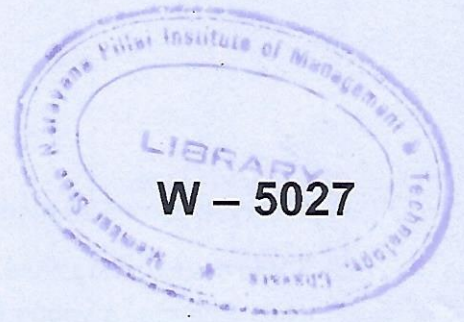


(Pages : 2)



Reg. No. :

Name :

**Second Semester M.B.A. (Full Time/Travel and Tourism) Degree
Examination, September 2025**

MBA 521 — INDIAN ETHOS AND PERSONAL ETIQUETTE

(2024 Admission)

Time : 3 Hours

Max. Marks : 75

PART – A

Answer **all** questions. Each question carries **4** marks.

1. What is meant by Indian Ethos? State its importance.
2. What management lessons do you draw from Vedas?
3. Distinguish between Ethos and Ethics.
4. State the features of Family Business.
5. Write short notes on Facial Expressions and Eye contact.

(5 × 4 = 20 Marks)

PART – B

Write in detail on any **three** questions. Each question carries **10** marks.

6. Discuss briefly different elements and requisites of Indian ethos.
7. Explain the strategic and ethical leadership lessons from the Bible.
8. Discuss briefly the management lessons from Thirukkural.
9. Based on your practical visit to a local industry, critically analyze how Indian ethos are integrated into the organization's business practices and culture. Highlight the gaps, if any, and suggest actionable improvements to align the industry more closely with Indian management values.
10. Write short notes on :
 - (a) Guidelines for appropriate business attire
 - (b) Multicultural dressing.

(3 × 10 = 30 Marks)

P.T.O.



PART – C

Compulsory. It carries **25** marks.

11. Read the following case carefully and answer the questions given at the end.

Ravi Sharma, a young MBA graduate, recently joined "Shreshta Industries," a family-owned manufacturing company based in South India, known for its strong adherence to traditional Indian values. The company's leadership believes in integrating Indian ethos - like respect for elders, collective decision-making, self-discipline, and spiritual well-being - into their corporate philosophy. Employees are encouraged to begin meetings with a moment of silence, refer to senior colleagues with respectful titles, and celebrate cultural festivals at the workplace.

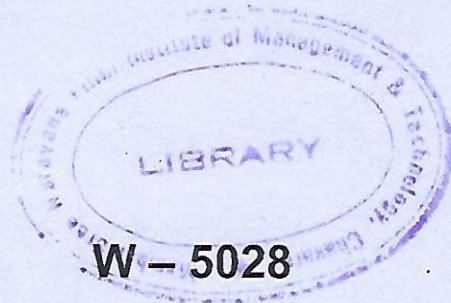
However, with increasing globalization and a growing number of young, urban employees from different parts of India, cultural conflicts have started to emerge. New recruits feel uncomfortable with traditional greetings, find the emphasis on hierarchy restrictive and prefer direct communication styles, unlike the subtle and respectful methods favored in Indian etiquette. Ravi, being new, finds himself caught between respecting company values and aligning with his peers' expectations of modern corporate culture.

Questions :

- (a) Critically evaluate the challenges faced by Ravi in balancing Indian ethos with contemporary personal etiquette in the workplace. How can these cultural differences impact team dynamics and organizational harmony?
- (b) From a management perspective, suggest ways in which Shreshta Industries can sensitize new employees to Indian ethos without alienating them or appearing regressive. What role can leadership play in promoting this integration?
- (c) Propose a training or orientation module outline that combines key elements of Indian ethos with universally accepted corporate etiquette to foster a respectful and inclusive work culture.

(1 × 25 = 25 Marks)





(Pages : 3)

Reg. No. :

Name :

**Second Semester M.B.A. (Full Time/Travel and Tourism) Degree
Examination, September 2025**

MBA 522 : OPERATIONS RESEARCH

(2024 Admission)

Time : 3 Hours

Max. Marks : 75

PART – A

Answer all **five** questions. Each question carries **5** marks.

1. Outline the concept '*Sensitivity Analysis*'.
2. List down the steps in '*Hungarian Method*'.
3. Examine the importance of '*Crashing of a Project*' in Network Theory.
4. Explain about '*Monte Carlo Simulation*'.
5. Elaborate the role of '*Decision Tree*' in OR with an example.

(5 × 5 = 25 Marks)

PART – B

Answer **one** question from each. Each question carries **10** marks.

6. An advertising agency is planning to launch an ad campaign. Media under consideration are TV., Radio and Newspaper. Each medium has different reach potential and different cost. Minimum 10, 000, 000 households are to be reached through TV. Expenditure on newspapers should not be more than Rs. 10,00,000. Total advertising budget is Rs. 20 million.

P.T.O.



Following data is available:

Medium	Cost per Unit (Rs.)	Reach per unit (No. of households)
Television	2,00,000	20,00,000
Radio	80,000	10,00,000
Newspaper	40,000	2,00,000

Formulate a mathematical model.

OR

7. A farmer has 200 acres of land. He produces three products X, Y and Z. Average yield per acre for X, Y and Z is 4000, 6000 and 2000 kg. Selling price of X, Y and Z is Rs. 2, 1.5 and 4 per kg respectively. Each product needs fertilizers. Cost of fertilizer is Rs. 1 per kg. Per acre need for fertilizer for X, Y and Z is 200, 200 and 100kg respectively. Labour requirements for X, Y and Z are 10, 12 and 10 man hours per acre. Cost of labour is Rs. 40 per man hour. Maximum availability of labour is 20,000 man hours. Formulate as LPP to maximize profit.
8. Five salesmen are to be assigned to five districts. Estimates of sales revenue (in thousands) for each salesman are given as follows: Find the assignment pattern that maximizes the sales revenue.

	A	B	C	D	E
S1	32	38	40	28	40
S2	40	24	28	21	36
S3	41	27	33	30	37
S4	22	38	41	36	36
S5	29	33	40	35	39

OR

9. Explain the steps in *Least Cost Method* (LCM) to find IBFS, with an example.
10. Differentiate CPM and PERT. Also mention the various time estimates in PERT procedure.

OR

11. The following table gives the jobs of a network along with their time estimates (in weeks).

Job	1-2	1-6	2-3	2-4	3-5	4-5	5-8	6-7	7-8
to	3	2	6	2	5	3	1	3	4
tm	6	5	12	5	11	6	4	9	19
tp	15	14	30	8	17	15	7	27	28

- (a) Draw the network diagram.
- (b) Find the critical path and project length.
- (c) Calculate the probability of the project being completed in 31 weeks.

12. In a supermarket, the average arrival rate of customers is 10 every 30 minutes. Following Poisson process. The average time taken by a cashier to list and calculate the customer's purchase is 2 and half minutes following exponential distribution. What is the probability that the queue length exceeds six? What is the expected time spent by a customer in the system?

OR

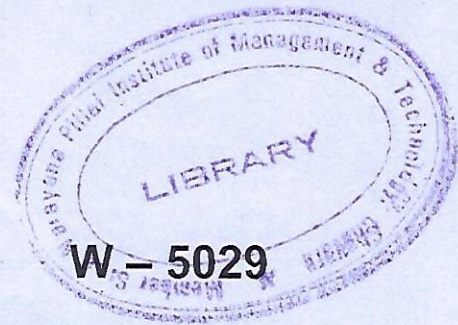
13. People arrive at a theatre ticket counter in Poisson distributed arrival rate of 25/hr. Service rate is constant at 2 minutes. Calculate
- (a) The mean number in the waiting line
 - (b) The mean waiting time
 - (c) Utilization Factor.
14. Explain the various decision-making environments with proper examples.

OR

15. Solve the game (using Principle of Dominance and then probability methods) whose pay-off matrix is:

	Player B		
	6	-3	7
Player A	-3	0	4

(5 × 10 = 50 Marks)



(Pages : 2)

Reg. No. :

Name :

**Second Semester MBA(Full Time/Travel and Tourism) Degree
Examination, September 2025**

MBA 523 : MARKETING MANAGEMENT

(2024 Admission)

Time : 3 Hours

Max. Marks : 75

PART – A

Answer **all** the question. **Each** question carries **4** marks.

1. Elucidate marketing control techniques.
2. Differentiate between consumer and business markets.
3. What is meant by Marketing Information System?
4. Explain service marketing.
5. What is meant by digital marketing?

(5 × 4 = 20 Marks)

PART – B

Answer any **Three** questions. **Each** question carries **10** marks.

6. Explain in detail the microenvironment and macro environment of marketing.
7. Discuss the factors influencing customer buying behaviour.
8. Explain the Market targeting and positioning with suitable examples.
9. Critically summarize the factors influencing the pricing decisions.
10. Discuss on Promotion Mix with suitable examples.

(3 × 10 = 30 Marks)

P.T.O.



PART- C

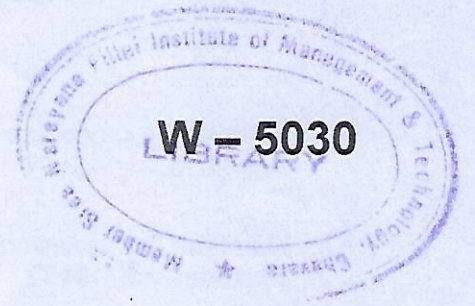
Compulsory question carries **25** marks.

11. Dazzle Cosmetics, an Indian startup, launched a range of herbal beauty products in 2022. The company claimed its products were chemical-free, cruelty-free, and locally sourced. The target market was urban women aged 20—35. Despite initial success, by early 2024, the company began facing declining sales, stagnant social media engagement, and increased customer churn. Market research revealed that competitors like Mamaearth and Plum were offering similar products but with stronger branding, influencer marketing, and better customer loyalty programs. Dazzle's pricing was similar, but its packaging lacked appeal, and the website experience was poor, with slow load times and unclear product descriptions. There was also no CRM system, and email marketing was infrequent and generic.

- (a) Identify the key marketing problems faced by Dazzle Cosmetics. (7)
- (b) As a marketing consultant, suggest immediate corrective actions using the 4Ps of Marketing. (8)
- (c) Propose a digital marketing strategy to reposition the brand in a competitive market. (10)

(1 × 25 = 25 Marks)

(Pages : 2)



Reg. No. :

Name :

**Second Semester M.B.A. (Full Time/Travel and Tourism) Degree
Examination, September 2025**

MBA 524 : BUSINESS LAW

(2024 Admission)

Time : 3 Hours

Max. Marks : 75

PART – A

Answer **all** the questions.

1. Elucidate Offer and Acceptance.
2. What are the essentials of a contract of sale.
3. Explain the rights and duties of partners.
4. What do you mean by share capital? Briefly explain its types.
5. Differentiate between 'strike' and 'lockout'.

(5 × 4 = 20 Marks)

PART – B

Answer any **three** questions. **Each** question carries **10** marks.

6. Explain in detail the breach of contract and its remedies.
7. Write a short note on
 - (a) Transfer of property
 - (b) Rights of unpaid seller
8. Explain the dissolution of the partnership.

P.T.O.



9. Discuss the procedure and grounds for winding up of a company under the Companies Act, 2013.
10. What are the provisions relating to the health, safety, and welfare of workers under the Factories Act, 1948?

(3 × 10 = 30 Marks)

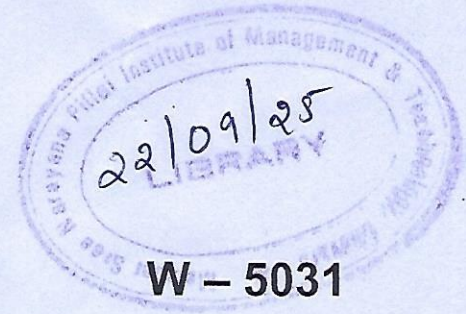
PART – C

Compulsory question, carries **25** marks.

11. XYZ PVT LTD is a factory employing over 310 workers. In February 2025, the workers demanded a wage increase and better safety measures. The management refused to negotiate. Without giving any notice, the workers went on strike. The strike led to the complete shutdown of the factory for 11 days. The management declared the strike illegal and terminated 31 workers who were leading the agitation. The workers approached the Labour Court alleging unfair labor practices and violation of the Industrial Disputes Act.
 - (a) Examine the above case in the context of the Industrial Disputes Act, 1947
 - (b) Was the strike legal?
 - (c) What are the rights of the workers and obligations of the employer under the Act?
 - (d) Comment on the legality of the terminations and the remedies available

(1 × 25 = 25 Marks)





(Pages : 3)

Reg. No. :

Name :

**Second Semester M.B.A (Full Time/Travel and Tourism) Degree
Examination, September 2025**

**MBA 525 – PRODUCTION AND OPERATIONS MANAGEMENT
(2024 Admission)**

Time : 3 Hours

Max. Marks : 75

PART – A

Answer **all** questions. Each question carries **5** marks.

1. Discuss the importance of production function with respect to 5Ps of production.
2. Explain the principles of a good plant layout.
3. Write short notes on EOQ and ERP.
4. Discuss the factors determining production planning.
5. Write a note on fourth party logistics providers in Production business.

(5 × 5 = 25 Marks)

PART – B

Answer **one** question from each. Each question carries **10** marks.

6. Discuss briefly the different types of Production Systems with Practical examples.

OR

7. Explain the different elements of Operations strategies in business.

P.T.O.



8. An FMCG company wants to set up a distribution center. It has 4 major retailers with the following coordinates and weekly shipments:

Retailer	x	y	Weekly Shipment (tons)
A	10	20	30
B	30	40	40
C	20	10	20
D	40	30	10

Find the coordinates of the Centre of Gravity.

OR

9. What is meant by Plant Location? State briefly the important theories of location.
10. A company uses 6000 LED bulbs per year. The supplier offers the following prices:

Order Quantity	Price per Unit
1 - 499	\$2.00
500 - 999	\$1.90
1000 +	\$1.80

Ordering Cost: \$50 per order, Carrying Cost: 25% of unit price per year. Demand: 6000 units/year. Find the optimal order quantity. Calculate the total annual cost (purchase + ordering + holding).

OR

11. A company deals with 10 inventory items with the following annual usage and unit prices:

Item	Annual Usage (units)	Unit Price(\$)
I1	100	100
I2	200	10
I3	50	200
I4	500	2
I5	300	15
I6	1000	1
I7	80	50
I8	20	500
I9	150	5
I10	120	25

Use ABC Analysis to classify items as A, B, or C.



12. Company: A food processing unit manufactures Paneer Packets. The forecasted demand and customer orders for the next 6 weeks are given below. Prepare a Master Production Schedule considering:

Lot size = 100 units

Beginning inventory = 80 units

Safety stock = 20 units

Week	Forecast	Customer Orders
1	50	40
2	60	70
3	80	65
4	70	60
5	90	85
6	60	55

OR

13. A manufacturing company has Annual demand = 8000 units, Setup cost = Rs. 400 per setup, Holding cost = Rs. 1.5 per unit/year, Production rate = 40,000 units/year. Demand rate = 8000 units/year. Find

- (a) Optimal run size
- (b) Minimum total annual cost
- (c) Cycle time
- (d) Run time.

14. Examine in detail Integrated Logistics Management Model with example.

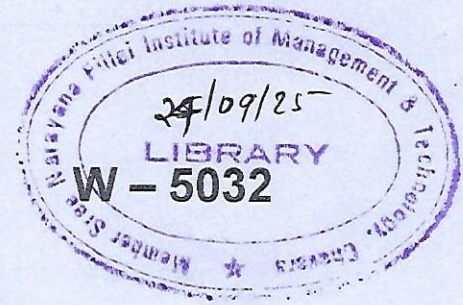
OR

15. Define Logistics Management. Discuss the role and significance of Logistics management in Production business.

(5 × 10 = 50 Marks)



(Pages : 2)



Reg. No. :

Name :

**Second Semester M.B.A. (Full Time/Travel and Tourism) Degree
Examination, September 2025**

**MBA 526 — RESEARCH METHODOLOGY
(2024 Admission)**

Time : 3 Hours

Max. Marks : 75

PART – A

Answer **all** questions. Each question carries 5 marks.

1. Define Business Research. State its nature.
2. Distinguish between Experimental Research and Explorative Research.
3. Explain Reliability and Validity Tests.
4. Define Hypothesis. Distinguish between Null Hypothesis and Alternative Hypothesis.
5. Write short notes on :
 - (a) Research Abstracts
 - (b) APA Style of Research Reporting.

(5 × 5 = 25 Marks)

PART – B

Answer **one** question from each. Each question carries 10 marks.

6. State and explain the importance of business research in Managerial decision making.

OR

7. Discuss briefly the stages involved in research process.
8. Explain briefly the Probability sampling methods.

OR

9. Find the sample size for a survey, where confidence level = 95%, stand deviation = 0.5 and margin of error = $\pm 5\%$.

P.T.O.



10. Define Data. Distinguish between Primary Data and Secondary Data.

OR

11. What are the different methods and tools for primary data collection? Discuss.

12. For the Republic Day Parade, NCC Cadets of almost uniform heights are required. The authorities stipulate that the standard deviation should not be more than 3.0 cm. They took a sample of 10 cadets from a College and their heights are shown below.

Cadet No.	1	2	3	4	5	6	7	8	9	10
Height (cm)	173	165	169	173	166	164	176	172	168	174

Will the authorities accept the cadets from the College? Test at 5% level of significance using Chi-square test.

OR

13. An HR analyst wants to study the effect of Training Method and Department on employee performance scores. There are :

- 2 Training Methods : Online, Offline
- 2 Departments : Sales, Operations
- 2 Employees are selected from each group (for replication)

The analyst records the scores (out of 100) as follows :

Data Table — Employee Performance Scores :

Training Method	Department	Employee 1	Employee 2
Online	Sales	78	82
Online	Operations	74	76
Offline	Sales	85	88
Offline	Operations	80	83

Using Two-Way ANOVA with replication, test whether :

- (a) Training Method has a significant effect on performance.
- (b) Department has a significant effect.
- (c) There is any interaction effect between training method and department.

14. Define a Research Report. Discuss the format of a good research Report.

OR

15. How do you conduct the systematic Literature Review in business research? Distinguish between References and Bibliography.

(5 × 10 = 50 Marks)



PART – C

Case Study (Compulsory), carries 25 marks.

11. Zenith Electronics Ltd. is a leading manufacturer of home appliances with 3,000 employees spread across five locations in India. The company fosters a culture of innovation but recently faced a spike in employee complaints regarding workload management, supervisor behavior and lack of recognition. The Human Resources department has a formal grievance redressal procedure, but several complaints remain unresolved for more than two months.

Mr. Ramesh Kumar, a Senior Technician, submitted a grievance regarding excessive overtime without adequate compensation or breaks. Despite repeated verbal and written complaints, he felt ignored by his supervisor and HR. Dissatisfied, Ramesh and four colleagues planned a peaceful demonstration in the plant cafeteria, which caught senior management's attention. This incident attracted the union's involvement and led to further tension.

Senior management set up a grievance committee consisting of two managers, one HR representative and a union member. After a detailed inquiry, the committee recommended adjustments to the overtime policy, mandatory monthly check-ins with supervisors and training on grievance handling for department heads. Management accepted these recommendations, and the grievances were resolved amicably. Productivity and employee morale showed significant improvement in subsequent months.

Case Study Questions:

- (a) Identify and analyze the cause of employee grievances at Zenith Electronics Ltd.
- (b) Evaluate the effectiveness of the company's original grievance redressal system.
- (c) Suggest improvements to the grievance settlement procedure.
- (d) How did involving the union influence the settlement process? Discuss the pros and cons.
- (e) What steps should management take to prevent similar incidents in the future?

(1 × 25 = 25 Marks)



II MBA

29/9/2025
9.30-12.30 pm
Morden

(Pages : 2)

W – 5034

Reg. No. :

Name :

Second Semester M.B.A. (Full Time/Travel & Tourism)
Degree Examination, September 2025

MBA 528 - MANAGEMENT OF FINANCIAL RESOURCES

(2024 Admission)

Time : 3 Hours

Max. Marks : 75

PART A

Answer **all** the questions. **Each** question carries 5 marks.

1. State the role of a Finance Manager.
2. Explain MM theory of capital structure.
3. "A dollar today is worth more than a dollar in the future". Elaborate the concept hidden in the statement.
4. Discuss the sources of working capital.
5. "Holding too much cash can be inefficient, while holding too little can be risky."- Discuss this statement in the context of cash management motives.

(5 × 5 = 25 Marks)

PART B

Answer **five** questions from the following. **Each** question carries 10 marks.

6. Discuss the objectives of financial management in detail.

OR

7. "A sound financial management system improves the overall efficiency of a business."- Comment.
8. A company has sales of Rs.5,00,000, variable costs of Rs.3,00,000, fixed cost of Rs.1,00,000 and long term loans of Rs.4,00,000 at 10% rate of interest. Calculate financial leverage, Operating leverage and Composite leverage.

OR

P.T.O.



9. (a) A company expects a net Income of Rs.80,000. It has Rs.2,00,000, 8% Debentures. The equity capitalisation rate of the company is 10%. Calculate the value of the firm and overall capitalisation rate according to the Net income approach (ignoring income tax).
- (b) If the debenture debt is increased to Rs.3,00,000, what shall be the firm and the overall capitalisation rate?

10. Mr. A deposits Rs.1,000 at the end of every year for 4 years and the deposit earns a compound interest @10% p.a. determine how much money he will have at the end of 4 years?

OR

11. No project is acceptable unless the yield is 10%. Cash inflows of a certain project along with cash outflows are given below:

Year	Outflows	Inflows
0	1,50,000	-
1	30,000	20,000
2		30,000
3		60,000
4		80,000
5		30,000

The salvage value at the end of 5th year is Rs.40,000. You are required to calculate NPV, PI.

12. Discuss the theories of dividend decision.

OR

13. A company's total investment in assets is Rs.10,00,000. It has 1,00,000 shares of Rs.100 each. Its expected rate of return on investment is 30% and the cost of capital is 18%. The company has a policy of retaining 25% of its profits. Determine the value of the firm using Gordon's model.
14. Inventory management involves planning, controlling, and monitoring inventory to ensure the right quantity is available at the right time, at the right cost. Elaborate the statement and explain inventory management techniques.

OR

15. "Cash management is not just about having cash, but about managing it efficiently." – Justify this statement with examples.

(5 × 10 = 50 Marks)