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13th JUNE

END SEMESTER EXAMINATION, JUNE- 2025

M. B. A. Semester - II

Course Name: International Business **Course Code: MBA208**

Time allotted: 03 Hours **Max. Marks: 100**

Note: Read all the instructions carefully.

Q.1		**VERY SHORT ANSWER QUESTIONS** – *Attempt All.*	**(2x10 = 20 Marks)**
	a.	Why is international business important for multinational corporations? a) It allows them to avoid competition b) It provides opportunities for diversification and growth c) It limits their exposure to global markets d) It reduces their need for innovation	CO1
	b.	Which of the following best describes globalization? a) The process of establishing international trade barriers b) The process of increasing interconnectedness and interdependence among countries c) The process of promoting isolationist economic policies d) The process of limiting cultural exchange between countries.	CO1
	c.	When a company sells its products to customers in foreign markets without establishing a physical presence in those markets, it is engaging in: a) Licensing b) Exporting c) Joint venture d) Direct investment	CO1
	d.	Which of the following is an example of a political risk in the international business environment? a) Changes in consumer preferences b) Fluctuations in exchange rates c) Political instability or government policies d) Technological advancements	CO1
	e.	When was GATT established? A) 1944 B) 1945 C) 1947 D) 1950	CO1
	f.	Which of the following is NOT a driver of globalization? a) Technological advancements b) Political isolationism c) Liberalization of trade and investment d) Cultural exchange and integration	CO1
	g.	Mention any two political factors affecting International Business.	CO2
	h.	Give examples of any two joint ventures.	CO2
	i.	Define turnkey projects.	CO2
	j.	Give any two characteristics of a wholly owned subsidiary.	CO2
Q.2		**SHORT ANSWER QUESTIONS** – *Attempt any Five.*	**(4x5 = 20 Marks)**
	a.	Differentiate between exporting and licensing as modes of international entry.	CO2
	b.	Explain how joint ventures can used to enter into the international market.	CO2
	c.	Discuss the importance of technological and country-specific factors when choosing global manufacturing locations.	CO4
	d.	Explain the advantages of being a first mover in international business.	CO3
	e.	Mention the different levels of regional integration with suitable examples.	CO3
	f.	Discuss the main reasons why European union was formed.	CO3
	g.	What is the difference between vertical and horizontal differentiation?	CO3

Q.3	STRUCTURED QUESTIONS – *Attempt any Three.*	(3x10 = 30 Marks)
a.	"There are several benefits of international business which can be studied from diverse perspectives, both micro and macro level perspectives". Analyse the statement and give your views.	CO3
b.	Differentiate between International and domestic business giving suitable examples.	CO3
c.	"Analysis of the external environment is a pre-requisite for success in international business." Elaborate upon this statement.	CO4
d.	Discuss the pros and cons of outsourcing service functions (e.g., call centers, software testing) to developing countries. What ethical or operational challenges can arise?	CO4
Q.4	**Case Analysis/ Situation Based QUESTIONS** – ***Attempt any Two.***	**(2x15 = 30 Marks)**
a.	***Read the following case-let and answer the questions that follow:*** Tata Motors is an Indian's largest multi-holding company. It was established in 1945. This company caters to three market segment internationally. The passenger cars, Utility vehicles and commercial vehicles. The company produced the first mini-truck, first light and heavy vehicles and many more firsts in India, being an inventor in their industry. Tata motors has entered into strategic acquisition and joint ventures in its mid stage and launched new products at a rapid pace in various markets. Now a days, Tata motors enjoys the position of being Indian's leading auto-mobile manufacturer with increasing presence in Europe, South East Asia, Africa, Australia, and the middle East with a total more of US $ 4 billion. The company focuses on providing customers the best value for their money meets European standards and environmental regulations through their advance technologies. A newer version of the car, named Indica V2, was a major improvement over the previous version and quickly became mass favourite. Tata motors also successfully exported large quantities of the cars in South Africa. The success of Indica in many ways marked the rise of Tata Motors. Technology is one thing which is very important in the car industry. Since technology will give Tata motors a competitive advantage over others and is a major driver of globalisation. For example technology can allow the products to be made cheaply hence reducing cost and increasing revenues, It offers new innovative products to the consumers that will make sure that the product don't get obsolete, Tata motors internet site provides all the information about the cars, 3d view and videos can be seen making information easily accessible to the consumers. It also adds the concept of customer relationship manager who will be in touch with the consumers even after the car has been purchased. Thus consumer will feel themselves part of the organisation. So to be competitive Tata motors have to do strong R & D culture and facilities, strong tie-ups with western technology companies and be adaptive to new technologies. The various motives behind buying an automobile are Need, Prestige, Comfort, Fashion, Jealousy and Novelty. The R & D Department continuously strives to bring new innovations in their product. Tatas have an industrial experience of over 100 years and they are well known with the Psychology of Indian customers, who desire more at less price. This experience has helped them to develop products which fulfill the expectations of Indian consumers. **1) Analyse the international strategy of Tata Motors.** **(7)** **2) Comment on how Tata Motors has used technology to gain a competitive advantage.** **(8)**	CO5 & CO6
b.	***Read the following case-let and answer the questions that follow*** The Indian eCommerce market is being seen by many as a hot contested battlefield – all credits to the huge potential it holds. According to Morgan Stanley, the online retail market in India will grow at an incomprehensible pace, reaching $200 billion by 2026 vis-a-vis $15 billion a couple of years ago. Hence, it is not a surprise that e Commerce giant Amazon's global strategy has turned out to be aggressively penetrating in this market, having already spent close to $5 billion in the Indian market. Amazon considers India as one of its fastest-growing international markets. Hence, Amazon is doing everything to get an upper hand against local player like Flipkart. Amazon recently opened 25 new delivery stations and 6 new fulfillment centers across India. It now has a total of 62 fulfillment centers in the country and offers next-day and scheduled delivery in 30 cities. The new fulfillment centers focus on the delivery of furniture and large appliances. Amazon has added an international shopping feature which is available to Amazon users on both their browsers and on the apps (Android and iOS). It has been introduced by Amazon to encourage shoppers to buy products from outside their home market; and is currently available in English, Spanish, Brazilian Portuguese, simplified Chinese and German. Amazon's strategy that includes globalization will also allow its customers to shop in 25 currencies. Besides, Amazon plans to add more languages and currencies to this feature this year. Different shipping options and delivery speeds are available to shoppers to choose from. This is a part of Amazon's expansion strategy in international markets. The feature will display shipping costs, pricing, import duty estimates. Amazon will be managing the courier service and customs clearance, to avoid any surprises during purchase or delivery. **1) Analyse the international strategy of Amazon.** **(07)** **2) Comment on how Amazon has used technology to expand its customer base and outrun its competitors.** **(08)**	CO5 & CO6
c.	Elaborate upon the components of the demographic environment and economic environment which should be analyzed before entering into an international market. (15)	CO5

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END SEMESTER EXAMINATION, JUNE- 2025

12 JUNE

M. B. A. Semester - II

Course Name: Operations Management   **Course Code: MBA207**

Time allotted: 03 Hours   **Max. Marks: 100**

Note: Read all the instructions carefully.

Q.1	VERY SHORT ANSWER QUESTIONS – *Attempt All.*	(2x10 = 20 Marks)
a.	Define process	CO1
b.	What is delivery reliability	CO1
c.	What is formula for MFP.	CO1
d.	What do you mean by variety in operations management?	CO1
e.	Explain process quality.	CO1
f.	Define lead time and its implication on reordering level	CO1
g.	What is Level strategy?	CO1
h.	Explain Time phasing step.	CO1
i.	What is formula for efficiency of the assembly line?	CO1
j.	What are various strategies for reduction of the current capacity?	CO1

Q.2	SHORT ANSWER QUESTIONS – *Attempt any Five.*	(4x5 = 20 Marks)
a.	Manager of ABC limited compiles monthly productivity for board of directors. In the month of January the company has processed 20,000 applications. In month of January 500 hours of labor and 20,000 units of paper were utilized. From the given data, calculate labor productivity in terms of units per hour, and multifactor productivity in terms of unit per Rupees if the labor cost per hour is Rs. 20 and the material cost is Rs. 0.5 per paper.	CO2
b.	Define operations management and its guiding principles.	CO3
c.	What are various aggregate planning strategies?	CO3
d.	An FMCG company needs to locate an intermediate warehouse between its production plant and its major distributors. Following table shows the coordinates of distributors and amount of product shipped (load) for distributors. Determine warehouse location according to CG method and plot locations on graph.	CO2

Distributors Location	A	B	D
X-Coordinate	300	200	600
Y-Coordinate	500	700	200
Load (Li)	150	350	250

e.	What are various measures of Capacity? Explain types of capacities for manufacturing firm?	CO2
f.	A store purchases specialized LED strips from a Taiwanese manufacturer. The store operates 5 days per week, 52 weeks per year. Only when it is open for business can orders be received. Management wants to reevaluate its current inventory policy, which calls for order quantities of 440 LED strips. The following data are estimated for the mixer: Average daily demand = 120 units Lead time = 10 days Holding cost = Rs. 9.40/unit/year Ordering cost = Rs. 150/order Determine Annual demand, EOQ, reorder level, Annual ordering cost, annual carrying cost, and annual total cost. Which is better order quantity 440 units or EOQ.	CO2
g.	Explain structural decision areas of operations management.	CO2

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Q.3	STRUCTURED QUESTIONS – *Attempt any Three.*	(3x10 = 30 Marks)
a.	XYZ Inc. is planning to meet the demand of Toy car. The Toy car requires 3 units of plastic tires and 1 unit of body. There is demand of 30 and 50 units of Toy car in week 6 and 8. The other details of items are as follows:	CO4

Item	Toy Car	Body	Tire
Lot Size	L4L	L4L	FOQ = 80
Lead Time	1	1	2
Scheduled Receipt	None	10 in week 1	0
Beginning inventory	10	0	0

Prepare MRP for all three items.

b.	Explain various facility layouts applied in manufacturing sectors.	CO3
c.	How the production Volume and variety of the product affects the process selection in manufacturing sector. Provide example for your explanation.	CO3
d.	The Rawat Ltd. is considering three locations for building its manufacturing unit. Following table provides cost structure for various location alternatives.	CO4

Location Alternatives	**Meerut**	**Dehradun**	**Haldwani**
Fixed cost per year (Rs.)	12,000	8,000	5,000
Variable cost per unit (Rs.)	80	120	180

i. Determine total cost equation for each location alternatives.
ii. Plot total cost line on Cost-Volume graph considering maximum production volume of 3000 units.
iii. Determine low-cost production volume range for each location alternative.

Q.4	Case Analysis/ Situation Based QUESTIONS – *Attempt any Two.*	(2x15 = 30 Marks)
a.	The hotel operator supplies packed sandwiches to railway. Because of its excellent product and excellent location, railway authority has increased the lot size by 40% as compared to the last year. Currently the hotel makes 5000 sandwiches per month with four workers, working for 50 hours per month per worker. The wages are Rs. 100 per hour for each employee.	CO6

To meet this additional demand, owner had asked suggestions from hotel staff. The suggestions are as follows:

Alternative 1: At a staff meeting, one employee suggested ways to assemble sandwiches differently so that more sandwiches can be produced. This new process will require one additional worker to the current workforce level. This is the only thing to be changed.

Alternative 2: The owner can also improve the yield by purchasing a new sandwich cutter machine. The new machine will mean an increase in his investment. This added investment has a cost of Rs. 2000 per month, but he will achieve the increased output without changing workforce level. Additionally, to operate machine atleast 10 kwh energy will be required. The rate of electricity is Rs. 10 per Kwh.

Suggest owner which is the better decision based on productivity concept.

(a) Determine current productivity
(b) Determine productivity for the alternative 1 and percentage change against current productivity.
(c) Determine productivity for the alternative 2 and percentage change against current productivity.

- **Suggest which alternative is better and why?**

b.	Discuss various objectives of operations management. According to you which objective is most important for organizations like (1) Zomato (2) Everest Masala manufacturer?	CO5
c.	The Uniyal Ltd. makes special food package for the Indian Railways Canteen. Its catering facility has a work cell dedicated to making food packages. The demand for the package is 60 units per day. Single 8-hour shift is operated per day. The tasks, times (in minutes), and predecessor relationships are given below.	CO6

a. Draw Network representation diagram of assembly line.
b. Determine cycle time and number of workstation required.
c. Determine assignment of tasks to workstations.
d. Determine efficiency of assigned workstations.

Activity	Predecessor	Duration	Activity	Predecessor	Duration
A	None	4	E	A	5
B	A	3	F	E	2
C	B	4	G	F	2
D	C	5	H	D, G	6

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END SEMESTER EXAMINATION, JUNE- 2025

M. B. A. Semester - II

Course Name: Management Information Systems **Course Code: MBA202**

Time allotted: 03 Hours **Max. Marks: 100**

Note: Read all the instructions carefully.

Q.1	VERY SHORT ANSWER QUESTIONS – *Attempt All.*		(2x10 = 20 Marks)
	a.	Explain key MIS functions.	(CO1)
	b.	Define business intelligence in MIS.	(CO1)
	c.	Define ERD.	(CO1)
	d.	Explain the benefit of cloud-based MIS?	(CO1)
	e.	Explain ethical concern in MIS?	(CO1)
	f.	What are potential MIS adoption barriers?	(CO1)
	g.	Define perfective maintenance.	(CO2)
	h.	Explain data flow diagram.	(CO2)
	i.	List five MIS software.	(CO2)
	j.	Define decision making process.	(CO2)

Q.2	SHORT ANSWER QUESTIONS – *Attempt any Five.*		(4x5 = 20 Marks)
	a.	Discuss the features of transaction processing system with the help of suitable example.	(CO3)
	b.	Differentiate between DSS and EIS.	(CO3)
	c.	How do emerging technologies such as artificial intelligence and machine learning introduce new ethical dilemmas into the realm of MIS?	(CO3)
	d.	Explain and roles and responsibilities of database administrator.	(CO3)
	e.	Analyze the benefits of phase-wise installation technique.	(CO4)
	f.	Create context level DFD and ERD for hospital information system.	(CO4)
	g.	Determine the functions of Customer Relationship Management (CRM).	(CO4)

Q.3	STRUCTURED QUESTIONS – *Attempt any Three.*		(3x10 = 30 Marks)
	a.	Give classification of various information systems. Give an appropriate example of each.	(CO4)
	b.	Describe decision making? Explain Simon's model of decision making. Construct diagram of the model.	(CO4)
	c.	Analyze the important features and needs of enterprise resource planning. Suggest the appropriate approach of ERP implementation.	(CO5)
	d.	Explain the various techniques of software maintenance.	(CO5)

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Q.4	Case Analysis/ Situation Based QUESTIONS – *Attempt any Two.*	(2x15 = 30 Marks)
a.	Create a prototype model of system development. Support your answer with the help of suitable diagram.	(CO5)
b.	How can information systems support an organization's business operations, decision making by their managers and give them a competitive advantage? Identify examples within your organization to illustrate your answer.	(CO6)
c.	Case study : A new on-line teller system design for a medium size bank was approved by the president, signaling the beginning of implementation. The project leader devised a master plan to specify who is to perform each task and in what order. New deposit slips and withdrawers were ordered and delivered three weeks before implementation. In the interim, copies of the user manual were prepared for the lobby and drive-in-tellers. Soon after the terminals were installed, the tellers begin to learn how to enter various transactions. After training sessions were over, they had a chance to ask questions and enquire about the new system. Once completed, the telephone company and the computer service representative hooked up the terminal on-line with the master system. The following Monday (a week before actual conversion), the analyst asked the head teller whether the tellers would come in on Saturday to catch up on their work and run test data to reinforce recent training. The head teller agreed to overtime, but on Saturday, only 12 of 17 tellers showed up. During that time, the entire system was checked out and functioned as expected. The bank opened the following Monday, the online system operated normally. Customers were greeted at the door by the president. Coffee and cake were served in the lobby. At the end of the day, the analyst sent a report to the board directors informing them that the system was now in operation and all user requirements had been met. Three weeks later the analyst was called to the board meeting. The chairman criticized the analyst for exceeding the budgeted amount approved by the board. Furthermore the authorization the analyst gave the terminal vendor to bring in two CRT screens to expedite information retrieval exceeded his authority to implement the system. The bank's auditor also estimated that it would take 3.8 years rather than the initial estimate of 2.1 years to break even on the total cost of the installation. Not knowing what to say, the analyst left the board room with a feeling of total failure. Read the case and answer the following questions. I. What are the major problems in the case? Who is to blame? Why? II. Was the board chairman justified in his criticism of the analyst? Explain. III. Discuss whether the analyst succeeded in implementation of the system.	(CO6)

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END SEMESTER EXAMINATION, JUNE- 2025

M. B. A. Semester - II

Course Name: Financial Management **Course Code: MBA204**

Time allotted: 03 Hours **Max. Marks: 100**

Note: Read all the instructions carefully.

Q.1	**VERY SHORT ANSWER QUESTIONS – *Attempt All.***	**(2x10 = 20 Marks)**
a.	What do you mean by plough back of profit?	CO1
b.	Explain the dividend payout ratio with a suitable example?	CO1
c.	Discuss the advantages of raising funds by issue of equity shares.	CO1
d.	Explain the meaning of stake holder with an example.	CO1
e.	Explain the differences and similarities of between debenture and preference share.	CO1
f.	Explain the meaning of interim dividend.	CO2
g.	Discuss the *net concept of working capital.*	CO2
h.	What are unlevered company?	CO2
i.	What is discount rate?	CO2
j.	Write down the advantages of issuing debenture.	CO2

Q.2	**SHORT ANSWER QUESTIONS – *Attempt any Five.***	**(5x4 = 20 Marks)**
a.	Explain the meaning of overcapitalization.	CO3
b.	Discuss the risks associated with high financial leverage.	CO3
c.	Define working capital cycle.	CO3
d.	Write down the sources of working capital finance.	CO3
e.	Discuss the scope of financial management	CO4
f.	What is the irrelevance theory of dividend policy?	CO4
g.	The project involves a total initial expenditure of Rs.200000 and it is estimated to generate future cash inflow of Rs.30000, Rs.38000, Rs25000, Rs.22000, Rs.36000, Rs.40000, Rs.40000, Rs.28000 and Rs.24000in its last year. Calculate payback period.	CO4

Q.3	**STRUCTURED QUESTIONS – *Attempt any Three.***	**(3x10 = 30 Marks)**
a.	Following are the excerpts from the financial statements of X Ltd. Selling Price per unit (S) — 100 Variable Cost per unit (V) — 60 Fixed Operating Cost (F) — 100000 Sales in units (Q) — 3200 10% Term Loans — 200000 Equity Share Capital @100 each — 200000 Corporate Tax Rate (t) — 50% You are required to calculate all the leverages.	CO4
b.	Describe the various techniques used in capital budgeting.	CO4
c.	What is capital structure? What is the necessity for having optimum capital structure?	CO5
d.	Write down the causes and remedies of under capitalisation and over capitalisation.	CO5

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Q.4 Case Analysis/ Situation Based QUESTIONS – ***Attempt any Two.*** **(2x15 = 30 Marks)**

a. Following are the excerpts from the financial statements of AB Ltd. CO5

Selling Price per unit (S)	Rs. 200
Variable Cost per unit (V)	Rs. 120
Fixed Operating Cost (F)	Rs. 200000
Sales in units (Q)	6400
10% Term Loans	Rs.400000
Equity Share Capital @100 each	Rs. 400000
Corporate Tax Rate (t)	50% or 0.5

You are required to:

a) Compute all the Leverages

b. A Ltd. has a share capital of Rs.100000 divided into shares of Rs. 10 each. It has major expansion program requiring an investment of Rs.50000. the management is considering the following alternatives for raising this amount: CO6

i- Issue of 5000 equity share of Rs. 10 each.

ii- Issue of 5000, 10% preference share of Rs10 each.

iii- Issue of 10% debentures of Rs.50000

The company's present earnings before interest and tax (EBIT) are Rs.40000 p.a. you are required to calculate the of each of the above modes on financing of the earnings per share (EPS) presuming EBIT continues to be same even after expansion and tax rate is 50%.

c. The cash flow of two mutually exclusive projects are as under: CO6

	Initial investment	Cash inflow 1	Cash inflow 2	Cash inflow 3	Cash inflow 4	Cash inflow 5	Cash inflow 6
Project A	40000	13000	8000	14000	12000	11000	15000
Project B	20000	7000	13000	12000	-	-	-

Required:

a. Estimate the net present value (NPV) of the project A and B using 15% as the discount rate.

b. Rank the projects. Presuming a discount rate of 10% and the present value of Re. 1 at this rate being .909, .826, .751, .683, .621 and .564 for one to six years.

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(09 JUNE)

END SEMESTER EXAMINATION, JUNE- 2025

M. B. A. Semester - II

Course Name: Human Resource Management **Course Code: MBA206**

Time allotted: 03 Hours **Max. Marks: 100**

Note: Read all the instructions carefully.

Q.1	**VERY SHORT ANSWER QUESTIONS** – ***Attempt All.*** **(10x2 = 20 Marks)**	**CO**
a.	What is Strategic HRM?	1
b.	Define Management by Objectives (MBO).	1
c.	Mention one on-the-job training method.	1
d.	Name a technique used in Human Resources Planning.	1
e.	What does equal employment opportunity ensure?	1
f.	Identify a common error in the selection process.	2
g.	Write an off-the-job training method.	2
h.	What is simulation-based training?	2
i.	What is the scope of Strategic HRM?	2
j.	Write one modern method of performance appraisal.	2
Q.2	**SHORT ANSWER QUESTIONS** – ***Attempt any Five.*** **(5x4 = 20 Marks)**	**CO**
a.	Define Transfer. Explain one reason why organizations initiate transfers.	3
b.	What is job evaluation? Describe one method used in job evaluation.	3
c.	What is forced ranking? Discuss one impact it has on organizational culture.	3
d.	What is Promotion? Describe one criterion used for making promotion decisions.	3
e.	What are the different types of training programs? Compare one advantage and one disadvantage of on-the-job training.	4
f.	Explain the concept of managing workplace diversity and its relevance for the organization.	4
g.	Discuss the concept of e-learning. Mention one benefit and one drawback.	4
Q.3	**STRUCTURED QUESTIONS** – ***Attempt any Three.*** **(3x10 = 30 Marks)**	**CO**
a.	How a Human Resource Department is usually organized within a company? Explain how this structure helps the department fulfill its functions.	4
b.	Explain the concept of Job Design. Discuss how effective job design can enhance employee performance and satisfaction.	4
c.	Explain the concept of Training Need Assessment. Describe the process involved and how it determines the types of training programs implemented in an organization.	5
d.	What is a 360-degree appraisal? Describe how this method is implemented and discuss its advantages and potential challenges in assessing employee performance.	5
Q.4	**CASE ANALYSIS/ SITUATION BASED** – ***Attempt any Two.*** **(2x15 = 30 Marks)**	**CO**
a.	Explain the distinction between training and development. How can an organization effectively use both to enhance employee skills and prepare for future leadership roles? Highlight the role of HR in conducting training needs assessment to tailor programs that meet both immediate and long-term organizational goals.	5
b.	Discuss the principles of effective training programs. How should these principles guide the design and implementation of diversity training in a multinational corporation to foster an inclusive workplace culture?	6
c.	Global FinTech Services, facing high employee turnover and dissatisfaction, is looking to restructure its promotion and transfer policies to better retain top talent and ensure employee growth aligns with organizational goals. With a workforce spread across multiple continents, how can Global FinTech design and implement a strategic approach to promotion and transfers? Outline necessary steps, discuss potential obstacles related to varying local employment laws and cultural expectations, and propose solutions to ensure fair and motivating promotion and transfer practices.	6

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END SEMESTER EXAMINATION, JUNE- 2025

M. B. A. Semester - II

Course Name: Legal Aspects of Business **Course Code: MBA205**

Time allotted: 03 Hours **Max. Marks: 100**

Note: Read all the instructions carefully.

Q.1	**VERY SHORT ANSWER QUESTIONS** – ***Attempt All.*** **(2x10 = 20 Marks)**		
	a.	The term "goods" under Sale of Goods Act, 1930.	CO1
	b.	Document that regulates the management of internal affairs of a company are-…………..	CO1
	c.	An agreement enforceable by law is a…………..	CO1
	d.	Define the term pledge.	CO1
	e.	What are the rights of a bailor in a bailment agreement?	CO1
	f.	Explain Public Company.	CO2
	g.	Discuss the Doctrine of Caveat Emptor.	CO2
	h.	Explain memorandum of Association under the companies Act	CO2
	i.	State which of the following agreement is valid contract under the Indian Contract Act, 1872? a. A, who owns two cars is selling red car to B. B thinks he is purchasing the black car.	CO2
	j.	Explain the term Lien and its types.	CO2
Q.2	**SHORT ANSWER QUESTIONS** – ***Attempt any Five.*** **(4x5 = 20 Marks)**		
	a.	What is continuing guarantee? Explain the various ways by which a continuing guarantee may be revoked.	CO3
	b.	What is agency by ratification? Discuss the conditions for valid ratification.	CO3
	c.	What are the rights of the indemnity-holder when sued?	CO3
	d.	Explain the doctrine of" Nemo Dat Quod Non Habet "and its exceptions	CO3
	e.	Distinguish between bailment and Pledge.	CO4
	f.	Analyze the term Condition and warranty in sale of good act. Explain implied conditions as to the title (ownership) and sale by descriptions in details.	CO4
	g.	"An anticipatory breach of contract is a breach of contract occurring before the time fixed for performance has arrived". Discuss stating also the effect of anticipatory breach on contracts.	CO4

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Q.3	**STRUCTURED QUESTIONS** – ***Attempt any Three.*** **(3x10 = 30 Marks)**		
a.	Evaluate the given case: M lends a type-writer to N, a minor, for typing practice for a period of two months. It was agreed that N would pay monthly hire charges of Rs. 500. At the end of two months, N refuses to pay the hire charges. Can M recover hire charges from N (a) if the typewriter was lent for necessaries ? (b) if the typewriter was not lent for necessaries ? Discuss.	CO4
b.	State with reasons Whether a Pawnee has a right to retain the goods pledged	CO4
c.	Distinguished between private company and public company.	CO5
d.	Examine the following whether they are correct or incorrect along with reasons: (a) A company being an artificial person cannot own property and cannot sue or be sued. (b) A private limited company must have a minimum of two members, while a public limited company must have at least seven members.	CO5
Q.4	**Case Analysis/ Situation Based QUESTIONS** – ***Attempt any Two.*** **(2x15 = 30 Marks)**		
a.	Company XYZ, a small manufacturing business, has recently undergone a voluntary winding-up process due to financial difficulties. The directors and shareholders have successfully completed the process. Now, they are facing the consequences of winding up. Analyze the following aspects: 1. **Financial Consequences**: Discuss the financial implications for Company XYZ and its stakeholders, including shareholders, creditors, and employees, after the winding-up process is completed. 2. **Asset Distribution**: Explain how the company's assets are distributed among creditors and shareholders, taking into account the order of priority for payments. 3. **Employee Impact**: Assess the impact on the company's employees, including their rights and entitlements during and after the winding-up process.	CO5
b.	**Case Study:** Vikram, a businessman, owned a luxury car which he lent to his close friend Ravi for a few months as a gesture of goodwill. There was no formal agreement, and no transfer of ownership documents were signed. However, Ravi, struggling with financial difficulties, decided to sell the car without informing Vikram. Ravi approached **Elite Motors**, a well-known car dealership, and falsely claimed to be the legitimate owner of the vehicle. To support his claim, he forged the ownership documents. **Elite Motors**, relying on these documents and conducting only a basic verification, purchased the car from Ravi. The dealership then sold the vehicle to Sunita, a customer who paid the full amount in good faith and received all necessary documents. A month later, Vikram saw Sunita driving the car and immediately confronted her. Sunita, shocked, insisted that she had legally purchased the car from Elite Motors. Vikram, on the other hand, argued that the car was never Ravi's to sell and that he remained its rightful owner. The dispute escalated, and both parties sought legal intervention to claim ownership of the vehicle. a) How does the doctrine that "no one can transfer a better title than they possess" evaluate it in this scenario? Are there any recognized legal exceptions under which Sunita may be able to retain the car despite the defect in title?	CO5

c. Aman, the owner of **TechSolutions Pvt. Ltd.,** a software development company, entered into a contract with **Bright Retail Ltd.**, a growing e-commerce business, to develop a customized e-commerce platform. As per the agreement, TechSolutions was to deliver a fully functional website with integrated payment gateways and inventory management features within **six months** for a total cost of **₹30 lakhs**. The contract also included a clause stating that for every week of delay beyond the deadline, TechSolutions would pay a penalty of **₹1 lakh**. After four months of development, Aman's team encountered unexpected technical difficulties, and due to a shortage of skilled developers, the project was delayed. Anticipating the delay, Aman requested an extension of **two months**, but Bright Retail refused, insisting that the original deadline be met. At the end of six months, TechSolutions delivered an incomplete version of the platform, missing key features like the payment gateway and security encryption. Frustrated, Bright Retail refused to accept the incomplete product and terminated the contract. They hired another company to complete the work and later sued TechSolutions for breach of contract, demanding: — CO6

1. **Refund of ₹20 lakhs** (the amount already paid to TechSolutions),
2. **₹5 lakhs in penalties** for the five-week delay,
3. **₹10 lakhs as compensation** for business losses caused by the delay.

Aman, however, defended his company by arguing that:

- The delay was due to unforeseen technical challenges beyond their control.
- Bright Retail had **refused to cooperate** when an extension was requested.
- The work already delivered had value and should not be entirely dismissed.

The case now goes to court for resolution.

Question: a) Identify whether this case involves a **material breach** or a **minor breach** of contract.

b) Under what circumstances does the doctrine of supervening impossibility apply, and does it fit this case?

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Enrol. No. S R H U

Regn. No. D D

END SEMESTER EXAMINATION, JUNE- 2025

M. B. A. Semester - II

Course Name: Cost & Management Accounting **Course Code: MBA203**

Time allotted: 03 Hours **Max. Marks: 100**

Note: Read all the instructions carefully.

Q.1 Attempt all questions (CO1,2) **(2x10=20Marks)**

On the basis of figures given below:

Selling Price (S): 50, **Variable Cost (V)**: 30 and **Total Fixed Cost (F):** 10000

You are required to:

a. Determine P/V Ratio
b. Determine BEP in units
c. Determine BEP in Rs.
d. Determine Sales in Rs.in order to earn a profit of Rs.2000
e. Determine sales in units in order to earn a profit of 3000
f. Determine Margin of Safety (MOS) when profit is equal to 5000
g. If Selling Price and Variable Cost are reduced by Rs. 10 each, then determine the new BEP (units)
h. If Fixed Costs and Selling Price are collectively reduced by 20%, determine the new BEP (units).
i. Determine Margin of Safety (MOS) when sales are equal to 4200 units.
j. If Variable Cost is increased by 10, then by what extent Fixed Cost have to be reduced in order to maintain the same BEP level.

Q.2 Attempt any *five* questions (CO3,4) **(4x5=20Marks)**

a. Discuss the term overheads in detail.
b. Discuss the reason of omitting financial costs while determining cost of sales.
c. Differentiate between Yield Variance and Quantity Variance.
d. Explain the effect of *idle time* over labor efficiency variances.
e. Discuss the purpose served by cost sheet.
f. Explain the significance of *key factor* in marginal costing.
g. Discuss the difference between Margin of Safety (MOS) and Profits.

Q.3 Attempt any *three* questions (CO 4,5) **(3x10=30Marks)**

a. XYZ Ltd. has to choose between two alternatives A and B and provides the following data.

	A	B
OUTPUT (units)	10000	10000
PROFIT at above level	30000	24000
FIXED COST	30000	16000

You are required to determine:

I. Indifference Level of output.
II. Determine the suitability (high demand and low demand) of alternatives at different level of output.

P.T.O./-

b. Following are the details of three products X, Y and Z:

	X	Y	Z
SELLING PRICE(S)	**50**	**30**	**20**
VARIABLE COST(V)	**10**	**9**	**10**
DEMAND %	**20**	**30**	**50**
TOTAL FIXED COST(F)		**5983000**	

You are required to:

I. Determine composite P/V Ratio.

II. Productwise BEP in units and in value.

c. Selling Price per unit (S) =12, Variable Cost per unit (V) =6. Total Fixed Cost (F)= 2400, Range in units 0-800. Interval -100 units. You are required to construct the Break-Even Chart.

d. "Fixed Costs are Variable per unit but the Variable Costs are per unit Fixed". Explain with suitable illustrations.

Q.4 **Attempt any *two* questions (CO5,6)** **(2x15=30Marks)**

a. You have been provided with the details pertaining to *labor cost.*

LABOR CATEGORY	STANDARD FACTORY HOURS	NO. OF LABORS	IDLE LABOR HOURS	ACTUAL LABOR HOURS	STANDARD RATE/LH	ACTUAL RATE/LH
SKILLED	10	250	200	3200	25	30
UNSKILLED		250	150	2800	15	18

On the basis of the above details, you are required to:

I. Determine all the relevant labor cost variances.

II. Check all the variances.

b. You have been provided with the details pertaining to the *material cost.*

	Type of Raw Materials	Standard Quantity (kg.)	Standard Price (Rs./kg.)	Actual Quantity (kg.)	Actual Price (Rs./kg.)
	X	1000	25	1200	28
	Y	1000	22	1300	26
	TSQ (kg.)	2000	TAQ (kg.)	2500	
less:	LOSS (kg.)	400		500	
is equal to	Yield(kg.)	1600		2000	

You are required to:

I. Determine all the relevant material cost variances.

II. Draw the Cost- Variance Split Tree.

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c. XYZ LTD. manufactures two types of pens P & Q. the cost data for September 2017 is as follows:

DIRECT MATERIALS CONSUMED	400000	
DIRECT LABOR	224000	
PRODUCTION OVERHEADS	96000	
	P	**Q**
Production during the year(units)	**40000**	**120000**
Sales during the year(units)	**36000**	**100000**
Selling Price per unit	**14**	**10**

It is further ascertained that:

i. Direct materials in type P cost twice as much direct materials in type Q.
ii. Direct wages for type Q were 60% of those for type P.
iii. Production overhead cost per unit was same for both types.
iv. Administrative overheads for each were 200% of direct labor.
v. Selling costs were Re.0.50 per pen sold for both types.

You are required to prepare a comparative cost sheet and determine profits for the products P and Q.

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Enrol. No. S R H U

Regn. No. D D

END SEMESTER EXAMINATION, JUNE- 2025

M. B. A. Semester - II

Course Name: Business Research **Course Code: MBA201**

Time allotted: 03 Hours **Max. Marks: 100**

Note: Read all the instructions carefully.

Q.1	**VERY SHORT ANSWER QUESTIONS** – *Attempt All.*		**(2x10 = 20 Marks)**
	a.	Define type I and type II error in research.	(CO1)
	b.	Define validity and reliability in research.	(CO1)
	c.	Differentiate between correlation and regression test in research.	(CO1)
	d.	Explain the nature and functions of a hypothesis in a research process.	(CO1)
	e.	Differentiate between applied vs. basic research	(CO1)
	f.	Give the sources of research problem. How a problem is identified?	(CO1)
	g.	What are the 5 Cs in Literature Review?	(CO1)
	h.	What is sampling error?	(CO1)
	i.	Define the term 'Research'. Enumerate the characteristics of research.	(CO2)
	j.	Define the term independent and dependent variable in research.	(CO1)

Q.2	**SHORT ANSWER QUESTIONS** – *Attempt any Five.*		**(4x5 = 20 Marks)**
	a.	Explain various steps and considerations involved in questionnaire design.	(CO2)
	b.	Distinguish between primary and secondary data.	(CO2)
	c.	Explain different types of researches.	(CO3)
	d.	What is the meaning of measurement in research? What difference does it make whether we measure in terms of a nominal, ordinal, interval or ratio scale? Explain giving examples.	(CO2)
	e.	What is the significance of Review of Literature in research? List the points to be kept in mind while carrying out literature reviews.	(CO1)
	f.	What is business research? Discuss main features of business research and its application in decision making.	(CO2)
	g.	What are the essentials of good research design?	(CO2)

P.T.O./-

Q.3	STRUCTURED QUESTIONS – *Attempt any Three.*	**(3x10 = 30 Marks)**
a.	Define Sampling. Explain various techniques of sampling.	(CO3)
b.	What is research methodology? Explain the process of research methodology.	(CO3)
c.	Discuss the layout of a research report covering all relevant points.	(CO3)
d.	What is research design? Explain the different types of research design.	(CO3)

Q.4	Case Analysis/ Situation Based QUESTIONS – *Attempt any Two.*	**(2x15 = 30 Marks)**
a.	Ashok Leyland, a major manufacturer of Trucks and Buses, has decided to make a foray into small passenger transport vehicles. Their product development team has developed an MUV (Multi Utility Vehicle) with 7 seats and 8 seats configuration. They found that MUVs like Toyota Innova, GM Tavera and many more other models from Mahindra and Tata Motors are doing good business in India. The company outsourced the research to find out the market potential for MUV in India to Market Research Group (MRG). MRG conducted sample market studies in Salem in Tamilnadu and Gorakhpur in Uttar Pradesh. They submitted a market potential report to Ashok Leyland, which suggested that there is good potential in the market for MUV. Based on the research report, the company launched the MUV Stile with technological collaboration with Nissan India Ltd. This product is similar to Nissan Evalia. In May 2015 Ashok Leyland took a decision to withdraw Stile due to weak sales. Questions: a) Was the research done by MRG scientific? b) What were the limitations in the research methodology? c) What could have been appropriate research method?	(CO5)
b.	Are the following nominal, ordinal, interval or ratio data? Explain your answers. (a) Temperatures measured on the Kelvin scale. (b) Military ranks. (c) Social security numbers. (d) Number of passengers on buses from Delhi to Mumbai. (e) Code numbers given to the religion of persons attempting suicide.	(CO4)
c.	A soft drink company is doing customer research towards their newly launch mango flavor soft drink. Help the company to design a customer preference questionnaire. Design the questionnaire with the necessary scales.	(CO5)

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