Code No: H 20101

FACULTY OF MANAGEMENT

MBA (CBCS) / MBA (Technology Management) III - Semester Examination, January 2026
[Common Paper for MBA (CBCS) / MBA (TM)]
Subject: Operations Management
Paper No. : 301

Time: 2 ½ Hours **Max. Marks: 60**

PART – A

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(Short Answer Type)

Note: Answer all the questions. **(5 x 2 = 10 Marks)**

1. Define agile manufacturing.
2. Define: Capacity Planning
3. List the criteria's to be considered while choosing a plant location.
4. Brief about Breakdown Maintenance.
5. Outline the concept of EOQ and its significance in inventory management.

7/8

PART – B

(Essay Answer Type)

Note: Answer all the questions. **(5 x 8 = 40 Marks)**

6. (a) Describe the transformation process in operations management and explain its importance in achieving organizational goals.

(OR) 7

(b) Discuss recent trends in production and operations management and their impact on global competitiveness.

7. (a) Explain the objectives of Production Planning and Control (PPC) and its importance in modern manufacturing. 6

(OR)

(b) Examine the role of capacity planning and capacity requirement planning in ensuring production efficiency. List the factors to be considered for capacity planning.

8. (a) Analyze the relationship between product life cycle and process life cycle, providing practical examples. 6

(OR)

(b) Determine the optimal sequence of performing 5 jobs on 4 machines. The processing timings are as follows:

Machines

		M1	M2	M3	M4
Jobs	J1	8	8	7	11
	J2	9	7	8	10
	J3	6	7	8	12
	J4	12	8	7	9
	J5	7	7	8	8

9. (a) Describe the concept of machine replacement and explain the factors to be considered when replacing machines in a manufacturing setup.

(OR) 4/5/

..2

(b) Construct the mean and range chart from the following data. Give for n=3 A2 = 1.023, D3 = 0 and D4 = 2.575 (table value)

	Observations		
	I	II	III
1	20	19	25
2	25	22	28
3	32	23	30
4	18	20	15
5	10	12	18
6	22	25	17
7	28	30	24
8	30	29	30

10.(a) Discuss in detail about Functions of Stores Management.

(OR)

(b) The following data are available on consumption pattern of certain material in an organization

Group	No. of Items	Monthly Consumption (Units)	Price/Item (Rs.)
I	40	3000	90
II	20	270	100
III	100	1700	5
IV	200	1500	4
V	60	340	50
VI	300	2500	1
VII	250	2000	2
VIII	30	170	500

Find out A, B, C items when "A" accounts for 85% of consumption value, "B" accounts for 10% of consumption value, and "C" accounts for 5% of consumption value.

PART - C
Case Study – 10 Marks

11. From the following plant layout, the manager of a department is intending to interchange the departments C and F in the present layout. The handling frequencies in between the departments are given. All the departments are of the same size and configuration. Material handling cost per unit length travel between the departments is the same. What will be the effect of interchange of departments C and F in the layout?

A	C	E
B	D	F

From/to	A	B	C	D	E	F
A	-	0	90	160	50	0
B	-	-	70	0	100	130
C	-	-	-	20	0	0
D	-	-	-	-	180	10
E	-	-	-	-	-	40
F	-	-	-	-	-	-

*** END ***

Code No: H 20102

FACULTY OF MANAGEMENT

MBA (CBCS) III - Semester Examination, January / February 2026

Subject: E-Global Business

Paper No. : MB-302

Time: 2 ½ Hours

Max. Marks: 60

PART – A
(Short Answer Type)

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Note: Answer all the questions.

(5 x 2 = 10 Marks)

1. Digital Transformation
2. Types of e-business models
3. Define Cross-Cultural Management
4. Conversion Rate Optimization (CRO) Techniques
5. What is M-commerce?

PART – B
(Essay Answer Type)

Note: Answer all the questions.

(5 x 8 = 40 Marks)

6. (a) Define e-Global Business? Discuss the Benefits and Challenges of e-Global Business.

   (OR)

   (b) Enumerate the Cyber Security Challenges in e-global business and Methods for protection.

7. (a) What is E-Marketplaces? Explain the various Types of E-marketplaces.

   (OR)

   (b) Define Collaborative Consumption? Discuss its impact on e-global Business.

8. (a) What is Digital Supply Chain Management? Illustrate the role and benefits of SCM in digital environment.

   (OR)

   (b) Define Cross-Border E-commerce Transaction? Explain the Legal Considerations for Cross-border e-commerce transactions.

9. (a) What do you mean by E-Marketing? Interpret in detail about E-Marketing Techniques.

   (OR)

   (b) Write the Chatbot Implementation and Customer Support automation.

10. (a) Elaborate the Concept of Artificial Intelligence and Machine Learning in E-Commerce.

    (OR)

    (b) Explain in Ethical Implications of Artificial Intelligence and automation in E-commerce decision making process.

PART – C
Case Study (10 Marks)

11. A U.S. - based electronics manufacturer, "TechCore," heavily relies on importing components from Asia. In 2024, new international trade tariffs were imposed by the U.S. government on specifi electronic components, significantly increasing the cost of imports. This macro environmenta change forced TechCore to either absorb the higher costs or pass them on to consumers Additionally, the uncertainty surrounding future trade policies made it difficult for TechCore to plan long-term investments. The company began exploring alternative suppliers in countries not affected by the tariffs, but this required time and additional resources. The situation illustrates how international trade policies can disrupt supply chains and create significant challenges for businesses that operate on a global scale.

Questions:

(i) What strategies can companies like TechCore adopt to mitigate the impact of international trade policies?

(ii) How can businesses ensure the stability of their supply chains in the face of fluctuating trade tariffs?

*** END ***

Code No: H 20103

FACULTY OF MANAGEMENT

MBA (CBCS) III - Semester Examination, January 2026
Subject: Total Quality Management
Paper No. MB-303

Time: 2 ½ Hours **Max. Marks: 60**

PART – A
(Short Answer Type)

Note: Answer all the questions. **(5 x 2 = 10 Marks)**

1. Identify focus of TQM Customer Supplier
2. What are the benefits of Radar charts
3. Discuss Balance scorecard
4. How does six sigma benefit the organization
5. Write a note on TQM in Health care sector

PART – B
(Essay Answer Type)

Note: Answer all the questions. **(5 x 8 = 40 Marks)**

6. (a) Explain quality and its dimensions with respect to product and services.

(OR)

(b) Compare and contrast between Conventional Quality Management Vs. TQM.

7. (a) Elaborate on any four analytical tools used in TQM.

(OR)

(b) Explain the five S's in TQM that helps organizations to improve efficiency, safety and cleanliness.

8. (a) How can benchmarking be used as a strategic tool to compare and improve organizational performance against industry best practices.

(OR)

(b) What is the purpose of Taguchi methods, and how does it help in improving system performance and robustness.

9. (a) Explain costs involved in six sigma implementation.

(OR)

(b) Discuss any two six sigma problem solving approaches.

10. (a) Explain the framework to improve service quality using TQM in the organizations.

(OR)

(b) Brief the models to develop and measure service quality programs.

PART – C
Case Study (10 Marks)

11. An airline was struggling with poor customer satisfaction scores, especially in the areas of punctuality and in-flight service. The management initiated a benchmarking project to compare their performance with a leading competitor known for superior service. They identified several gaps, including inefficient boarding processes and lackluster onboard experiences. Based on these insights, the airline implemented training programs, revised schedules, and enhanced in-flight amenities. Within six months, customer satisfaction scores improved by 25%. Benchmarking helped the airline recognize best practices and set realistic performance improvement targets. This ultimately boosted competitiveness in a crowded market.

Question: How did benchmarking help the airline improve service quality?

*** **END** ***

Code No: H 20103

FACULTY OF MANAGEMENT

MBA (CBCS) III - Semester Examination, January 2026
Subject: Total Quality Management
Paper No. MB-303

Time: 2 ½ Hours **Max. Marks: 60**

PART – A
(Short Answer Type)

Note: Answer all the questions. **(5 x 2 = 10 Marks)**

1. Identify focus of TQM Customer Supplier
2. What are the benefits of Radar charts
3. Discuss Balance scorecard
4. How does six sigma benefit the organization 7/8
5. Write a note on TQM in Health care sector

PART – B
(Essay Answer Type)

Note: Answer all the questions. **(5 x 8 = 40 Marks)**

6. (a) Explain quality and its dimensions with respect to product and services. 7/8

(OR)

(b) Compare and contrast between Conventional Quality Management Vs. TQM.

7. (a) Elaborate on any four analytical tools used in TQM. 6/7

(OR)

(b) Explain the five S's in TQM that helps organizations to improve efficiency, safety and cleanliness.

8. (a) How can benchmarking be used as a strategic tool to compare and improve organizational performance against industry best practices. 5/6

(OR)

(b) What is the purpose of Taguchi methods, and how does it help in improving system performance and robustness.

9. (a) Explain costs involved in six sigma implementation.

(OR)

(b) Discuss any two six sigma problem solving approaches. 6/7

10. (a) Explain the framework to improve service quality using TQM in the organizations.

(OR)

(b) Brief the models to develop and measure service quality programs.

5/6

PART – C
Case Study (10 Marks)

11. An airline was struggling with poor customer satisfaction scores, especially in the areas of punctuality and in-flight service. The management initiated a benchmarking project to compare their performance with a leading competitor known for superior service. They identified several gaps, including inefficient boarding processes and lackluster onboard experiences. Based on these insights, the airline implemented training programs, revised schedules, and enhanced in-flight amenities. Within six months, customer satisfaction scores improved by 25%. Benchmarking helped the airline recognize best practices and set realistic performance improvement targets. This ultimately boosted competitiveness in a crowded market.

Question: How did benchmarking help the airline improve service quality? 1/8

* * * **END** * * *

FACULTY OF MANAGEMENT

MBA (CBCS) III - Semester Examination, January 2025

Subject: Compensation Management

Paper No. : MB-304

(Elective – I : HRM)

Time: 2 ½ Hours **Max. Marks: 60**

PART – A

(Short Answer Type)

Note: Answer all the questions. **(5 x 2 = 10 Marks)**

1. What is Variable Pay?
2. What is meant by external equity in compensation?
3. What are the functions of Pay Commissions?
4. Differentiate between Employee Benefits and Services.
5. Describe Agency Theory.

PART – B

(Essay Answer Type)

Note: Answer all the questions. **(5 x 8 = 40 Marks)**

6. (a) Explain the Determinants of compensation and write note on compensation principles.

(OR)

(b) The economic theories of wages fail to provide a complete explanation of the problems of wage determination. Discuss.

7. (a) Discuss the need of job design in the context of compensation management decisions.

(OR)

(b) Differentiate between individual and team-based compensation and discuss the conditions for successful team incentives.

8. (a) What is the machinery for fixing minimum wages? Discuss salient features of the Minimum Wages Act, 1948.

(OR)

(b) Describe the pay structure that is practiced in India for different occupational groups.

9. (a) What are the objectives of employee benefits? Describe the emerging trends in the area of beneficial services.

(OR)

(b) Define fringe benefits and describe the most commonly offered fringe benefits.

10. (a) Explain the unique features of Executive compensation and discuss the strategies for Executive compensation.

(OR)

(b) Describe the elements of expatriate's compensation package.

Code No: H 201

FACULTY OF MANAGEMENT

MBA (CBCS) III - Semester Examination, January 2026
Subject: Investment Analysis and Portfolio Management
Paper - 304 (Elective - I : Finance)

Time: 2 ½ Hours

Max. Marks: 60

PART – A

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(Short Answer Type)

Note: Answer all the questions.

(5 x 2 = 10 Marks)

1. Define Investment
2. Minimum portfolio
3. Bond Immunization
4. CAPM
5. Open Ended Mutual Fund

PART – B
(Essay Answer Type)

Note: Answer all the questions.

(5 x 8 = 40 Marks)

6. (a) Distinguish between investment and speculation. List out the sources of investment Information.

(OR)

(b) Find out the expected return and risk of two securities X and Y having same returns but different probabilities.

Return	Prob.X	Prob.Y
13%	.1	.1
16%	.2	.4
22%	.3	.3
25%	.4	.2

6

7. (a) What is the Capital Market Line (CML) in Sharpe's Capital Market Theory, and how does it differ from the Security Market Line (SML) in terms of risk and return?"

(OR)

(b) From the following information in respect of 3 securities X,Y,Z ascertain the risk and return of the portfolio.

Security	Proportion	$\overline{X}$	σ	r
X	0.40	0.20	9	r_{xy} 0.4
Y	0.25	0.25	16	r_{yz} 0.7
Z	0.35	0.30	7	r_{zx} 0.3

5

8. (a) A bond with face value of Rs.100 carries a coupon rate of 11% maturing in 3years. Ascertain the following:
   (i) If the investor requires a YTM of 13% from the bond what is the fair price he should pay.
   (ii) If the bond is selling for a price of Rs97.59 what is the YTM?
   (iii) If the investor expects the bond to provide a final payment of rs.105 in 3 years instead of the promised Rs.100, what would be the return if the current market price is Rs.97.59?

(OR)

(b) Explain passive and active bond management strategies.

6

9. (a) What do you mean by Dividend capitalization Model? Explain the two stage growth model of common stock valuation.

(OR)

(b) Find out which of the following securities are overpriced and underpriced. Given R_m=14% , R_f=6%

Security	β	R
1	2	20%
2	0.75	14%
3	1.25	15%
4	-0.25	5%
5	3.25	31%

10. (a) Critically examine the problems and prospects of mutual funds in India.

(OR)

(b) Consider the following information of 3 mutual funds P, Q, R and the market.

	Mean Return	Standard Deviation	Beta
P	15%	20%	0.90
Q	17%	24%	1.10
R	19%	27%	1.20
Market Index	16%	20%	1.00

The risk free rate was 10%. Calculate Treynors Index, Sharpe Index and Jensens Index for the th mutual funds and rank them.

$\frac{r_p - r_f}{\sigma}$ $\frac{r - r}{\sigma}$

PART – C
Case Study (10 Marks)

11. **Investment Analysis: A Comparative Study of Two Leading Two-Wheeler Companies**

The following gives key statistics of 2 Two Wheeler Companies of India. On the basis of the data suggest any one company for investment and substantiate your conclusion.

	Company ABC	Company XYZ
Sales in crores	17386.51	6712.53
Net P:rofit in crores	3339..73	194.58
Equity in crores	289.37	47.51
Book Value per share	169.69	21.04
EPS	115.42	4.1
P/E ratio	11.1	36.4
RONW%	68.10	19.46
Dividend%	400.00	110.00
Face Value of Share	10.00	1.00

@ End @

Code No: H 2011

FACULTY OF MANAGEMENT
MBA (CBCS) III – Semester Examination, January 2026
Subject: Banking & Insurance
Paper: MB-305 (Elective – II : Finance)

Time: 2 ½ Hours **Max. Marks: 60**

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PART – A
(Short Answer Type)

Note: Answer any five questions. **(5 x 2 = 10 Marks)**

1. Explain Universal Banking?
2. What is fixed and floating rate loans?
3. What is core banking?
4. List different types of insurers?
5. Explain Motor Insurance?

PART – B
(Essay Answer Type)

Note: Answer all the questions. **(5 x 8 = 40 Marks)**

6. (a) Explain types of Banking and their significance and uses in detail.

   (OR)

   (b) What are the major factors influencing the risk of banks in their profits?

7. (a) How banks will assess the borrower credit worthiness and explain its process of evaluation.

   (OR)

   (b) Explain implications and recovery of NPAs?

8. (a) Explain the concept of Economic Model and Regulatory Capital.

   (OR)

   (b) What is retail banking? Explain various products and services?

9. (a) Explain role of insurance in minimisation of risk, based on the insurance product risk various - discuss.

   (OR)

   (b) Explain the role and importance of Insurance in risk management of insurer.

10. (a) What is the importance of Life Insurance? Explain tax treatment of Life Insurance.

    (OR)

    (b) What is General Insurance and explain various types of products.

PART - C

Case Study – (10 Marks)

11. Universal Health Insurance Scheme:

Public spending on health in India is lower than 1% on GNI (Gross National Income), and overall spending is about 5.2%, with the majority (private) expenditure occurring mainly in urban areas. Yet, the rural population, which gets a lower share of public health expenditure than city dwellers, represents 73% of the total population, and every fourth Indian hospitalised falls into poverty due to the related costs. Consequently, India registered lower Diability Adjusted Life Expectancy levels than other Asian countries with comparable per capita spending levels. The government has recognised this growing gap, and decided to raise public health spending to 2% of GNI, launched the Universal Health Insurance Scheme, and otherwise would like to encourage access to major risk pooling and health insurance, to protect the rural poor against catastrophic health expenditure.

Questions:

(i) Urgent need to create awareness on health insurance - justify.

(ii) Government health insurance required for all - explain.

(iii) Recommend alternatives to increase benefit needy and protect life of deserving.

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Code No: H 20104

FACULTY OF MANAGEMENT

MBA (CBCS) III - Semester Examination, January 2026
Subject: Investment Analysis and Portfolio Management
Paper - 304 (Elective - I : Finance)

Time: 2 ½ Hours **Max. Marks: 60**

PART – A
(Short Answer Type)

Note: Answer all the questions. **(5 x 2 = 10 Marks)**

1. Define Investment
2. Minimum portfolio
3. Bond Immunization
4. CAPM
5. Open Ended Mutual Fund

PART – B
(Essay Answer Type)

Note: Answer all the questions. **(5 x 8 = 40 Marks)**

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..2

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PART – C
Case Study (10 Marks)

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