish responsibility for change.
  - iii) Collect and analyze data.
  - iv) Define the problem issue.
- f) Currently, quality improvement entails:
  - i) Correcting existing problems.
  - ii) Correcting problems and ongoing improvement.
  - iii) Ongoing improvement and regulations.
  - iv) None of the above.
- g) Which of the following is not part of the specific knowledge, tools, and techniques required for a new quality in health care?
  - i) Technology review.
  - ii) Lifelong learning.
  - iii) Cross-functional teamwork.
  - iv) None of the above.
- h) Which of the following is not true about a special-cause variation chart?
  - i) Tracks emerging overtime patterns
  - ii) Pattern is shaped like concentric circles.
  - iii) Monitors processes.
  - iv) All of the above.
- i) Variation requires statistical analysis:
  - i) If the situation calls for the action.
  - ii) Before actions that may destabilize the process.
  - iii) After the start of the process.
  - iv) None of the above.
- j) Benchmarking is:
  - i) A method of choosing tools for the planning process.
  - ii) Defined by Sammer, Lykens, Singh, Mains, and Lackin.
  - iii) The process of comparison with the best practices in the industry.
  - iv) All of the above.
- j) For quality check and improvement, which tool from the following is used?
  - i) Flow chart.
  - ii) Check sheet.
  - iii) Pie chart.
  - iv) All of the above.

[CO1, 3, 4] [L2] **2×10**

**End Semester Examination, Dec. 2021**  
MBA – Third Semester  
**PERFORMANCE MANAGEMENT IN ORGANISATIONS**  
**(MBA-DS-HROB-301)**

Time: 3 hrs.

Max Marks: **100**

No. of pages: 1

Note: *Attempt **FIVE** questions in all; **Q.1** and **PART-B** are **compulsory**. Attempt any **THREE** questions from **PART-A**. Marks are indicated against each question.*

- Q.1 For the statements given below, state whether true or false and justify/ give reasons for the same.
- a) The hybrid mode of working appears to be the way forward. (True/False)
  - b) Suggest few strategies for employee engagement in the new work ecosystem.
  - c) List few qualities for a competent HR professional.
  - d) Name a visionary leader.
  - e) HR needs to enable performance. (True/False)
  - f) Leadership solutions is the key to an evolving world. (True/False)
  - g) List few category of jobs expected to vanish in the next few years due to automation.
  - h) The way to stay relevant is to reskill oneself. (True/False)
  - i) According to you, should training budget be treated as an expense or investment?
  - j) Lack of growth prospects is main reason why employees quit organisations. (True/False) [CO1] [L2] **2×10**

**PART-A**

- Q.2 Performance Appraisal discriminates employees leading to conflict and de-motivation. Do you agree or disagree? Explain in detail. [CO2] [L3] **20**
- Q.3 Explain the aims, objectives and benefits of performance management. [CO1] [L4] **20**
- Q.4 Ethical Leadership is required in organizations to sustain business. Comment. [CO1] [L3] **20**
- Q.5 How can we reduce subjectivity in the Performance Appraisal process? [CO1] [L2] **20**
- Q.6 Managers generally avoid giving feedback in the appraisal discussions. Why? [CO2] [L5] **20**

**PART-B**

- Q.7 Atul is a dynamic 36 years young employee working with an Indian organisation. However in the last 6-8 months, nothing seems to be going right for him. Work From Home (WFH) appears to be ruining his peace of mind completely. The concept of work life balance appears to be a distant dream. He is seriously thinking of quitting and has mentioned it briefly to his line manager, who in turn has informed HR? What measures will you suggest as an HR professional? [CO2] [L3] **20**

**End Semester Examination, Dec. 2021**  
MBA – Third Semester  
**ORGANIZATION CHANGE AND DEVELOPMENT (MBA-DS-HROB-305)**

Time: 3 hrs.

Max Marks: **100**

No. of pages: 2

Note: Attempt **FIVE** questions in all; **Q.1** and **PART-B** are **compulsory**. Attempt any **THREE** questions from **PART-A**. Marks are indicated against each question.

- Q.1 Attempts all questions:
- a) Appreciate inquiry is \_\_\_\_\_.
  - b) Virtual teams are \_\_\_\_\_.
  - c) \_\_\_\_\_ is a data based and problem solving method in OD.
  - d) Parallel learning structures are \_\_\_\_\_.
  - e) Climate setting is \_\_\_\_\_ step of Beckhard Confrontation meeting.
  - f) Organization development aims at:
    - i) Enhancing congruence between organizational structure, processes, strategy, people and culture.
    - ii) Developing new and creative organizational solutions.
    - iii) Developing the organization's self renewing capacity.
    - iv) All of the above.
  - g) Gestalt approach to team building is based on belief person is part of \_\_\_\_\_.
  - h) Procedural interventions focus on
    - i) Methods ii) Feelings iii) Historical background
  - i) Diagnosis' of relationships focus on i) Conflicts and technologies ii) Division of work iii) Incentives
  - j) Any two differences between process consultation and role-negotiation interventions. [CO1] [L2] **2×10**

**PART-A**

- Q.2 What are the values and assumptions pertaining to organization development discipline? Enlist the duties of an OD consultant. [CO2] [L3] **20**
- Q.3 Explain Burke Litwin's model of first order organization performance and change? Explain with diagram. [CO3] [L2] **20**
- Q.4 Devise an intervention strategy for career planning intervention. Explain the various stages of execution of the same. [CO4] [L4] **20**
- Q.5 Compare and contrast SEARCH CONFERENCE and Beckard's Confrontation meeting as comprehensive OD interventions. [CO4] [L2] **20**

**PART-B**

- Q.7 **Case study:**  
Achieving harmonious relationships and getting out of conflicts, it's also important to remember there are situations in which too little conflict can be a problem. As we noted, in creative problem-solving teams, some level of task conflict early in the process of formulating a solution can be an important stimulus to innovation.

However, the conditions must be right for productive conflict. In particular, individuals must feel psychologically safe in bringing up issues for discussion. If people fear that

**End Semester Examination, Dec. 2021**  
MBA – Third Semester  
**MANAGING MULTINATIONAL ENTERPRISES (MBA-DS-IB-303)**

Time: 3 hrs.

Max Marks: **100**

No. of pages: *1*

Note: *Attempt **FIVE** questions in all; **Q.1** and **PART-B** are **compulsory**. Attempt any **THREE** questions from **PART-A**. Marks are indicated against each question.*

Q.1 Fill in the blanks:

- a) Just in time concept is commonly used in \_\_\_\_\_ area.
- b) Doing business \_\_\_\_\_ is an important element of organization structure.
- c) Expatriate staff means \_\_\_\_\_ to the organization.
- d) Multinational companies operates and targets markets of \_\_\_\_\_.
- e) Multinational Corporations working across the countries are also called \_\_\_\_\_.
- f) Training is sometimes provided in the use of technology, experience and \_\_\_\_\_.
- g) When multinational enterprises set up their manufacturing plants there is often an increase in \_\_\_\_\_ of products to end customers.
- h) Employment opportunities are \_\_\_\_\_ for locals in the overseas country.
- i) \_\_\_\_\_ is closely related as a place element of marketing mix.
- j) Designing of \_\_\_\_\_ strategies has made the logistics activities simpler and easier.

[CO1, 2, 3 & 4] [L2] **2×10**

**PART-A**

Q.2 What is the importance of designing the organisational structure for Multinational Organisations? Also list out the relevance along with example about what kind of Organisation Structure you recommend for a company which is first time going global? [CO2, 3] [L4] **20**

Q.3 In International Business 'ethics' is a relative term, meaning which is highly contextual (when we talk about culture) and no absolutism is possible. Discuss the said statement with examples that are specific to ethics in International Business. [CO4] [L4] **20**

Q.4 Give an appropriate example that why is it important to understand nuances of cultural differences between societies, in the context of Global business? [CO1, 4] [L3] **20**

Q.5 Explain Just in time strategies and with relevant example also explain how is it implemented? [CO3, 4] [L4] **20**

**PART-B**

Q.6 You have been hired as a manager and have been asked to put across plans to go global. How will you develop strategy for entering foreign markets? [CO2, 3] [L4, 5] **20**

**End Semester Examination, Dec. 2021**  
MBA – Third Semester  
**INTERNATIONAL SUPPLY CHAIN MANAGEMENT (MBA-DS-IB-305)**

Time: 3 hrs.

Max Marks: **100**

No. of pages: **1**

Note: Attempt **FIVE** questions in all; **Q.1** and **PART-B** are **compulsory**. Attempt any **THREE** questions from **PART A**. Marks are indicated against each question.

Q.1 Fill in the blanks:

- a) The purpose of logistics is to \_\_\_\_\_.
- b) Logistics is a part of supply chain included in a forward and reverse flow of \_\_\_\_\_.
- c) 4PL stands for \_\_\_\_\_.
- d) Lean strategy concepts means \_\_\_\_\_.
- e) The major functional areas of logistics are \_\_\_\_\_.
- f) Reverse logistics is required because \_\_\_\_\_.
- g) Voyage Chart party agreement is between a charterer and ship owner for \_\_\_\_\_.
- h) Full form of CPT is \_\_\_\_\_.
- i) Retailer and wholesaler are termed to be as \_\_\_\_\_ in supply chain.
- j) SCOR stands for \_\_\_\_\_.

[CO1, 2, 3, 4] [L2] **2×10**

**PART-A**

Q.2 "Supply chain metrics are parameters used in quantifying and defining supply chain performance." Discuss all supply chain metrics with its importance in supply chain? [CO2] [L3] **20**

Q.3 "SCOR is a process used to evaluate an organization's supply chain. It's based on a static model that defines the supply structure along with supply chain metrics and scorecards used to evaluate performance and identify areas for improvement" Discuss. [CO3] [L4] **20**

Q.4 Charter party a contract by which the owner of a ship lets it to others for use in transporting a cargo, Discuss with all three types of Charter party and its importance in trade? [CO4] [L4] **20**

Q.5 "Warehousing, Transportation and reverse logistics are key functions of Logistics and are of utmost importance in trade." Discuss with its relevance in shipping industry? [CO2, 3] [L3] **20**

**PART-B**

Q.6 A just-in-time (JIT) inventory system is a management strategy that has a company receive goods as close as possible to when they are actually needed, Discuss along with all set of supply chain strategies? [CO4] [L4] **20**

**End Semester Examination, Dec. 2021**  
MBA – Third Semester  
**FOREIGN MARKET ENTRY STRATEGIES (MBA-DS-IB-306)**

Time: 3 hrs.

Max Marks: **100**

No. of pages: 2

Note: Attempt **FIVE** questions in all; **Q.1** and **PART-B** are **compulsory**. Attempt any **THREE** questions from **PART-A**. Marks are indicated against each question.

- Q.1
- a) Marketing: A Global Discipline
    - i) According to Peter Drucker, what is the basic purpose of business?
    - ii) to make revenue and profit
    - iii) to create and keep customers
    - iv) to find and serve customers
    - v) to sell products and services
  - b) Who in a company is not involved in creating customer value?
    - i) the IT department
    - ii) the procurement department
    - iii) the HR department
    - iv) the finance department
    - v) all of them are involved in creating customer value
  - c) There are complaints towards globalization. Which is not one of them?
    - i) unhealthy dietary patterns
    - ii) legal rights
    - iii) unsustainable consumption
    - iv) loss of local culture
  - d) When Royal Dutch Shell and British Petroleum are going abroad to find new oil reserves what is their motivation?
    - i) knowledge seeking
    - ii) resource seeking
    - iii) efficiency seeking
    - iv) market seeking
  - e) When Nike or Acer are setting production facilities in new locations where labor is sourced more economically what is their motivation?
    - i) economy seeking
    - ii) resource seeking
    - iii) market seeking
    - iv) knowledge seeking
  - f) According to the WTO the steady liberalization process of global trade has caused the average tariff for manufactured goods to fall \_\_\_\_\_.
    - i) from 40% to below 4%
    - ii) from 90% to below 40%
    - iii) from 30% to below 10%
    - iv) from 60% to below 30%
  - g) Several driving forces explain the trend towards global integration and coordination. Which is not one of them?
    - i) scale economies
    - ii) diverging consumer tastes and trends
    - iii) the declining cost of freight and communication cost
    - iv) communication cost
  - h) How can the fact that Barclay bank had to withdraw its \$1 billion retail business from India be explained?
    - i) unfavorable macro-economic conditions
    - ii) inappropriate marketing strategy
    - iii) underestimating cultural aspects
    - iv) insufficient financial resources
  - i) What is a key debate in international Marketing?

**End Semester Examination, Dec. 2021**  
MBA – Third Semester  
**INTEGRATED MARKETING COMMUNICATION (MBA-DS-MK 302)**

Time: 3 hrs.

Max Marks: **100**

No. of pages: 1

Note: Attempt **FIVE** questions in all; **Q.1 is compulsory**. Attempt any **TWO** questions from **PART-A** and **TWO** questions from **PART-B**. Marks are indicated against each question.

- Q.1 Answer the following questions
- a) Why are integrated marketing communication plans so important to marketers? **4**
  - b) Modern marketing calls for more than developing a good product, pricing it attractively, and making it accessible. Companies must also \_\_\_\_\_ with present and potential stakeholders, and the general public. **2**
  - c) When a marketing research organization chooses a segment of the population that represents the population as a whole, they have chosen a \_\_\_\_\_. **2**
  - d) \_\_\_\_\_ stage in AIDA model aims at creating awareness among the public about product/service. **2**
  - e) Any paid form of non-personal presentation and promotion of ideas, goods and services by an identified sponsor is known as \_\_\_\_\_. **2**
  - f) IMC plays a very important part in the process of branding, or brand identity creation, and building \_\_\_\_\_. **2**
  - g) Advertising is intended to \_\_\_\_\_ and \_\_\_\_\_. **2**
  - h) \_\_\_\_\_ is the set of beliefs, ideas, and impressions a person hold regarding an object. **2**
  - i) DAGMAR is defining advertising goals for measured advertising \_\_\_\_\_. **2**

**PART-A**

- Q.2 Explain the components of IMC also decide what kind of communication tool/tools would be appropriate for the promotion of following products:
- a) Electric Scooter
  - b) Calcium bars for kids [CO4] [L5] **20**
- Q.3 How is publicity different from other promotional tools of marketing? Explain the goal of publicity creation in the business market. [CO2, 3] [L4, 5] **20**
- Q.4 How is a media plan developed, what factors are considered while deciding on the media strategies also explain media plan with an example from FMCG sector? [CO3, 4] [L4] **20**

**PART-B**

- Q.5 Explain the following:
- a) Types of Internet Advertising along with examples.
  - b) Ways of measuring advertising effectiveness. [CO2, 3] [L2, 3] **10×2**
- Q.6 You have been hired as a promotion manager of a FMCG company, your company has launched a men's fairness cream and you have been asked to design the promotional strategy. Also explain that what factors will you keep in mind while designing the same? [CO1, 2] [L6] **20**
- Q.7 You are hired by a company producing traditional Indian ready to eat meals and have asked you to create a strategy focusing on going global with their ad campaign? [CO2] [L5] **20**



**End Semester Examination, Dec. 2021**  
MBA – Third Semester  
**CONSUMER BEHAVIOUR (MBA-DS-MK-303)**

Time: 3 hrs.

Max Marks: **100**

No. of pages: 1

Note: Attempt **FIVE** questions in all; **Q.1** and **PART-B** are **compulsory**. Attempt any **THREE** questions from **PART-A**. Marks are indicated against each question.

Q.1 Read the following case and answer the questions:

Scientists say that skin colour is determined by the amount and the type of melanin (pigment) in the skin. They also say that whether we are fair or dark is dependent more on genetic rather than environmental causes. Yet people all over the world are preoccupied with the colour of their skins. Fair skinned people in sub-tropic regions spend a lot of time and energy getting tanned; while darker skinned people in the tropics covet fair skin.

Fair and lovely, Fairever, Fairglow...., fairness creams have become a vital part of the Indian women's beauty regime. Indian men are not unaffected by this fairness phenomenon, with a number of fairness creams specially for men having been introduced in the Indian market.

- a) What are the needs and values involved in the purchase and use of "fairness cream for men"?
- b) What Consumer behaviour variables would support the success of "fairness cream for men" in India? What might hamper, the chances of success of the product?

[CO1, 3, 4] [L2] **2×10**

**PART-A**

Q.2 How important is the study of Consumer Behaviour? How it influences the marketing strategies of an organisation? [CO1, 2 ] [L2] **20**

Q.3 Which theory of learning – classical conditioning, operant conditioning or cognitive learning best explains the following consumption behaviour? Give reasons for your answer in each case.

- a) Buying a personal computer for the first time.
- b) Switching one brand of detergent to another.
- c) Preferring to buy your shirts from the same brand outlet.

[CO2] [L4] **20**

Q.4 Explain with suitable examples how buying behavior varies with stages of family life cycle. How can different members in household be involved in different stages of family decision process? [CO3] [L4] **20**

**PART-B**

Q.5 Define culture. What are the most important characteristics of culture that reflects its nature? Why is the study of culture important to marketers? [CO2] [L3] **20**

Q.6 What are the factors that influence the extent of pre purchase information search by consumers? How can marketers of consumer durables utilize this information? [CO3, 4] [L5] **20**

Q.7 Explain anyone model of Consumer Behaviour in detail, giving suitable examples. [CO1, 2] [L3] **20**

**End Semester Examination, Dec. 2021**  
OPEN ELECTIVE – COMMON FOR ALL BRANCHES  
**BASICS OF ENTREPRENEURSHIP (MBA-OE-002)**

Time: 3 hrs.

Max Marks: **100**

No. of pages: 1

Note: Attempt **FIVE** questions in all; **Q.1** and **PART-B** are **compulsory**. Attempt **any THREE** questions from **PART-A**. Marks are indicated against each question.

Q.1 Write short notes on following (**any five**):

- a) Stand-Up India.
- b) Attributes of an entrepreneur.
- c) Technical feasibility.
- d) Environmental scanning.
- e) Woman entrepreneur.
- f) Role of IDBI.
- g) Make in India.

[CO1, 2, 3, 4] [L3, 4] **4×5**

**PART-A**

Q.2 Formulate a sample business plan following all steps discussed in the class for your dream business. [CO3] [L1] **20**

Q.3 Success stories of women entrepreneurs are few as compared to their male counterparts. Explain why and what steps can be further undertaken to promote women entrepreneur ship. [CO2, 4] [L2] **20**

Q.4 Design thinking is a methodology that isn't limited just to designers. Entrepreneurs and small business owners can benefit from learning the principles and methods of Design Thinking to better understand customers' real needs. Analyze the statement by giving examples of companies who have successfully implemented design thinking to improve their sales and profits. [CO1] [L4] **20**

Q.5 Discuss the various schemes and incentives launched by the Government of India to promote entrepreneurship. [CO1] [L4] **20**

Q.6 Selecting the appropriate sources of finance and striking a balance between debt and equity is important for the success of a business. Comment. [CO3] [L3] **20**

**PART-B**

Q.7 Anuradha is in the midst of starting a computer hardware firm. She needs investment capital, but doesn't know much about the process and doesn't know where to begin. She's turned to you for advice. Explain to Anuradha the sources and process of raising investment capital. [CO2] [L2] **20**

**End Semester Examination, Dec. 2021**  
OPEN ELECTIVE – COMMON FOR ALL BRANCHES  
**ANALYTICS FOR BUSINESS STRATEGY (MBA-OE-005)**

Time: 3 hrs.

Max Marks: **100**

No. of pages: **1**

Note: Attempt **FIVE** questions in all; **Q.1** and **PART-B** are **compulsory**. Attempt any **THREE** questions from **PART-A**. Marks are indicated against each question.

Q.1 Answer the following:

- a) Why is Business analytics important? [CO2][L-1]
- b) Business analytics can be used for in sports for team game strategies. Explain. [CO1][L-2]
- c) How can Business Analytics used by credit card companies? [CO1][L-2]
- d) How can Business Analytics used in marketing to customers? [CO1][L-2]
- e) Discuss briefly the advantage of utilizing the balance scorecard approach in an organization. [CO2][L-2]
- f) Expansion and retrenchment are examples of \_\_\_\_\_ strategy while differentiation is an example of \_\_\_\_\_. [CO4][L-1]
- g) Business analytics can be used for prediction customer churn \_\_\_\_\_ (true/false) and positioning of ATM's \_\_\_\_\_ (True/False). [CO3][L-2]
- h) Days to deliver an order is an example of \_\_\_\_\_ KPI while number of new customers is an example of \_\_\_\_\_ KPI. [CO3][L-2]
- i) Finding the best sets of pricing and advertising to maximize sales revenue is an example of \_\_\_\_\_ analytics while \_\_\_\_\_ analytics is used for decisions on production numbers. [CO3][L-2]
- j) \_\_\_\_\_ Dashboards track enterprise wide goals while \_\_\_\_\_ Dashboards focuses on historical data. [CO4] [L- 2] **2×10**

**PART-A**

Q.2 Newspapers publishers are now shifting to online mode. Do a strategic - SWOT analysis of the environment to understand the need for this change? [CO4] [L4, 5] **20**

Q.3 Compare KPI's & metrics? How are KPI's are different then metrics. Explain with example. What are the KPI's should be used to monitor the performance of a University? [CO3] [L2, 3] **20**

Q.4 Analyze how Balance scorecard approach is appropriate for measuring performance of an organization. Develop a detailed Balance-scorecard for a restaurant business. [CO2] [L6] **20**

Q.5 "Dashboards show how you can use data to your advantage?" Evaluate the given statement. Discuss the key issues to be kept in mind while designing a Dashboard. Develop a Dashboard for online business. [CO3] [L2, 6] **20**

**PART-B**

Q.6 Assume that you are working with Reliance group. Explain the various levels at which strategy operates in an organization like Reliance? Explain the types of Strategies that are used by Reliance group to stay competitive in market. Explain with examples. [CO4] [L4, 5] **20**

**End Semester Examination, Dec. 2021**  
**OPEN ELECTIVE – COMMON FOR ALL BRANCHES**  
**SALES SKILLS FOR BUSINESS SUCCESS (MBA-OE-007)**

Time: 3 hrs.

Max Marks: **100**

No. of pages: **1**

Note: Attempt **FIVE** questions in all; **Q.1 is compulsory**. Attempt any **TWO** questions from **PART-A** and **TWO** questions from **PART-B**. Marks are indicated against each question.

- Q.1 a) **Answer the following questions:**
- i) Mention any 2 advantages of building personal relationship with clients.
  - ii) List few qualities of a mentor.
  - iii) List the job role of vice president-sales working with Hindustan Times Group. **2×3**
- b) **State whether the following statements are TRUE or FALSE:**
- i) Sales and Marketing are separate functions in scope.
  - ii) Digital medium is not at all effective in generating leads.
  - iii) Customer retention is less costly than customer acquisition.
  - iv) Negotiation is not a part of the SPANCO process?
  - v) The buying process differs for B2B and B2C customers.
  - vi) Key accounts management is a part of sales function.
  - vii) Recognition of customer needs is the last step in the buying process. **2×7**
- [CO-1,2,3][L-4,5]

**PART-A**

- Q.2 How will you sell a holiday package to the moon to a prospective customer? [CO-2,4][L-3,6] **20**
- Q.3 What skills sets are required to have a great career in sales function? [CO-1,2][L-1,2] **20**
- Q.4 Why is sales planning so critical to the success of an organization? [CO-3,4][L-4,5] **20**

**PART-B**

- Q.5 Mention different ways of building relations with a customer? [CO-2,3][L-2,3] **20**
- Q.6 Comment on the role of psychology in personal selling. [CO-2,4][L-3,5] **20**

Q.7 **Sales Planning:**

It is important for effective sales managers to respond to environmental threats and opportunities. Environmental influences consist of social, cultural, technological, economic, political and legal factors. Pentium-111 (Intel processor) is in great demand in the market because of its processing speed which gives greater and quicker access to information which can be both received and sent.

The sales people also have access to more accurate and current data which proves useful in selling. Sales managers are motivated by incentives but the health of the economy also has many repercussions. In difficult times the company tries to reduce sales incentives as they are unable to cope with expenses. Some other companies also take an opposite approach as they increase their incentive programmes for maintaining the sales and morale of the sales people. The type of incentives also varies with the health of the economy. Merchandise, travel and costs are more popular in tough times than the long term value awards like recognition of good work or recognition awards which may be given to salesman.

Sales Managers must monitor change in legal environment. It affects the way the sales people sell and managers manage. The ability to adapt to changes is one of the most important skill-requirement for business people. This determines the success of the company.

- a) Discuss whether the incentives are lowered or increased during tough times.
- b) With the demand of Pentium-111 and other high technology equipment the time

**End Semester Examination, Dec. 2021**  
MBA – Third Semester  
**AIRLINE MARKETING MANAGEMENT (MBA-DS-AM-302)**

Time: 3 hrs.

Max Marks: **100**

No. of pages: **1**

Note: Attempt **FIVE** questions in all; **Q.1** and **PART-B** are **compulsory**. Attempt any **THREE** questions from **PART-A**. Marks are indicated against each question.

- Q.1 For the statements given below, state whether true or false and justify/ give reasons for the same.
- a) When business is low, airlines may schedule maintenance?
  - b) Code sharing arrangements by airlines are useful for customers.
  - c) Employee training is not important for ground staff.
  - d) Tangibles are more important than human behavior, in the aviation industry.
  - e) Aviation is a high value service, with only premium pricing.
  - f) Countries with high GDP growth rate depend more on aviation industry.
  - g) Customers are ready to pay a premium for airline services.
  - h) Fellow customers influence the zone of tolerance in the airline travel experience.
  - i) Loyal customers never complain about service failures.
  - j) Aviation industry has high credence qualities. [CO1, 2, 3, 4, 5] [L1, 2, 3] **2×10**

**PART-A**

- Q.2 The socio economic scenario of India has played an important role in the growth of the aviation sector. Discuss with the help of examples. [CO2] [L2, 3] **20**
- Q.3 Depict the process of baggage check in at an airport, through a well labeled service blueprint. [CO1, 4] [L3, 6] **20**
- Q.4 Airlines customers from the Indian middle class (as per 2021 Kuppaswamy scale), have many expectations from the pre-boarding time at an airport. Explain through the various levels of expectations (minimum tolerable to desirable). [CO1, 3, 4] [L3] **20**
- Q.5 How may busy airports manage empathy, assurance and responsiveness for passengers in various encounters? [CO3, 5] [L3] **20**

**PART-B**

- Q.6 Evaluate the message given below, with respect to the appeal, imagery, narratives and tangibles. [CO1, 4, 5] [L1, 3] **20**



**End Semester Examination, Dec. 2021**  
MBA – Third Semester  
**AIRLINE FINANCIAL MANAGEMENT (MBA-DS-AM-303)**

Time: 3 hrs.

Max Marks: **100**

No. of pages: **1**

Note: Attempt **FIVE** questions in all; **Q.1** and **PART-B** are **compulsory**. Attempt any **THREE** questions from **PART-A**. Marks are indicated against each question.

Q.1 Define (**any five**) sub questions in three to four lines each:

- a) Finance lease.
- b) Japanese operating lease.
- c) Factoring as a source of finance.
- d) "Payback" as an evaluation technique.
- e) Valuation of tangible assets.
- f) Fuel price exposure in Airline Financial Management.
- g) Initial public offerings.

[CO1, 5] [L1,2, 4] **4×5**

**PART-A**

Q.2 Define the scope of financial management. What role should the financial manager play in a modern enterprise? [CO2] [L2] **20**

Q.3 Calculate:

- a) The present value of ₹600 i) received one year from now; ii) received at the end of five years; iii) received at the end of fifteen t=years. Assume a 5%-time preference rate.
- b) The present value of ₹700 each paid at the end of next six years. Assume 8% of interest.

[CO1] [L3] **10×2**

Q.4 Availability of raw material and the size of the business affects the requirement of raw material. Elaborate the statement while explaining in detail the various factors affecting the net working capital requirement. [CO4] [L3] **20**

Q.5 The airline business is a tough business. Profit margins are thin, fixed costs are high, capital expenditures are large, government regulation has been unstable, and taxation can be unmerciful. Enumerate. [CO3] [L4] **20**

Q.6 Foreign exchange management is an integral component of airline financial management. Enumerate. [CO5] [L4] **20**

**PART-B**

Q.7 Equipment A has a cost of ₹75,000/- and generates cash flow of ₹20,000/- per year for six years. A substitute equipment B would cost ₹50,000/- and generate cash flow of ₹14,000/- per year for six years. The required rate of return of both equipments is 11 percent. Which equipment would be accepted and why? [CO5] [L4] **20**

**End Semester Examination, Dec. 2021**  
MBA – Third Semester  
**AIRLINES AND AIRPORT OPERATIONS (MBA-DS-AM-306)**

Time: 3 hrs.

Max Marks: **100**

No. of pages: 2

Note: Attempt **FIVE** questions in all; **Q.1** and **PART-B** are **compulsory**. Attempt any **THREE** questions from **PART-A**. Marks are indicated against each question.

Q.1 Expand the following abbreviations and elucidate the mission, role and responsibilities of any two domestic and one international organization to facilitate safe and efficient airlines and airports operations:

- a) IATA
- b) DGCA
- c) AAI
- d) ICAO
- e) AERA
- f) MOCA
- g) BoI
- h) BCAS
- i) ANC
- j) ICAN

[CO1, 2, 3] [L2, L3] **5 +15**

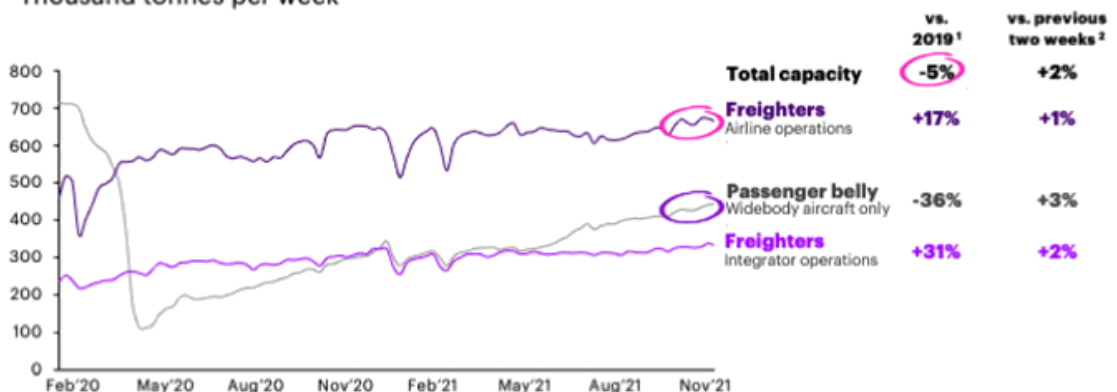
**PART-A**

Q.2 Airports and airlines are essential to the holistic development of cities, countries, and regions. They directly contribute by moving passengers, and transporting cargo. The movement of goods and people also benefits governments, consumers, and industries. However, the COVID-19 outbreak has hit the aviation industry hard. Critically analyse various factors leading such a situation and current market potential of the Indian Aviation industry. [CO2] [L3] **20**

Q.3 Analyse the following air cargo capacity graphs for the last 22 months of COVID 19, in specific reference to comparison of the last two weeks available data versus the previous two weeks.

**International air cargo capacity, Feb 2020 – Nov 2021**

Thousand tonnes per week



As countries tighten travel rules over the Omicron variant, air cargo capacity may fall again in the coming weeks. Evaluate as to how will COVID's omicron variant impact air cargo capacity's recent recovery? In your view, how can we boost efficiency in air cargo logistics in the current global environment? [CO4] [L4] **20**

Q.4 a) Define Quality. Explain as to how it can be quantified?

[CO5] [L2] **5**

