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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| **Course Code** | **18MS2014** | **Duration** | **3hrs** |
| **Course Title** | **CONSTITUTION OF INDIA** | **Max. Marks** | **100** |

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| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (10 X 1 = 10 MARKS)** | | | | | |
| 1. | Identify the chairman of the Drafting Committee of the Indian Constitution. | | CO1 | R | 1 |
| 2. | State one salient feature of the Preamble of the Indian Constitution. | | CO2 | R | 1 |
| 3. | Recall the Article number that guarantees the Right to Equality in India. | | CO6 | R | 1 |
| 4. | Define the term ‘Directive Principles of State Policy’. | | CO3 | R | 1 |
| 5. | Identify the administrative head of a district in local administration. | | CO5 | U | 1 |
| 6. | List any one organ of governance at the Union level. | | CO4 | R | 1 |
| 7. | State a qualification required to become a Member of Parliament. | | CO4 | R | 1 |
| 8. | Describe the main function of the Election Commission of India. | | CO4 | R | 1 |
| 9. | Recall who appoints the Chief Election Commissioner of India. | | CO4 | R | 1 |
| 10. | List any one fundamental duty specified for Indian citizens as per the Constitution. | | CO3 | R | 1 |
| **PART – B (6 X 3 = 18 MARKS)** | | | | | |
| 11. | Explain the contributions of the Drafting Committee to the Indian Constitution. | | CO1 | U | 3 |
| 12. | Summarize the objectives of the Preamble and their relevance in contemporary India. | | CO2 | U | 3 |
| 13. | Apply the concept of Right to Freedom to a real-life scenario in Indian society. | | CO3 | A | 3 |
| 14. | Analyze the impact of Directive Principles on government policy decisions. | | CO4 | An | 3 |
| 15. | Compare the powers and responsibilities of Municipalities vs. Panchayati Raj. | | CO5 | An | 3 |
| 16. | Evaluate the effectiveness of the Election Commission in conducting fair elections. | | CO6 | E | 3 |
| **PART – C (6 X 12 = 72 MARKS)**  **(Answer any five Questions from Q. No. 17 to 23, Q. No. 24 is Compulsory)** | | | | | |
| 17. |  | Assess the impact of the Indian Constitution's Fundamental Rights on social justice and equality in India. | CO6 | E | 12 |
|  |  |  |  |  |  |
| 18. | a. | Analyze how Directive Principles of State Policy promote social welfare and justice in India. | CO3 | An | 6 |
|  | b. | Apply the concept of "Equal pay for equal work" to modern workplace scenarios in India, citing an example. | CO3 | U | 6 |
|  |  |  |  |  |  |
| 19. |  | Compare the powers and functions of Municipalities with Panchayats in local governance. | CO5 | An | 12 |
|  |  |  |  |  |  |
| 20. |  | Evaluate the effectiveness of the Election Commission in maintaining democracy in India. | CO4 | E | 12 |
|  |  |  |  |  |  |
| 21. |  | Examine the historical development and societal factors influencing the demand for civil rights in India. | CO1 | An | 12 |
|  |  |  |  |  |  |
| 22. |  | Describe how legal literacy supports success in competitive examinations, with reference to constitutional rights. | CO2 | U | 12 |
|  |  |  |  |  |  |
| 23. |  | Evaluate the challenges and opportunities in implementing constitutional policies at the state and local levels. | CO5 | E | 12 |
| **COMPULSORY QUESTION** | | | | | |
| 24. |  | Describe the importance of basic human rights in India and explain how the Constitution protects these rights. | CO6 | U | 12 |

**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL **M** – MARKS ALLOTTED

|  |  |
| --- | --- |
|  | **COURSE OUTCOMES** |
| **CO1** | Discuss the growth of the demand for civil rights in India. |
| **CO2** | Have general knowledge and legal literacy and thereby to take up competitive examinations. |
| **CO3** | Understand state and central policies, fundamental duties. |
| **CO4** | Understand Electoral Process, special provisions. |
| **CO5** | Relate powers and functions of Municipalities, Panchayats and Co-operative Societies. |
| **CO6** | Appraise basic human rights in India. |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| **Course Code** | **18MS3104** | **Duration** | **3hrs** |
| **Course Title** | **RESEARCH METHODOLOGY AND IPR** | **Max. Marks** | **100** |

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| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (5 X 16 = 80 MARKS)**  **(Answer any five from the following)** | | | | | |
| 1. | a. | Zora Neale Hurston stated, “Research is formalized curiosity”. Articulate a research problem from your engineering specialization, meeting the criteria and characteristics of good research, while defining the scope with appropriate justification. | CO2 | A | 10 |
|  | b. | Explain the key attributes that characterize a good research problem. Support your explanation with suitable examples. | CO2 | U | 6 |
|  |  |  |  |  |  |
| 2. | a. | Define hypothesis. Apply the steps involved in the research process to formulate a study design on a topic of your choice. | CO5 | A | 10 |
|  | b. | Describe the sequential steps involved in data processing with appropriate explanations | CO5 | U | 6 |
|  |  |  |  |  |  |
| 3. | a. | Analyze the comparative effectiveness of primary versus secondary data collection methodologies for assessing India's electric vehicle adoption readiness across diverse stakeholder groups. | CO6 | An | 10 |
|  | b. | A marketing researcher is designing a survey instrument to assess brand loyalty among millennial consumers. Apply the principles of reliability and validity to construct and test this survey instrument that ensures consistently in measurement, providing specific examples of techniques for establishing both. | CO6 | A | 6 |
|  |  |  |  |  |  |
| 4. |  | Analyze the comparative strengths and limitations of various scientific article types (research papers, review articles, case studies, conference proceedings, and technical reports), as resources in literature surveys, to identify the research gaps in “sustainable energy research”. Justify the contribution of those resources in strategic synthesis of a robust research problem. | CO5 | An | 16 |
|  |  |  |  |  |  |
| 5. | a. | Construct a complete research article structure on IoT-based smart grid systems by implementing IEEE formatting standards, demonstrating organization of each section (i.e., title, abstract, introduction, methodology, results, discussion, conclusion, and references) with appropriate examples and formatting. | CO6 | A | 8 |
|  | b. | Examine and categorize the key factors that must be addressed when presenting a project to a funding agency's review committee. Compare the relative importance of methodological rigor versus presentation delivery. | CO6 | An | 8 |
|  |  |  |  |  |  |
| 6. | a. | **Illustrate the process of patent filing and grant in India following the provisions of the Indian Patents Act. Illustrate procedural steps that an inventor would have to navigate through from “application” to “grant” status.** | CO1 | A | 10 |
|  | b. | Summarize the various types of Intellectual Property Rights, illustrating each category with relevant examples. | CO1 | U | 6 |
|  |  |  |  |  |  |
| 7. | a. | Explain the importance of geographical indications in IPR with suitable examples. | CO3 | A | 8 |
|  | b. | Examine the different technical and legal information available about a patent in patent databases. | CO3 | R | 8 |
| **PART – B (1 X 20 = 20 MARKS) [Compulsory Question]** | | | | | |
| 8. | a. | Illustrate the relationship between traditional knowledge and intellectual property systems by applying relevant case studies. Show how legal frameworks have been implemented to protect traditional knowledge in different contexts | CO4 | A | 10 |
|  | b. | Explain the intellectual property rights applicable to biological systems, illustrating each category with examples to clarify the protection mechanisms | CO4 | U | 10 |

**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL **M** – MARKS ALLOTTED

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|  | **COURSE OUTCOMES** |
| CO1 | Illustrate the significance of IPR in today’s world |
| CO2 | Analyze the research work and investment in R & D, which leads to creation of new and better products, and in turn brings about, economic growth and social benefits. |
| CO3 | Evaluate the role of IPR and the need in engineering research. |
| CO4 | Assess the IPR protection and its significance to inventors. |
| CO5 | Formulate a business problem into a methodological framework and perspective |
| CO6 | Evaluate a manuscript, research proposal with adequate and appropriate methodology on topics related to their specialization. |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| **Course Code** | **18MS3107** | **Duration** | **3hrs** |
| **Course Title** | **INDUSTRIAL SAFETY** | **Max. Marks** | **100** |

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| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (5 X 16 = 80 MARKS)**  **(Answer any five from the following)** | | | | | |
| 1. |  | Describe the salient points of Factories Act 1948 for health and safety. | CO1 | R | 16 |
|  |  |  |  |  |  |
| 2. |  | Elaborate on the major functions and responsibility of maintenance department with suitable example. | CO2 | A | 16 |
|  |  |  |  |  |  |
| 3. |  | Illustrate Primary and secondary functions and responsibilities of  maintenance department with suitable example. | CO3 | A | 16 |
|  |  |  |  |  |  |
| 4. |  | Illustrate the diagnosis of a Scooter has abruptly stopped running using fault-tracing and decision-tree methodology | CO4 | A | 16 |
|  |  |  |  |  |  |
| 5. |  | Illustrate periodic and preventive maintenance to be carried out on the Diesel Generating (DG) Sets and CNC machine tools. | CO5 | An | 16 |
|  |  |  |  |  |  |
| 6. |  | Explain the procedures involved in overhauling of mechanical and electrical systems with suitable example. | CO5 | U | 16 |
|  |  |  |  |  |  |
| 7. | a. | Distinguish between preventive maintenance and reactive maintenance. | CO3 | U | 8 |
|  | b. | Differentiate between internal combustion and external combustion engine. | CO2 | U | 8 |
| **PART – B (1 X 20 = 20 MARKS) [Compulsory Question]** | | | | | |
| 8. |  | Briefly explain Repair cycle concept and importance with suitable example. | CO6 | A | 20 |

**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL **M** – MARKS ALLOTTED

|  |  |
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|  | **COURSE OUTCOMES** |
| CO1 | Prevent accidents in the plant by reducing the hazard to minimum. |
| CO2 | Eliminate accident caused work stoppage and lost production. |
| CO3 | Achieve maximum overall equipment efficiency by total productive maintenance |
| CO4 | Apply the appropriate the Occupational Safety and Health Act regulations |
| CO5 | Assess workplace injury prevention, risk management, and incident investigations. |
| CO6 | Implement the Total Productive Maintenance Management for better Overall Equipment Efficiency and Productivity |

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**END SEMESTER EXAMINATION – NOV/DEC 2025**

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| **Course Code** | **20MS2004** | **Duration** | **3hrs** |
| **Course Title** | **ENTREPRENEURSHIP AND PRODUCT DEVELOPMENT** | **Max. Marks** | **100** |

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| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (10 X 1 = 10 MARKS)**  **(Answer all the questions)** | | | | | |
| 1. | Define Intrapreneur. | | CO1 | R | 1 |
| 2. | Name a women entrepreneur. | | CO1 | R | 1 |
| 3. | Define business idea. | | CO2 | R | 1 |
| 4. | Describe the business planning process. | | CO2 | U | 1 |
| 5. | List the private banks that provides financial assistance. | | CO3 | R | 1 |
| 6. | Define venture capital. | | CO3 | R | 1 |
| 7. | State the benefits of entrepreneurial support. | | CO4 | R | 1 |
| 8. | List the benefits of fiscal concessions available for businesses. | | CO4 | R | 1 |
| 9. | State the objective of National Entrepreneurship Development Board. | | CO5 | R | 1 |
| 10. | Identify a Principle Financial Institution for Promotion, Financing and Development of MSME. | | CO5 | U | 1 |
| **PART – B (6 X 3 = 18 MARKS)**  **(Answer all the questions)** | | | | | |
| 11. | Compare Entrepreneur with Manager. | | CO1 | U | 3 |
| 12. | Illustrate the importance of environmental analysis in creating entrepreneurial venture. | | CO2 | A | 3 |
| 13. | Describe the necessity of financial support. | | CO3 | U | 3 |
| 14. | Discuss the key ways in which the government agencies facilitate entrepreneurship. | | CO4 | U | 3 |
| 15. | Interpret the assistance provided by small industries service institutes (SISI). | | CO5 | A | 3 |
| 16. | Describe the importance of technology and market assessment. | | CO6 | U | 3 |
| **PART – C (6 X 12 = 72 MARKS)**  **(Answer any five Questions from Q.No. 17 to 23, Q.No. 24 is Compulsory)** | | | | | |
| 17. | a. | Interpret the different classes of entrepreneurship. | CO1 | A | 6 |
|  | b. | Describe the characteristics and challenges of an entrepreneur. | CO1 | U | 6 |
|  |  |  |  |  |  |
| 18. |  | Illustrate the success story of an entrepreneur and summarize the challenges and opportunities. | CO2 | A | 12 |
|  |  |  |  |  |  |
| 19. |  | Illustrate the role of angel investors in the growth of entrepreneurship. | CO3 | A | 12 |
|  |  |  |  |  |  |
| 20. | a. | Interpret export-oriented units. | CO4 | U | 6 |
|  | b. | Discuss the incentives and grants provided for entrepreneurial assistance. | CO4 | U | 6 |
|  |  |  |  |  |  |
| 21. |  | Infer the role of different agencies in the entrepreneurship development. | CO5 | An | 12 |
|  |  |  |  |  |  |
| 22. |  | Infer the basic government procedures to be complied with entrepreneurship. | CO2 | An | 12 |
|  |  |  |  |  |  |
| 23. |  | Discuss the importance of various financial institutions like IDBI, ICICI and SIDBI towards entrepreneurial growth. | CO3 | U | 12 |
| **COMPULSORY QUESTION** | | | | | |
| 24. | a. | Explain the process involved in product design cycle. | CO6 | A | 8 |
|  | b. | Examine the patent process and its significance. | CO6 | A | 4 |

**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL

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|  | **COURSE OUTCOMES** |
| CO1 | Remember or recognize what it takes to start an entrepreneurial endeavour |
| CO2 | Interpret the critical factors involved in real-world case studies |
| CO3 | Apply the lean start-up techniques to student own business idea |
| CO4 | Analyse the go-to -market strategy of a start-up |
| CO5 | Evaluate the action plan along student entrepreneurial journey |
| CO6 | Develop product concepts, design and prototype fabrication |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| **Course Code** | **20MS2006** | **Duration** | **3hrs** |
| **Course Title** | **PROFESSIONAL ETHICS** | **Max. Marks** | **100** |

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| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (10 X 1 = 10 MARKS)** | | | | | |
| 1. | Define code of ethics in engineering. | | CO1 | R | 1 |
| 2. | State one example of ethical dilemma in the workplace. | | CO1 | R | 1 |
| 3. | Define empathy. | | CO1 | R | 1 |
| 4. | Identify a scenario that reflects moral autonomy. | | CO2 | U | 1 |
| 5. | Define engineering experimentation. | | CO3 | R | 1 |
| 6. | Explain the meaning of confidentiality in professional ethics. | | CO4 | U | 1 |
| 7. | Define conflict of interest. | | CO4 | R | 1 |
| 8. | State one implication of whistleblowing. | | CO5 | R | 1 |
| 9. | Define occupational crime. | | CO5 | R | 1 |
| 10. | Describe environmental ethics in the context of engineering practice. | | CO6 | R | 1 |
| **PART – B (6 X 3 = 18 MARKS)** | | | | | |
| 11. | Illustrate the difference between work ethic and professional integrity with examples. | | CO1 | A | 3 |
| 12. | Interpret the concept of moral autonomy in decision-making. | | CO2 | A | 3 |
| 13. | Summarize the purpose and process of informed consent in engineering practice. | | CO3 | U | 3 |
| 14. | Analyze the role of collective bargaining in resolving employee disputes. | | CO4 | An | 3 |
| 15. | Explain the difference between occupational crime and personal misconduct. | | CO5 | U | 3 |
| 16. | Assess the importance of environmental ethics in engineering projects. | | CO6 | E | 3 |
| **PART – C (6 X 12 = 72 MARKS)**  **(Answer any five Questions from Q. No. 17 to 23, Q. No. 24 is Compulsory)** | | | | | |
| 17. |  | Distinguish the major types of interpersonal relationships. | CO1 | An | 12 |
|  |  |  |  |  |  |
| 18. |  | Evaluate the various leadership styles in relation to ethical decision-making and organizational behavior. | CO2 | E | 12 |
|  |  |  |  |  |  |
| 19. | a. | Explain Kohlberg’s theory of moral development in the context of professional ethics. | CO3 | A | 6 |
|  | b. | Describe the models of professional roles followed in engineering practice. | CO3 | R | 6 |
|  |  |  |  |  |  |
| 20. |  | Assess the responsibilities of engineers as experimenters in ensuring public safety and accountability. | CO4 | E | 12 |
|  |  |  |  |  |  |
| 21. |  | Analyze the causes and symptoms of stress affecting professional life. | CO5 | An | 12 |
|  |  |  |  |  |  |
| 22. | a. | Assess the significance of time management in professional ethics and suggest effective strategies. | CO1 | E | 6 |
|  | b. | Illustrate fault-tree analysis as a technique to trace the causes of system failure, with a suitable engineering example. | CO5 | A | 6 |
|  |  |  |  |  |  |
| 23. |  | Evaluate the role of risk–benefit analysis in ethical engineering decisions with an appropriate example. | CO5 | E | 12 |
| **COMPULSORY QUESTION** | | | | | |
| 24. |  | Classify the major types of professional rights with suitable examples illustrating their relevance to workplace ethics. | CO6 | An | 12 |

**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL **M** – MARKS ALLOTTED

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|  | **COURSE OUTCOMES** |
| **CO1** | Identify the potential value of the approaches in the organization (strategic, managerial and operational/tactical) relating to Ethical values. |
| **CO2** | Appraise the role of leaders in ethically managing society |
| **CO3** | Apply the professional ethics with a demonstrated commitment to leadership practice and interpersonal skill. |
| **CO4** | Assess the effectiveness of own capability and performance in meeting organizational values and goals. |
| **CO5** | Evaluate the impact of failure due to non-compliance of ethical consideration in organizations |
| **CO6** | Examine the practices employed by real life organizations |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| **Course Code** | **20MS2007** | **Duration** | **3hrs** |
| **Course Title** | **BUSINESS PLAN** | **Max. Marks** | **100** |

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| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (10 X 1 = 10 MARKS)** | | | | | |
| 1. | State any two purposes of a business plan. | | CO1 | U | 1 |
| 2. | Specify the reason for demand forecasting. | | CO1 | R | 1 |
| 3. | Define a breaking ground product launch. | | CO2 | U | 1 |
| 4. | Define product differentiation. | | CO2 | U | 1 |
| 5. | List the types of raw materials. | | CO3 | R | 1 |
| 6. | State the need for scheduling the production. | | CO3 | R | 1 |
| 7. | Give an example of a current asset. | | CO4 | R | 1 |
| 8. | List any two tangible benefits of a social business. | | CO5 | R | 1 |
| 9. | Illicit negative externality with an example. | | CO5 | C | 1 |
| 10. | Give any three Indian startups. | | CO6 | R | 1 |
| **PART – B (6 X 3 = 18 MARKS)** | | | | | |
| 11. | Distinguish between vision and mission statements with an example. | | CO1 | An | 3 |
| 12. | State the primary purpose of market analysis in a business plan. | | CO2 | U | 3 |
| 13. | Compile the significance of ecomaterials. | | CO3 | C | 3 |
| 14. | Differentiate between job shop and mass production methods, with suitable examples | | CO4 | U | 3 |
| 15. | Discuss the factors to be considered in the technical analysis of a business plan. | | CO5 | A | 3 |
| 16. | Distinguish between assets and liabilities with suitable examples. | | CO6 | U | 3 |
| **PART – C (6 X 12 = 72 MARKS)**  **(Answer any five Questions from Q. No. 17 to 23, Q. No. 24 is Compulsory)** | | | | | |
| 17. | a. | Analyze the significant components of the business plan and their relevance. | CO1 | An | 6 |
|  | b. | Comment on the factors driving innovations in business. | CO6 | C | 6 |
|  |  |  |  |  |  |
| 18. | a. | Illustrate ‘Unique Selling Proposition’ with an example and points to consider in writing a compelling USP. | CO2 | A | 6 |
|  | b. | Analyse the advantages and limitations of different sources of finance available to startups. | CO5 | An | 6 |
|  |  |  |  |  |  |
| 19. | a. | Apply the elements of the marketing mix to develop a suitable marketing strategy for a selected agribusiness product. | CO3 | A | 12 |
|  |  |  |  |  |  |
| 20. | a. | Design a technology-driven business model that effectively meets evolving customer needs and sustains long-term competitiveness. | CO4 | C | 6 |
|  | b. | Discuss the Product differentiation strategies with suitable examples. | CO2 | A | 6 |
|  |  |  |  |  |  |
| 21. | a. | Differentiate between the income statement and the balance sheet with an example of any company. | CO4 | U | 6 |
|  | b. | Elaborate the role of technical, financial, and market analysis in evaluating the feasibility of a business. | CO3 | E | 6 |
|  |  |  |  |  |  |
| 22. | a. | Analyse the factors that drive business innovation and their impact on organizational growth and sustainability. | CO6 | An | 12 |
|  |  |  |  |  |  |
| 23. | a. | Evaluate the financial feasibility of a health drink product. | CO4 | E | 6 |
|  | b. | Apply supply chain management principles to design an efficient distribution system for a selected pharmaceutical product | CO3 | A | 6 |
| **COMPULSORY QUESTION** | | | | | |
| 24. | a. | Estimate the key steps involved in establishing a business and analyze the challenges associated with each stage. | CO5 | C | 6 |
|  | b. | Analyze the market segmentation strategies of an agribusiness firm to determine how effectively it targets different customer segments. | CO4 | An | 6 |

**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL **M** – MARKS ALLOTTED

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|  | **COURSE OUTCOMES** |
| **CO1** | Understand the nuts and bolts of preparing a business plan. |
| **CO2** | Remember and implement the business/management skills. |
| **CO3** | Understand and evaluate the content of business plan in detail. |
| **CO4** | Identify the tools and techniques involved in Business plan process. |
| **CO5** | Analyse the competitive structure and strategy development. |
| **CO6** | Launch a new venture company or start one an established organization. |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| **Course Code** | **20MS2008** | **Duration** | **3hrs** |
| **Course Title** | **ARTIFICIAL INTELLIGENCE FOR BUSINESS** | **Max. Marks** | **100** |

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| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (10 X 1 = 10 MARKS)** | | | | | |
| 1. | Enumerate the types of ambiguity in natural language understanding. | | CO1 | R | 1 |
| 2. | Indicate the sensors and actuators used in a robot. | | CO1 | U | 1 |
| 3. | Define a leaf node. | | CO2 | R | 1 |
| 4. | Recognize the role of goal test in an 8-puzzle problem. | | CO2 | R | 1 |
| 5. | List the techniques that are used for knowledge representation. | | CO3 | R | 1 |
| 6. | Name the two standard quantifiers. | | CO3 | R | 1 |
| 7. | Enumerate the types of random variables. | | CO4 | R | 1 |
| 8. | Express the equation of the likelihood of the data. | | CO4 | R | 1 |
| 9. | Define prior probability with an example. | | CO5 | R | 1 |
| 10. | Indicate the need for template matching. | | CO6 | U | 1 |
| **PART – B (6 X 3 = 18 MARKS)** | | | | | |
| 11. | Describe the working of the Turing test in AI. | | CO1 | R | 3 |
| 12. | Summarize the hill climbing algorithm. | | CO2 | U | 3 |
| 13. | Construct the predicate logic for the given clause:  “Not all students like both Mathematics and Science”. | | CO3 | A | 3 |
| 14. | Differentiate between supervised learning and unsupervised learning. | | CO4 | An | 3 |
| 15. | Explain the concept of learning with complete data with an example. | | CO5 | U | 3 |
| 16. | Paraphrase the significance of Linear Discriminant Analysis (LDA) in feature extraction and classification tasks. | | CO6 | U | 3 |
| **PART – C (6 X 12 = 72 MARKS)**  **(Answer any five Questions from Q. No. 17 to 23, Q. No. 24 is Compulsory)** | | | | | |
| 17. |  | Classify the different types of AI agents. For each type, explain how it perceives its environment, makes decisions, and takes actions, using suitable diagrams. | CO1 | An | 12 |
|  |  |  |  |  |  |
| 18. | a. | Illustrate alpha-beta pruning that overcomes the drawbacks of minmax algorithm. | CO2 | A | 4 |
|  | b. | Explain the Greedy best first search algorithm with an example. | CO2 | A | 8 |
|  |  |  |  |  |  |
| 19. |  | Explain an inference engine that uses forward and backward chaining process to derive conclusions. | CO3 | A | 12 |
|  |  |  |  |  |  |
| 20. | a. | Explain the Hidden Markov Model for weather prediction. | CO4 | A | 8 |
|  | b. | Illustrate the Maximum-likelihood parameter learning with an example. | CO4 | A | 4 |
|  |  |  |  |  |  |
| 21. |  | Develop a decision tree model for a “Restaurant – wait for a table” scenario and explain the decision-making process. | CO5 | A | 12 |
|  |  |  |  |  |  |
| 22. |  | Discuss the four different aspects of Artificial Intelligence with suitable examples in detail. | CO1 | U | 12 |
|  |  |  |  |  |  |
| 23. |  | Analyze the effectiveness of AO\* algorithm in solving real-world search problems. Justify how its performance differs from that of the un-informed search algorithms with suitable example. | CO2 | An | 12 |
| **COMPULSORY QUESTION** | | | | | |
| 24. |  | Explain the working principle of the Nearest Neighbour (NN) classification rule. Compare its performance with other distance-based classifiers. | CO6 | A | 12 |

**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL **M** – MARKS ALLOTTED

|  |  |
| --- | --- |
|  | **COURSE OUTCOMES** |
| **CO1** | Develop a basic understanding of Artificial Intelligence in business |
| **CO2** | Define the concept and pros & cons of franchisee option |
| **CO3** | Identify legal formalities & process of franchisee |
| **CO4** | Develop relationship between Franchisor & franchisee; Resolve the conflict between franchisor & franchisee. |
| **CO5** | Develop Franchisee marketing plan |
| **CO6** | Analyze the way to enter into International Market entry strategies |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| --- | --- | --- | --- |
| **Course Code** | **20MS3004** | **Duration** | **3hrs** |
| **Course Title** | **ORGANISATIONAL BEHAVIOUR AND MANAGEMENT** | **Max. Marks** | **100** |

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| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (4 X 20 = 80 MARKS)**  **(Answer all the Questions)** | | | | | |
| 1. | a. | Apply Henri Fayol’s administrative principles to explain how planning and organizing contribute to effective management in corporate organizations. | CO1 | A | 10 |
|  | b. | Illustrate the managerial roles and skills required at different levels of management in NGOs and government utilities. | CO1 | A | 10 |
|  |  | **(OR)** |  |  |  |
| 2. | a. | Apply the concept of Management by Objectives (MBO) to improve performance in a service organization. | CO2 | A | 10 |
|  | b. | Examine the contribution of psychology and sociology to the field of Organizational Behaviour. | CO2 | An | 10 |
|  |  |  |  |  |  |
| 3. | a. | Apply Goleman’s Emotional Intelligence theory to enhance interpersonal communication among employees. | CO3 | A | 10 |
|  | b. | Recommend suitable stress management strategies to maintain employee well-being at work. | CO3 | A | 10 |
|  |  | **(OR)** |  |  |  |
| 4. | a. | **Assess** how personality and perception influence individual decision-making in organizations. | CO4 | E | 10 |
|  | b. | **Appraise** the impact of attitudes on employee behaviour and organizational outcomes. | CO4 | E | 10 |
|  |  |  |  |  |  |
| 5. | a. | Analyze the role of leadership styles in managing group dynamics and decision-making. | CO5 | An | 10 |
|  | b. | Examine the influence of power and politics in shaping organizational culture. | CO5 | An | 10 |
|  |  | **(OR)** |  |  |  |
| 6. | a. | Analyze how Lewin’s Three-Step Model helps manage organizational change effectively. | CO6 | An | 10 |
|  | b. | Examine how OCTAPACE culture promotes innovation and diversity in multinational organizations. | CO6 | An | 10 |
|  |  |  |  |  |  |
| 7. |  | **Demonstrate how motivation theories—Maslow’s Hierarchy of Needs, McGregor’s Theory X & Y, and Herzberg’s Motivation-Hygiene—can be integrated to design effective employee engagement strategies** | CO5 | A | 20 |
|  |  | (OR) |  |  |  |
| 8. |  | **Assess how emotional intelligence and communication competence together improve interpersonal and team effectiveness in organizations.** | CO3 | E | 20 |
| COMPULSORY QUESTION | | | | | |
| 9. |  | An Indian automobile company, “Auto Zen,” has recently entered into a joint venture with a Japanese firm to design eco-friendly electric vehicles. While the Japanese management emphasizes consensus decision-making, discipline, and lifelong employment, the Indian team values flexibility, creativity, and individual recognition. Differences in communication style, punctuality, and decision speed have caused frustration among employees. The top management is keen to create an integrated cross-cultural environment without losing productivity or morale.  **Answer the following:**  a. Analyze the cross-cultural management challenges faced by Auto Zen in this joint venture. b. Examine how Japanese management practices such as “Kaizen” and “ringi” can be adapted in this multicultural context. c. Identify strategies to enhance cultural sensitivity and teamwork among Indian and Japanese employees. d. Recommend methods to manage diversity while maintaining global competitiveness. | CO6 | An | 20 |

**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL **M** – MARKS ALLOTTED

|  |  |
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|  | **COURSE OUTCOMES** |
| CO1 | Examine Management theories and Practices to enhance management practices /Improving Decision Making |
| CO2 | Apply MBO and Organisational Principles for better performance Measurement |
| CO3 | Analyse Interpersonal skills and relate with Organizational effectiveness |
| CO4 | Implement individual behaviors within the context of Organizational Behavior for increased productivity |
| CO5 | Develop leadership and team culture |
| CO6 | Evaluate the elements in organizational change and managing cross culture in organisation |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| --- | --- | --- | --- |
| **Course Code** | **20MS3010** | **Duration** | **3hrs** |
| **Course Title** | **CORPORATE STRATEGY** | **Max. Marks** | **100** |

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| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (4 X 20 = 80 MARKS)**  **(Answer all the Questions)** | | | | | |
| 1. | a. | Analyze the leadership strategies employed by a successful strategic leader in a well-known organization. What specific qualities and approaches contributed to their effectiveness, and how did it influence the organization's overall performance and competitive advantage? | CO1 | An | 10 |
|  | b. | Examine the steps in the strategic decision-making process within a specific organization of your choice. How do these steps contribute to the formulation of effective strategies that align with the company’s overall vision and objectives? | CO1 | A | 10 |
|  |  | **(OR)** |  |  |  |
| 2. | a. | Apply strategic management principles to a company of your choice and identify specific strategies the organization can implement to achieve its goals. | CO1 | A | 10 |
|  | b. | A smartphone manufacturer is facing increased competition, analyze how can the value chain framework be applied to identify areas for cost reduction and differentiation? Consider the manufacturer’s production, marketing, and customer service processes in your analysis. | CO2 | An | 10 |
|  |  |  |  |  |  |
| 3. | a. | Evaluate how a company of your choice utilizes the BCG Matrix to manage its product portfolio. What strategies might it implement for its products classified into various categories? | CO2 | E | 10 |
|  | b. | Apply Porter’s Five Forces model to analyze the competitive landscape of a specific industry of your choice. How does each of the five forces impact the overall competitiveness and profitability of the industry? | CO2 | A | 10 |
|  |  | **(OR)** |  |  |  |
| 4. | a. | Analyze a company of your choice approach to innovation by examining the strategies and practices it employs to foster a culture of creativity and adaptability. How do these elements contribute to the company's ability to stay ahead of technological trends? | CO3 | An | 10 |
|  | b. | Apply the concept of business models to a company in an industry of your choice. How has the company adapt its business model over time in response to evolving consumer preferences and competitive pressures in the market? | CO3 | A | 10 |
|  |  |  |  |  |  |
| 5. | a. | Analyze how a company of your choice leverages efficiencies and economies of scale specific practices and strategies to minimize costs and maximize output. | CO3 | An | 10 |
|  | b. | Analyze how a company like Uber navigates the challenges of a fragmented transportation industry. What specific strategies does Uber employ to consolidate its market position and drive growth in an environment characterized by numerous competitors and diverse service offerings? | CO4 | An | 10 |
|  |  | **(OR)** |  |  |  |
| 6. | a. | Evaluate how McDonald's shows the characteristics of mature industries and implements key business-level strategies to maintain its market position. | CO4 | E | 10 |
|  | b. | Apply the concept of business-level strategies to a company of your choice. How does the company adapt its strategies based on the product life cycle stages in the market? | CO4 | A | 10 |
|  |  |  |  |  |  |
| 7. | a. | Choose a company of your choice, and apply the concept of strategic outsourcing, and how does it improve efficiency, and what effect does this have on its business performance? | CO5 | A | 10 |
|  | b. | Justify how does Facebook use horizontal integration to grow its business? Predict the strategies used in acquisitions, and appraise how these strategies helped increase its market presence and user engagement? | CO5 | E | 10 |
|  |  | **(OR)** |  |  |  |
| 8. | a. | Analyze how a company of your choice influences unrelated diversification strategies to establish a strong position across multiple industries in India. | CO5 | An | 10 |
|  | b. | Apply the concept of franchising to a company of your choice, how does the company use franchising model to expand globally, and what are the key benefits and challenges it faces in different international markets? | CO6 | A | 10 |
| **COMPULSORY QUESTION** | | | | | |
| 9. |  | **Green Life’s Eco-Friendly Product Launch**  Green Life, a well-known consumer goods company, is preparing to launch a new line of eco-friendly cleaning products. These products are made from natural ingredients, packaged in biodegradable materials, and designed to be safe for both consumers and the environment. As part of their commitment to sustainability, Green Life recognizes the importance of conducting a stakeholder impact analysis to ensure a successful product launch.   1. **Create a stakeholder impact analysis plan for the company. Identify the main stakeholders like customers, employees, suppliers, and the community, and list specific questions to address for each group.** 2. **Validate how can the answers gathered from the stakeholder analysis help improve the product launch and marketing strategy?** | CO6 | C | 20 |

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|  | **COURSE OUTCOMES** |
| CO1 | **Examine** the impact of strategic leadership, strategic managers, and the strategic decision-making process on achieving organizational goals. |
| CO2 | **Assess** the internal and external business environment using strategic tools to determine their impact on an organization’s performance. |
| CO3 | **Analyze** how competitive advantage theories and strategies impact efficiencies and economies of scale, and quality improvement across different business models. |
| CO4 | **Apply** life cycle analysis to assess the effectiveness and suitability of different business-level strategies in fragmented and mature industries. |
| CO5 | **Evaluate** how corporate-level strategies affect organizational growth and market positioning. |
| CO6 | **Analyze** the effectiveness of global strategies for expanding international market presence and achieving business growth. |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| **Course Code** | **20MS3012** | **Duration** | **3hrs** |
| **Course Title** | **HUMAN RESOURCE MANAGEMENT** | **Max. Marks** | **100** |

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| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (4 X 20 = 80 MARKS)**  **(Answer all the Questions)** | | | | | |
| 1. |  | Analyze the nature and scope of Human Resource Management (HRM) and explain how the basic functions of HRM contribute to achieving organizational goals effectively. | CO1 | An | 20 |
|  |  | **(OR)** |  |  |  |
| 2. |  | Analyze the factors influencing recruitment in modern organizations. Explain how both internal and external factors shape the organization’s approach to attracting qualified candidates. | CO2 | An | 20 |
|  |  |  |  |  |  |
| 3. |  | Discuss how different employee training methods contribute to enhancing workforce productivity. Identify one method for immediate use and justify your selection. | CO3 | A | 20 |
|  |  | **(OR)** |  |  |  |
| 4. |  | Evaluate the effectiveness of individual and group incentive plans in promoting teamwork, enhancing employee motivation, and achieving overall organizational goals. | CO4 | E | 20 |
|  |  |  |  |  |  |
| 5. |  | Analyze the major stages in the performance appraisal process. How do systematic appraisals contribute to employee growth and organizational effectiveness? | CO5 | An | 20 |
|  |  | **(OR)** |  |  |  |
| 6. |  | Evaluate how a structured performance appraisal process contributes to employee development and overall organizational effectiveness. Support your evaluation with suitable examples. | CO5 | E | 20 |
|  |  |  |  |  |  |
| 7. |  | Examine how Artificial Intelligence (AI) is transforming Human Resource Management functions, and evaluate the key benefits and limitations of adopting AI in HR practices. | CO6 | E | 20 |
|  |  | **(OR)** |  |  |  |
| 8. |  | Develop a detailed Human Resource Audit framework for an organization of your choice. Identify the major areas to be reviewed, explain the methods you would adopt to conduct the audit, and evaluate how the findings can support the organization’s strategic objectives. | CO6 | C | 20 |
| **COMPULSORY QUESTION** | | | | | |
| 9. |  | Innovent Systems Pvt. Ltd., a growing technology and consulting firm in Hyderabad, was facing a noticeable decline in employee engagement in 2022. The HR team observed increasing absenteeism, low participation in learning programs, and a surge in resignations among mid-level project managers and software developers. Traditional annual engagement surveys failed to capture real-time feedback, leaving HR with limited insight into employee morale.  To tackle the issue, Innovent introduced an HR analytics platform called *Engage360*. The system consolidated data from performance dashboards, attendance records, communication platforms, and feedback surveys. Analytical reports highlighted that teams working on legacy projects and under high work pressure reported lower engagement and higher turnover intentions.  Based on these findings, HR implemented several data-driven interventions: rotational project assignments, customized learning modules through the firm’s e-learning system, and quarterly pulse surveys. An AI-based chatbot, *AskHR*, was launched to gather continuous, anonymous employee feedback. Managers received engagement analytics reports to address issues proactively.After six months, Innovent recorded strong results — engagement scores rose from 60% to 82%, voluntary attrition dropped by 18%, and overall team productivity improved by 10%. Employees reported feeling more recognized and connected to organizational goals.Innovent’s experience demonstrated that HR analytics, when integrated with employee engagement strategies, can transform workplace culture, improve retention, and help HR make timely, evidence-based decisions. | CO6 | C | 20 |
|  |  | **COMPULSORY QUESTION**  As the HR Manager of Innovent Systems, design a data-driven employee engagement strategy using HR analytics to improve morale and retention. Explain how your plan will enhance motivation and organizational performance. | CO6 | C | 20 |

**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL **M** – MARKS ALLOTTED

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|  | **COURSE OUTCOMES** |
| CO1 | Define the nature and scope of Human Resource Management |
| CO2 | Explain the functional elements involved in implementing HR Planning |
| CO3 | Infer appropriate Training methods for effective use in capacity building and career development |
| CO4 | Choose the relevant pay components and construct a compensation strategy |
| CO5 | Appraise the tools for Performance and career management |
| CO6 | Discuss the latest trends of HR functions in the contemporary world. |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| **Course Code** | **21MS3012** | **Duration** | **3hrs** |
| **Course Title** | **MACHINE LEARNING** | **Max. Marks** | **100** |

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| --- | --- | --- | --- | --- | --- |
| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (4 X 20 = 80 MARKS)**  **(Answer all the Questions)** | | | | | |
| 1. |  | Explain how different types of Machine Learning can be applied in real–world scenarios, using suitable examples for each type. Compare these machine learning categories by highlighting the major differences among them. | CO1 | A | 20 |
|  |  | **(OR)** |  |  |  |
| 2. | a. | Apply the concept of clustering to a real-world use case—such as grouping customers based on purchasing behavior, and explain how it works. | CO2 | A | 10 |
|  | b. | Evaluate the effectiveness of clustering results by interpreting clustering quality metrics—for example, assess how accurately customer groups are formed using retail sales data. | CO2 | E | 10 |
|  |  |  |  |  |  |
| 3. | a. | Apply the Naïve Bayes algorithm to a practical scenario—for example, email spam classification—and explain its strengths using a suitable example. | CO3 | A | 10 |
|  | b. | Analyze the differences between Linear Regression and Logistic Regression by comparing their key applications, advantages, and limitations, supported with a suitable example. | CO3 | An | 10 |
|  |  | **(OR)** |  |  |  |
| 4. | a. | Analyze the use of Decision Trees in a real-world business scenario—for example, predicting customer churn—and explain how they can be implemented effectively. | CO3 | An | 10 |
|  | b. | Evaluate the differences between Decision Trees and Random Forests, and justify with an example the situation in which one model would be more appropriate to use than the other. | CO3 | E | 10 |
|  |  |  |  |  |  |
| 5. | a. | Evaluate the suitability of linear and non-linear SVMs in different problem contexts by distinguishing their key differences and providing examples of when each type is most appropriate. | CO4 | E | 10 |
|  | b. | Apply the concept of hyper parameters in SVM models by explaining their role and purpose, such as tuning the kernel and C-value to improve classification accuracy in email spam filtering. | CO4 | A | 10 |
|  |  | **(OR)** |  |  |  |
| 6. | a. | Apply sentiment analysis to social media data, such as analyzing customer reviews on Twitter, and explain the challenges involved and possible ways to address them. | CO5 | A | 10 |
|  | b. | Analyze and compare rule-based and machine learning-based approaches to sentiment analysis, in evaluating product reviews on an e-commerce platform." | CO5 | An | 10 |
|  |  |  |  |  |  |
| 7. |  | Design a comprehensive workflow for preparing a dataset for analysis and create a strategy to evaluate a business model using traditional performance metrics. Justify your approach with relevant metrics and detailed reasoning. | CO6 | C | 20 |
|  |  | **(OR)** |  |  |  |
| 8. |  | Evaluate the effectiveness of a machine learning approach for fake news detection on social media posts by assessing each implementation step, and justify which steps are most critical for accurate and reliable results. | CO6 | E | 20 |
| **COMPULSORY QUESTION (20 Marks)** | | | | | |
| 9. |  | GreenCart is an online grocery delivery platform facing high customer churn. They have collected data on purchase history, browsing patterns, and customer ratings. The data science team plans to use clustering to segment customers and predict churn using a classification model. They also want to optimize their recommendation system using machine learning. Before deploying the model, they intend to validate it using cross-validation and measure accuracy, precision, and recall. The goal is to increase customer retention and personalize offers effectively.  **Questions:**   1. Analyze how clustering can help GreenCart identify distinct customer segments and inform marketing strategies. 2. Examine how classification models can predict customer churn and what factors might influence model accuracy. 3. Analyze the role of cross-validation and performance metrics in ensuring the reliability of GreenCart’s machine learning models. 4. Explain how the integration of clustering and classification insights can improve customer retention and personalized recommendations. | CO1 | An | 20 |

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|  | **COURSE OUTCOMES** |
| CO1 | Explain the core principles of machine learning, including common techniques and validation methods |
| CO2 | Apply clustering techniques (e.g., hierarchical clustering, K-nearest neighbor) and evaluate clustering quality using distance measures. |
| CO3 | Evaluate and differentiate between various algorithms such as linear regression, logistic regression, decision trees, and random forests. |
| CO4 | Evaluate the suitability of Support Vector Machines (SVM) for classification and regression problems |
| CO5 | Design sentiment analysis models by selecting appropriate datasets, training and testing techniques, and validation methods |
| CO6 | Synthesize strategies for implementing various machine learning algorithms, addressing their limitations and effectiveness in real-world applications |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| --- | --- | --- | --- |
| **Course Code** | **21MS3023** | **Duration** | **3hrs** |
| **Course Title** | **SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT** | **Max. Marks** | **100** |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (4 X 20 = 80 MARKS)**  **(Answer all the Questions)** | | | | | |
| 1. | a. | An investor has ₹10 lakh to invest and is confused between primary and secondary market options. How would you apply market structure knowledge to guide their decision? | CO1 | A | 10 |
|  | b. | Analyze how different players in the stock market influence market volatility. | CO1 | An | 10 |
|  |  | **(OR)** |  |  |  |
| 2. | a. | Create a step-by-step trading plan for a retail investor to execute trades in the Indian market. | CO1 | C | 10 |
|  | b. | Apply due diligence concepts to assess a company’s IPO performance. | CO2 | A | 10 |
|  |  |  |  |  |  |
| 3. |  | A listed company’s stock price crashes after IPO. Analyze what went wrong in the IPO process and suggest preventive steps. | CO2 | An | 20 |
|  |  | **(OR)** |  |  |  |
| 4. |  | Two companies, **Alpha Ltd.** and **Beta Ltd.**, are in the same industry.   * Alpha Ltd. gives a dividend of ₹5 per share, expected to grow at 8%. * Beta Ltd. gives ₹6 dividend, growing at 5%. * The required rate of return is 12%.   a) Calculate the value of each company’s share using the Dividend Discount Model. b) Which company’s share is more valuable? | CO3 | An | 20 |
|  |  |  |  |  |  |
| 5. | a. | An investor uses CAPM and gets a required return lower than the risk-free rate. Evaluate the appropriateness of the model in this case. | CO3 | E | 10 |
|  | b. | During an economic slowdown, stock returns become more volatile. Analyze how systematic and unsystematic risks interact in such a situation. | CO4 | An | 10 |
|  |  | **(OR)** |  |  |  |
| 6. |  | Rohit invested ₹1,00,000 each in two companies — Greentech Ltd. and Blue Energy Ltd.   * GreenTech gave him a return of 10% with moderate risk. * BlueEnergy gave a return of 18% but with very high fluctuations in price. * He is confused about which investment performed better in terms of risk and return.   **Questions:** a) Explain how risk and return are related in investment decisions. b) Which company’s share is riskier, and why? c) Suggest a better portfolio mix to reduce risk without losing much return. | CO4 | A | 20 |
|  |  |  |  |  |  |
| 7. |  | Priya is analysing **TechVision Ltd.,** a software company. The company’s profits have been rising steadily for the last three years, and its P/E ratio is higher than the industry average. However, the stock chart shows a **“double top” pattern**, suggesting a possible price fall.  **Questions:** a) Explain how fundamental analysis helps Priya understand the company’s value. b) What does the “double top” pattern indicate in technical analysis? c) How should Priya balance both analyses before investing? d) Suggest whether she should buy, hold, or sell the stock with reasons. | CO5 | E | 20 |
|  |  | **(OR)** |  |  |  |
| 8. | a. | Analyze the differences between fundamental and technical analysis for long-term investors. | CO5 | An | 10 |
|  | b. | Apply financial analytical tools to construct a diversified portfolio | CO6 | A | 10 |
| **COMPULSORY QUESTION** | | | | | |
| 9. |  | Monthly return data (in per cent) for ONGC stock and the NSE index for a 12-month period are present   |  |  |  | | --- | --- | --- | | **Month** | **ONGC** | **NSE Index** | | 1  2  3  4  5  6  7  8  9  10  11 | -0.75  5.45  -3.05  3.41  9.13  2.36  -0.42  5.51  6.80  2.60  -3.81  -1.91 | -0.35  -0.49  -1.03  1.64  6.67  1.13  0.72  0.84  4.05  1.21  0.29  -1.96 | | a) Calculate alpha and beta for the ONGC Stock  b) Explain how the above calculation helps an investor make better investment decisions. | | | | CO6 | E | 20 |

**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL **M** – MARKS ALLOTTED

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|  | **COURSE OUTCOMES** |
| CO1 | Apply knowledge of different investment avenues to assess their suitability for individual or institutional portfolios. |
| CO2 | Analyze the functions of stock exchanges to understand their impact on market efficiency and investor behavior. |
| CO3 | Apply various valuation methods to determine the intrinsic value of securities for informed investment decisions. |
| CO4 | Analyze risk and return by estimating and comparing different investment options to optimize portfolio performance. |
| CO5 | Evaluate investment decisions by employing technical and fundamental analysis to identify profitable opportunities and mitigate risks. |
| CO6 | Create and evaluate a diversified mutual fund portfolio by applying modern portfolio theory to achieve desired investment objectives. |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| **Course Code** | **21MS3025** | **Duration** | **3hrs** |
| **Course Title** | **DIGITAL TRANSFORMATION IN BANKING AND INSURANCE** | **Max. Marks** | **100** |

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| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (4 X 20 = 80 MARKS)**  **(Answer all the Questions)** | | | | | |
| 1. | a. | Analyse how banking reforms and modernization have changed customer behaviour and expectations in India. | CO1 | An | 10 |
|  | b. | Evaluate the impact of KYC and AML regulations on improving banking transparency and reducing fraud. | CO1 | E | 10 |
|  |  | **(OR)** |  |  |  |
| 2. | a. | Apply digital banking concepts to design an improved customer onboarding process using AI/ML. | CO2 | A | 10 |
|  | b. | Analyse how customer segmentation can be enhanced using big data analytics in the BFSI sector | CO2 | An | 10 |
|  |  |  |  |  |  |
| 3. | a. | Apply the concept of fund-based and non-fund-based credit to prepare a loan proposal for a new MSME client | CO3 | A | 10 |
|  | b. | Evaluate the effectiveness of digital lending platforms in reducing turnaround time in credit processing. | CO3 | E | 10 |
|  |  | **(OR)** |  |  |  |
| 4. | a. | Analyse the major challenges banks face in implementing real-time fraud detection systems. | CO4 | An | 10 |
|  | b. | Evaluate the role of digital credit assessment tools in determining borrower creditworthiness. | CO4 | E | 10 |
|  |  |  |  |  |  |
| 5. | a. | Evaluate the effectiveness of NPCI initiatives such as UPI, IMPS and BHIM in strengthening digital payments in India. | CO5 | E | 10 |
|  | b. | Analyse the importance of SWIFT, IDRBT and RBI’s payment infrastructure in ensuring secure global transactions. | CO5 | An | 10 |
|  |  | **(OR)** |  |  |  |
| 6. | a. | Analyse the impact of blockchain adoption on transparency and security in banking operations. | CO4 | An | 10 |
|  | b. | Create an outline for using Robotic Process Automation (RPA) to automate back-office operations in banks. | CO3 | C | 10 |
|  |  |  |  |  |  |
| 7. | a. | Evaluate how Basel III norms influence risk-taking behaviour and operational strategies of Indian banks. | CO4 | E | 10 |
|  | b. | Analyse the factors contributing to the rise of NPAs and recommend data-driven monitoring mechanisms. | CO2 | An | 10 |
|  |  | **(OR)** |  |  |  |
| 8. | a. | Analyse the role of IRDAI in strengthening customer protection and digital compliance in the insurance sector. | CO6 | An | 10 |
|  | b. | Evaluate the effectiveness of digital claim processing in improving service quality and reducing settlement delays. | CO6 | E | 10 |
| **COMPULSORY QUESTION** | | | | | |
| 9. |  | Fin Sure Bank recently adopted an AI-driven loan approval system. The system scores applications instantly and reduces processing time significantly. However, customers have reported unfair rejection patterns from certain income groups. Meanwhile, SafeTrust Insurance implemented an automated claims verification system using OCR and predictive analytics. Though claims are settled faster, customers complain about lack of clarity in rejection reasons and limited human support.  Questions  a .Analyse the algorithmic risks and fairness issues faced by FinSure Bank in its AI loan approval system.  **b.** Analyse how automation in insurance claim settlement can positively and negatively influence customer trust.  **c.** Recommend corrective measures to ensure fairness, transparency and accountability in both FinSure Bank and SafeTrust Insurance. | CO6 | An | 20 |

**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL **M** – MARKS ALLOTTED

|  |  |
| --- | --- |
|  | **COURSE OUTCOMES** |
| CO1 | Understand the basics of the banking sector |
| CO2 | Recall reforms and modernization in Indian banking |
| CO3 | Apply knowledge on fund-based & non-fund-based business |
| CO4 | Evaluate digital transformation in banking & insurance |
| CO5 | Analyse growth and principles of Insurance |
| CO6 | Create insights on NBFCs & Fintech solutions |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

|  |  |  |  |
| --- | --- | --- | --- |
| **Course Code** | **21MS3025** | **Duration** | **3hrs** |
| **Course Title** | **DIGITAL TRANSFORMATION IN BANKING AND INSURANCE** | **Max. Marks** | **100** |

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| --- | --- | --- | --- | --- | --- |
| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (4 X 20 = 80 MARKS)**  **(Answer all the Questions)** | | | | | |
| 1. | a. | Analyze how modernization and digital transformation have improved the banker–customer relationship in Indian public and private sector banks. | CO1 | An | 10 |
|  | b. | Evaluate the role of KYC and AML regulations in promoting ethical banking practices in India | CO1 | E | 10 |
|  |  | **(OR)** |  |  |  |
| 2. | a. | Analyze how digital lending platforms have transformed the process of loan sanctioning for MSMEs. | CO2 | An | 10 |
|  | b. | Evaluate the benefits and challenges of automated credit appraisal systems in modern banking. | CO2 | E | 10 |
|  |  |  |  |  |  |
| 3. | a. | Illustrate how NEFT, RTGS, and UPI systems enhance the efficiency and reliability of fund transfers | CO3 | A | 10 |
|  | b. | Evaluate the challenges of ensuring data security and customer trust in Internet and Mobile Banking. | CO3 | E | 10 |
|  |  | **(OR)** |  |  |  |
| 4. | a. | Analyze the impact of Basel III norms on the capital adequacy and risk management strategies of commercial banks. | CO4 | An | 10 |
|  | b. | Evaluate how digital tools assist banks in identifying and managing Non-Performing Assets (NPAs). | CO4 | E | 10 |
|  |  |  |  |  |  |
| 5. | a. | Demonstrate how digital platforms improve the accessibility of life and non-life insurance policies | CO5 | A | 10 |
|  | b. | Evaluate how digital transformation has enhanced claims management and fraud detection in the Indian insurance sector. | CO5 | E | 10 |
|  |  | **(OR)** |  |  |  |
| 6. | a. | Analyze the role of FinTech startups in bridging financial service gaps for underserved populations. | CO6 | An | 10 |
|  | b. | Evaluate the contribution of NBFCs to capital formation and economic growth in India. | CO6 | A | 10 |
|  |  |  |  |  |  |
| 7. | a. | Examine how AI and Machine Learning have changed customer analytics in the BFSI sector. | CO1 | An | 10 |
|  | b. | Evaluate the implications of data privacy and ethical use of analytics in the digital banking environment. | CO3 | E | 10 |
|  |  | **(OR)** |  |  |  |
| 8. | a. | Analyze how risk management principles in banking can be adapted to the insurance sector. | CO4 | An | 10 |
|  | b. | Evaluate the role of regulatory bodies like RBI and IRDAI in promoting financial stability through digital reforms. | CO5 | E | 10 |
| **COMPULSORY QUESTION** | | | | | |
| 9. |  | Banks and insurance companies in India are increasingly using Artificial Intelligence (AI) and Machine Learning (ML) for real-time fraud detection, automated loan reviews, and compliance with regulatory norms. However, there are growing concerns over data privacy, algorithmic bias, and ethical governance. The RBI and IRDAI are working toward framing digital guidelines to ensure transparency and customer protection in the evolving BFSI landscape.  **Questions:** a) Analyze how AI supports banks in improving KYC and AML compliance. b) Explain how ML helps insurers in identifying fraudulent claims. c) Evaluate the ethical challenges arising from excessive reliance on AI for financial decision-making. d) Illustratec the regulatory measures that RBI and IRDAI can adopt to ensure responsible AI use in the BFSI sector. | CO6 | An | 20 |

**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL **M** – MARKS ALLOTTED

|  |  |
| --- | --- |
|  | **COURSE OUTCOMES** |
| CO1 | Explain the basics of the banking sector. |
| CO2 | Enumerate the reforms and technology-driven changes in Indian banking. |
| CO3 | Apply knowledge of non-fund-based facilities such as LC and Guarantees. |
| CO4 | Evaluate the impact of digital transformation in Banks and Insurance. |
| CO5 | Analyze the growth and application of insurance principles. |
| CO6 | Design practical insights on NBFCs and propose solutions for Fintech challenges in India. |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| --- | --- | --- | --- |
| **Course Code** | **22MS3027** | **Duration** | **3hrs** |
| **Course Title** | **INCOME AND CORPORATE TAXATION** | **Max. Marks** | **100** |

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| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (4 X 20 = 80 MARKS)**  **(Answer all the Questions)** | | | | | |
| 1. | a. | Analyse the concept of ‘composition levy’ under GST | CO1 | An | 10 |
|  | b. | Differentiate ‘exempted supply’ and ‘zero-rated supply’ under GST. | CO1 | An | 10 |
|  |  | **(OR)** |  |  |  |
| 2. | a. | Explain the process of detention and confiscation of goods under GST. | CO2 | A | 10 |
|  | b. | Apply the rules of input tax credit matching to determine eligibility for a specific transaction | CO2 | A | 10 |
|  |  |  |  |  |  |
| 3. |  | A small business owner wants to import raw materials worth ₹10,00,000. He has two options:  **Option A:** Clear the goods immediately by paying customs duty of ₹2,00,000 now, even though he will use the materials only after 3 months.  **Option B:** Store the goods in a customs warehouse for 3 months (warehousing cost: ₹15,000 per month) and pay the customs duty later when he actually needs the materials.  **Task:** Evaluate both options and recommend which one the business owner should choose. Justify your recommendation by considering the costs, cash flow, and practical benefits of each option. | CO3 | E | 20 |
|  |  | **(OR)** |  |  |  |
| 4. |  | A company purchased machinery worth ₹10,00,000. As per Companies Act, depreciation is charged at 15% (Straight Line Method), but as per Income Tax Act, depreciation is allowed at 15% (Written Down Value Method).  Analyze:   1. How will the difference in depreciation methods affect the book profit vs. taxable income? 2. What is the impact of this difference on the company's tax liability in the first year? 3. Break down the components that will differ in both computations. | CO4 | An | 20 |
|  |  |  |  |  |  |
| 5. |  | Mr. Alwin is an employee in Chennai. He resides in a rented house for which he pays monthly rent of Rs.4,000. He receives house rent allowance from the employer @ Rs.5,500 per month. Along with HRA, his monthly salary consists of the following:-   1. Basic pay. Rs.12,000 2. DA. Rs.4,000 3. Uniform allowance. Rs.200 4. Bonus. Rs.1,000   Compute taxable portion of HRA if any, for the year 2023-24 | CO5 | A | 20 |
|  |  | **(OR)** |  |  |  |
| 6. |  | Mr. Rajesh owns a house property with Municipal Value of ₹2,00,000, Fair Rent of ₹2,50,000, Standard Rent of ₹2,20,000, and Actual Rent received of ₹2,60,000. He paid municipal taxes of ₹30,000.  Analyze:   1. How is the Gross Annual Value determined from the given values? Examine the relationship between these different values. 2. Break down the step-by-step computation from Gross Annual Value to Net Annual Value. 3. Differentiate between the deductions available from Net Annual Value for self-occupied vs. let-out property. | CO5 | An | 20 |
|  |  |  |  |  |  |
| 7. |  | Evaluate the provisions of permissible deductions under Section 80 C of the Income Tax Act 1961, highlighting the various eligible investments and discuss the significance of this Section in tax planning. | CO6 | E | 20 |
|  |  | **(OR)** |  |  |  |
| 8. |  | A restaurant provides the following services as a package deal for ₹10,000:   * Food and beverages in an air-conditioned hall * Decoration services   **Task:** Determine whether this transaction qualifies as a composite supply or a mixed supply under GST. Apply the relevant GST principles to identify the tax treatment, stating which supply is the principal supply (if applicable) and how the tax rate would be determined for this package. | CO1 | A | 20 |
| **COMPULSORY QUESTION** | | | | | |
| 9. |  | The GST Council approved major reforms known as "GST 2.0" on September 3, 2025, which came into effect on September 22, 2025. Analyze how should the company strategically position their essential goods (now at 5%) versus luxury items (now at 40%) in terms of market competitiveness? | CO2 | An | 20 |

**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL **M** – MARKS ALLOTTED

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|  | **COURSE OUTCOMES** |
| CO1 | Understand the Concepts and Principles governing Goods and Service Taxes |
| CO2 | Remember the Process of filing GST Returns and the Administrative Process governing Goods and Service Taxes |
| CO3 | Analyse the Customs Law Proceedings in accordance with the Valuation Rules, Import and Export Procedures as per the Customs Act |
| CO4 | Apply the principles to the Types of Companies and the steps involved in the Computation of Taxable Income of Companies |
| CO5 | Evaluate and Compute the Taxable Income on the Salaries, House Property and Profits and Gains of Business or Profession |
| CO6 | Create and Compute the Taxable Income on the Capital Gains, Income from House Property and apply the Deductions under Chapter VI A along with clubbing of Income and Set-off and Carry forward of losses |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

|  |  |  |  |
| --- | --- | --- | --- |
| **Course Code** | **21MS3035** | **Duration** | **3hrs** |
| **Course Title** | **ARTIFICIAL INTELLIGENCE AND MACHINE LEARNING IN HRM** | **Max. Marks** | **100** |

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| --- | --- | --- | --- | --- | --- |
| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (4 X 20 = 80 MARKS)**  **(Answer all the Questions)** | | | | | |
| 1. | a. | Explain supervised and unsupervised learning with suitable HRM-based examples | CO1 | U | 10 |
|  | b. | Discuss the importance of feature engineering in HR analytics. | CO4 | An | 10 |
|  |  | **(OR)** |  |  |  |
| 2. | a. | Illustrate the role of NumPy arrays in HR data preprocessing | CO1 | A | 10 |
|  | b. | Demonstrate employee attrition prediction using Pandas descriptive analytics. | CO4 | A | 10 |
|  |  |  |  |  |  |
| 3. | a. | Construct a machine learning workflow for talent acquisition using Scikit-Learn. | CO2 | A | 10 |
|  | b. | Analyze bias and fairness considerations in AI-based recruitment systems? | CO4 | E | 10 |
|  |  | **(OR)** |  |  |  |
| 4. | a. | Compare PCA and t-SNE as dimensionality reduction techniques in HR datasets. | CO3 | An | 10 |
|  | b. | Apply dimensionality reduction to improve prediction speed in attrition models. | CO4 | A | 10 |
|  |  |  |  |  |  |
| 5. | a. | Evaluate classification algorithm performance using precision, recall, and F1 score. | CO2 | E | 10 |
|  | b. | Apply PCA conceptually to reduce redundant features from a recruitment dataset. | CO3 | A | 10 |
|  |  | **(OR)** |  |  |  |
| 6. | a. | Design a predictive model for employee performance rating using regression techniques. | CO2 | C | 10 |
|  | b. | Describe PCA: its working principle and relevance in reducing HR dimensional data. | CO3 | U | 10 |
|  |  |  |  |  |  |
| 7. | a. | Explain neural networks and their role in advanced workforce forecasting. | CO2 | U | 10 |
|  | b. | Critique the ethical implications of AI-enabled employee monitoring systems. | CO4 | E | 10 |
|  |  | **(OR)** |  |  |  |
| 8. | a. | Construct a recommendation system for employee skill development planning. | CO5 | C | 10 |
|  | b | Discuss collaborative filtering vs. content-based filtering in HR | CO5 | U | 10 |
| **COMPULSORY QUESTION** | | | | | |
| 9. |  | Using a real or hypothetical HR dataset, build an AI-driven employee attrition prediction model using Python (NumPy, Pandas, Scikit-Learn). Your answer must include:   1. Data preprocessing and feature selection 2. Model building and evaluation 3. Ethical considerations for fairness and transparency | CO2  CO4 | C/E | 20 |

**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL **M** – MARKS ALLOTTED

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|  | **COURSE OUTCOMES** |
| CO1 | Apply hands-on practice with Python basics, NumPy and Pandas |
| CO2 | Effectively build models using scikit-learn |
| CO3 | Classify dimensionality reduction techniques |
| CO4 | Predict employee attrition levels effectively |
| CO5 | Construct and compile collaboration and recommendation analysis |

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**END SEMESTER EXAMINATION – NOV/DEC 2025**

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| **Course Code** | **21MS3037** | **Duration** | **3hrs** |
| **Course Title** | **STRATEGIC HUMAN RESOURCE MANAGEMENT** | **Max. Marks** | **100** |

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| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (4 X 20 = 80 MARKS)**  **(Answer all the Questions)** | | | | | |
| 1. | a. | Define Strategic Management and explain its relevance to HRM. How does the evolution of strategy influence the emergence of SHRM? | CO1 | R | 10 |
|  | b. | Explain the differences between Personnel Management, HRM, and SHRM. Use suitable examples to highlight conceptual and functional distinctions. | CO2 | U | 10 |
|  |  | **(OR)** |  |  |  |
| 2. | a. | What are the major foundations and theories of HRM? Critically evaluate how these theories contribute to sustainable competitive advantage. | CO2 | R | 10 |
|  | b. | Explain the differences between Personnel Management, HRM, and SHRM. Use suitable examples to highlight conceptual and functional distinctions. | CO4 | U | 10 |
|  |  |  |  |  |  |
| 3. |  | Describe the global scenario and dimensions of SHRM. How do SHRM practices differ across countries? Illustrate using two international corporate examples. | CO3 | A | 20 |
|  |  | **(OR)** |  |  |  |
| 4. |  | Analyze the models of SHRM and explain how they enable integration of HR strategy with corporate strategy. Compare any two SHRM models. | CO3 | An | 20 |
|  |  |  |  |  |  |
| 5. |  | Critically evaluate the evolution of Strategic HRM in India. How have Indian and foreign corporations shaped SHRM practices in the Indian context? | CO4 | An | 20 |
|  |  | **(OR)** |  |  |  |
| 6. |  | Identify and discuss major challenges in Strategic HR Processes such as formulation, deployment, implementation, and evaluation. Suggest strategies to overcome them. | CO5 | E | 20 |
|  |  |  |  |  |  |
| 7. |  | Apply the Strategic Management Process to a newly formed startup. Explain how the startup can manage technology adaptation, innovation, and new venture creation through HR strategies. | CO5 | A | 20 |
|  |  | **(OR)** |  |  |  |
| 8. |  | Design a SHRM model for integrating HR strategy with corporate strategy in modern organizations. Your model should incorporate emerging dimensions such as innovation strategy, acquisitions, and organizational culture. | CO1 | C | 20 |
| **COMPULSORY QUESTION** | | | | | |
| 9. |  | Develop a SHRM framework based on global case studies of organizations operating in India. Your framework should include: Strategic HR perceptions, Organizational culture linkages, Performance outcomes, creating a climate of continuous improvement, and a “People First Everything is Next” perspective. Use relevant corporate examples to justify your framework. | CO6 | C | 20 |

**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL **M** – MARKS ALLOTTED

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|  | **COURSE OUTCOMES** |
| CO1 | Remember the meaning of strategic Management and its evolution |
| CO2 | Understand the approaches and theories related to Personnel Management, HRM and SHRM. |
| CO3 | Identify the emerging dimensions that help in to integrate HR Strategy with Corporate Strategy. |
| CO4 | Analyze the Managers Perception of SHRM and the Corporate World. |
| CO5 | Evaluate the challenges faced in implementation of Strategic Process. |
| CO6 | Create a model of SHRM based on practices in Global Organizations Operating in India with the help of case studies. |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| **Course Code** | **21MS3038** | **Duration** | **3hrs** |
| **Course Title** | **TALENT ACQUISITION** | **Max. Marks** | **100** |

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| --- | --- | --- | --- | --- | --- |
| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (4 X 20 = 80 MARKS)**  **(Answer all the Questions)** | | | | | |
| 1. | a. | Evaluate how workforce analytics impacts recruitment decision-making in large organizations. | CO1 | E | 10 |
|  | b. | Analyse the consequences of poor workforce planning on long-term organizational performance. | CO1 | An | 10 |
|  |  | **(OR)** |  |  |  |
| 2. | a. | Analyse the effectiveness of job families and job clusters in aligning organizational recruitment strategies. | CO2 | An | 10 |
|  | b. | Apply recruitment metrics such as yield ratio and time-to-fill to assess recruitment efficiency in a given scenario. | CO2 | A | 10 |
|  |  |  |  |  |  |
| 3. | a. | Apply behavioural job analysis techniques to develop a detailed job specification for a Talent Acquisition Officer. | CO3 | A | 10 |
|  | b. | Analyse the use of the Critical Incident Method in identifying key performance indicators for selection. | CO3 | An | 10 |
|  |  | **(OR)** |  |  |  |
| 4. | a. | Apply O\*NET guidelines to structure a functional job specification for a managerial role. | CO4 | A | 10 |
|  | b. | Evaluate the relevance of threshold trait analysis in identifying competencies for critical job roles. | CO4 | E | 10 |
|  |  |  |  |  |  |
| 5. | a. | Apply the 4S Model to design an effective sourcing strategy for a high-growth organization. | CO5 | A | 10 |
|  | b. | Evaluate internal and external recruitment sources for specialized skill acquisition. | CO5 | E | 10 |
|  |  | **(OR)** |  |  |  |
| 6. | a. | Analyse the implications of internal recruitment practices on employee development and organizational culture. | CO6 | An | 10 |
|  | b. | Evaluate the suitability of external recruitment methods for emerging job roles in technology sectors. | CO6 | E | 10 |
|  |  |  |  |  |  |
| 7. | a. | Apply behavioural, functional, and motivational interviewing techniques to design an interview plan for mid-level hiring. | CO3 | A | 10 |
|  | b. | Evaluate the outcomes of using assessment centers for managerial selection. | CO4 | E | 10 |
|  |  | **(OR)** |  |  |  |
| 8. | a. | Analyse the reliability and validity of knowledge-based, skill-based, and attitudinal-based filtering tools. | CO4 | An | 10 |
|  | b. | Apply BARS principles to develop rating indicators for assessing communication skills in interviews. | CO5 | A | 10 |
| **COMPULSORY QUESTION** | | | | | |
| 9. |  | A retail company, Style Mart, wants to hire two HR Assistants to handle recruitment tasks. The HR Manager prepares a job description but notices too many mismatches between applicants’ skills and the job requirements. To improve hiring quality, she updates the job description, introduces a simple screening test, and plans to add a short behavioural interview.  **Questions**   1. Apply a suitable job analysis method to help the HR Manager refine the job description further. 2. Apply an effective screening technique that Style Mart can use to filter applicants before interviews. 3. Apply an appropriate interview technique to assess whether candidates fit the HR Assistant role. | CO6 | A | 20 |

**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL **M** – MARKS ALLOTTED

|  |  |
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|  | **COURSE OUTCOMES** |
| CO1 | Understand fundamentals of employee recruitment and selection. |
| CO2 | Demonstrate requirement planning and staffing. |
| CO3 | Analyse job requirements for job descriptions and specifications. |
| CO4 | Apply interview techniques and tools. |
| CO5 | Exhibit knowledge on selection decisions and onboarding. |
| CO6 | Display latest knowledge of applications and ethical issues in recruitment and selection. |

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**END SEMESTER EXAMINATION – NOV/DEC 2025**

|  |  |  |  |
| --- | --- | --- | --- |
| **Course Code** | **21MS3038** | **Duration** | **3hrs** |
| **Course Title** | **TALENT ACQUISITION** | **Max. Marks** | **100** |

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| --- | --- | --- | --- | --- | --- |
| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (4 X 20 = 80 MARKS)**  **(Answer all the Questions)** | | | | | |
| 1. | a. | How would you assess the effectiveness of a recruitment process using metrics like the yield pyramid ratio? Provide an example of how you would apply these metrics in a recruitment scenario. | CO1 | A | 10 |
|  | b. | Analyze the potential causes of bad recruitment in an organization. How can workforce planning and organizational need assessment help prevent such issues? | CO1 | An | 10 |
|  |  | **(OR)** |  |  |  |
| 2. | a. | Explain the role of Critical Incident Methods in job analysis. How does this method help in identifying key competencies required for a job? | CO2 | U | 10 |
|  | b. | A fast-growing tech company needs to hire multiple software developers. The company has decided to use the Functional Specification Process and Job Description to outline the specific duties and skills required for the roles. They are also considering using the Quan Competence Framework to assess the candidates’ competencies and fit for the company culture. How can the Quan Competence Framework be applied to assess candidate competencies effectively? What steps should the HR team take to ensure that the job analysis leads to the hiring of the right candidates? | CO2 | U | 10 |
|  |  |  |  |  |  |
| 3. | a. | Evaluate the effectiveness of the 4S Model in improving recruitment outcomes. How can organizations ensure that the model is implemented effectively for both internal and external recruitment processes? | CO3 | Ev | 10 |
|  | b. | A small company is struggling to fill a vacancy for a marketing manager despite several recruitment attempts. They have tried posting the job on different job portals but haven’t received many qualified applications. The HR team suspects that the job description may not clearly reflect the skills and responsibilities needed for the role. Analyze the reasons why the marketing manager position is difficult to fill. How could improving the job design and revising the job description help attract better candidates? | CO3 | An | 10 |
|  |  | **(OR)** |  |  |  |
| 4. | a. | Explain the concept of Behavioral Event Interviewing (BEI). How does it differ from traditional interview methods? | CO4 | U | 10 |
|  | b. | How would you apply Motivational, Behavioral, and Functional interview techniques to assess candidates for a leadership position? Provide an example of questions you might ask in each type of interview. | CO4 | A | 10 |
|  |  |  |  |  |  |
| 5. | a. | Demonstrate how reference checks are used while making the selection decision. | CO5 | E | 10 |
|  | b. | A healthcare organization is recruiting for a clinical supervisor role. The HR team has decided to use a combination of behavioral, motivational, and functional interview techniques to assess candidates. However, some interviewers are skeptical about the effectiveness of these techniques and feel more comfortable with traditional methods. The company also needs to use Knowledge-Based Filtering to assess the candidates' technical knowledge.  Analyze the advantages and challenges of using motivational, behavioral, and functional interview techniques in the selection process for a clinical supervisor role | CO5 | An | 10 |
|  |  | **(OR)** |  |  |  |
| 6. | a. | Analyze the impact of Nepotism on recruitment and selection processes. What are the potential risks, and how can organizations mitigate them to maintain fairness and transparency? | CO5 | A | 10 |
|  | b. | How would you apply the Ranking Systems or Checklist Scales to evaluate candidates for a managerial position? Provide an example of how each method would be used. | CO5 | U | 10 |
|  |  |  |  |  |  |
| 7. | a. | Evaluate the reliability and validity of selection instruments like BARS and Checklist Scales. How can an organization ensure these tools are effective in making the right selection decisions? | CO6 | E | 10 |
|  | b. | How would you implement mobile recruitment in an organization? Provide an example of how it could be used to attract and engage candidates, particularly for entry-level positions. | CO6 | A | 10 |
|  |  | **(OR)** |  |  |  |
| 8. | a. | Evaluate how the organization can improve the reliability and validity of their selection instruments. What steps should be taken to address the discrepancies in reference checks, and how can the organization ensure the recruitment process aligns with ethical considerations such as avoiding bias or favoritism? | CO6 | E | 10 |
|  | b. | Evaluate the effectiveness of gamification in recruitment. How can gamified recruitment platforms improve candidate engagement and help assess key competencies? | CO6 | E | 10 |
| **PART – B (1 X 20 = 20 MARKS)**  **COMPULSORY QUESTION** | | | | | |
| 9. |  | **Case Study:**  A fast-growing global consulting firm has decided to overhaul its recruitment and selection process to stay competitive in the market. The company aims to integrate AI-driven recruitment tools, predictive analytics, and video interviews to streamline their hiring procedures. They are particularly focused on improving the efficiency of sourcing and screening candidates for their highly specialized roles. The HR team is excited about these advancements but is concerned about the risks of potential bias in AI algorithms and the effectiveness of video interviews in assessing soft skills, such as emotional intelligence and cultural fit. Additionally, the firm wants to expand its mobile recruitment efforts to attract millennials and Gen Z talent, who predominantly use mobile devices for job searching. The team also plans to use gamification to engage potential candidates, especially for creative roles, but some leaders are skeptical about its ability to accurately assess the candidates' core competencies.  **Questions:**   1. Evaluate the advantages and challenges of using AI-driven recruitment tools and predictive analytics for sourcing and screening candidates. How can the company ensure that these technologies reduce bias and improve the selection process for highly specialized roles? 2. Discuss the potential limitations of video interviews when it comes to assessing soft skills such as emotional intelligence and cultural fit. How can the firm ensure that they are adequately evaluating these critical qualities during the interview process? 3. How can the company effectively use mobile recruitment to attract younger generations of job seekers? What steps can the HR team take to ensure a seamless mobile experience that aligns with the needs and preferences of millennials and Gen Z talent? 4. Analyze the use of gamification in recruitment, especially for creative roles. How can the company balance this approach with traditional selection methods to ensure that the assessments are fair and aligned with the job requirements? | CO6 | C | 20 |

|  |  |
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|  | **COURSE OUTCOMES** |
| CO1 | Understand contemporary knowledge of the fundamentals of employee recruitment and selection. |
| CO2 | Demonstrate requirement planning and staffing |
| CO3 | Analyse job requirement with an outcome of specific job description and job specification |
| CO4 | Apply interview techniques and design interview plans with tools and techniques |
| CO5 | Exhibit knowledge on selection decision and on boarding |
| CO6 | Display latest knowledge of the applications and understand ethical issues related to employee recruitment and selection. |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| --- | --- | --- | --- |
| **Course Code** | **21MS3039** | **Duration** | **3hrs** |
| **Course Title** | **INDUSTRIAL RELATIONS AND LABOUR LEGISLATION** | **Max. Marks** | **100** |

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| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (4 X 20 = 80 MARKS)**  **(Answer all the Questions)** | | | | | |
| 1. | a. | Illustrate any three approaches to industrial relations of your choice and explain each with a relevant real-life or hypothetical example. | CO1 | An | 10 |
|  | b. | Apply the concept of workers’ participation in management to a real organization, and cite an example from your own experience or observation where worker participation positively influenced organisational outcomes. | CO1 | A | 10 |
|  |  | **(OR)** |  |  |  |
| 2. | a. | **Explain** how the role of trade unions in India is evolving in response to globalization, technological advancements, and a diverse workforce? Support your answer with relevant examples. | CO1 | An | 10 |
|  | b. | At Beta Construction Pvt. Ltd., a worker slipped from scaffolding while working at height. Evaluate the duties of employers and employees under the OSHWC Code, 2020 in this situation and decide measures to prevent such accidents through proper compliance. | CO2 | E | 10 |
|  |  |  |  |  |  |
| 3. |  | **Draft** a **Standing Order** for an organization of your choice in compliance with the **Industrial Relations Code, 2020**, incorporating all provisions specified under the Code. | CO3 | C | 20 |
|  |  | **(OR)** |  |  |  |
| 4. | a. | Global Steel Manufacturing Ltd.*,* with 400 employees, faces a **work stoppage** as workers protest their delayed wages. Management responds with a **temporary lockout**. Explain **strike** and **lockout** under the Industrial Relations Code, 2020. Identify the legal issues in this scenario and plan measures for lawful resolution. | CO3 | An | 10 |
|  | b. | **Appraise** the key provisions of the **Wage Code, 2019,** concerning **minimum wages,**and the effectiveness of these reforms in protecting employee rights. | CO4 | E | 10 |
|  |  |  |  |  |  |
| 5. | a. | Bright Build Constructions Ltd. deducts ₹3,000 from an employee’s salary for a damaged tool, ₹1,500 for late attendance, and ₹2,000 for a loan repayment. Evaluate which of these deductions are permissible under the Wage Code, 2019, and summarize their impact on employee wages and legal compliance. | CO4 | E | 10 |
|  | b. | **Prepare** a calculation of the total annual bonus for an employee earning **₹60,000 per month** if the company declares a **10% yearly bonus**. Also, explain the **reforms under the Wage Code 2019,** related to payment and computation of bonuses. | CO4 | A | 10 |
|  |  | **(OR)** |  |  |  |
| 6. | a. | Explain the legal provisions under the Employees’ Compensation legislation concerning: a. Employers' liability and non-liability for compensation. b. Quantum of compensation in the case of death. c. Quantum of compensation in the case of permanent total disablement. | CO5 | An | 10 |
|  | b. | The Employees' Provident Funds regulations aim to provide social security to employees. Explain the various schemes under the Act, including the contributions made by both the employer and the employee under each scheme. | CO5 | An | 10 |
|  |  |  |  |  |  |
| 7. | a. | In today’s gig-driven and informal employment landscape, ensuring welfare and protection for unorganized workers has become a major challenge for employers. As an **HR manager in the unorganized sector, draft a social security policy** in line with the **Code on Social Security, 2020.** | CO5 | C | 10 |
|  | b. | A multinational company plans to standardize its employee benefits across its Indian and global offices. As an **HR manager, prepare a benefits policy** that aligns with both **MNC standards** and **Indian labour regulations**, ensuring fairness and compliance. | CO6 | A | 10 |
|  |  | **(OR)** |  |  |  |
| 8. | a. | Explain the International Labour Organization (ILO) standards on collective bargaining and appraise their effectiveness in ensuring fair negotiations between employers and employees. | CO6 | An | 10 |
|  | b. | As an HR manager, how would you practice ILO standards on working time in your organization to ensure compliance and promote employee well-being? | CO6 | A | 10 |
| **COMPULSORY QUESTION 20 Marks** | | | | | |
| 9. |  | Inter-State Migrant Workers and Employer Responsibility  **Background:**  MegaInfra Developers Ltd., a reputed infrastructure company in Kerala, undertook a ₹500 crore highway expansion project near Kochi in 2023. To meet labour demands, the company engaged a licensed contractor to recruit 250 inter-state migrant workers from Jharkhand and Odisha for construction, concrete laying, and road surfacing work.  Initially, the workers were promised free accommodation, safety equipment, and regular wages. However, within a few months, complaints surfaced regarding poor living conditions, non-payment of journey and displacement allowances, and lack of safety gear. Some workers also reported long working hours without adequate rest and insufficient sanitation facilities at the labour camp.  A surprise inspection by the Labour Department of Kerala revealed that the contractor had failed to register the migrant workers on the government’s online portal and had not maintained health and safety records as required under the Occupational Safety, Health and Working Conditions (OSHWC) Code, 2020. The company attempted to shift responsibility to the contractor, claiming limited awareness of the new legal provisions.  Consequently, the Labour Department issued a show-cause notice to both the contractor and MegaInfra Developers Ltd. for non-compliance, and directed them to take immediate remedial measures to safeguard worker welfare.  **Questions**   1. Interpret the key provisions of the OSHWC Code, 2020 that have been violated in this case. 2. Explain the responsibilities of both the principal employer and the contractor in ensuring compliance with the OSHWC Code regarding interstate migrant workers. 3. Explain the welfare measures and benefits that inter-state migrant workers are entitled to under the OSHWC Code, 2020. 4. Construct corrective and preventive steps that MegaInfra Developers Ltd. should adopt to ensure full compliance and protect worker safety in future projects. | CO2 | A | 20 |

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|  | **COURSE OUTCOMES** |
| CO1 | Apply key principles of industrial relations to resolve workplace conflicts and ensure compliance. |
| CO2 | Evaluate compliance with the Occupational Safety, Health, and Working Conditions Code and its effect on reducing workplace accidents and enhancing employee satisfaction. |
| CO3 | Assess the impact of the Industrial Relations Code on collective bargaining processes and employee rights |
| CO4 | Evaluate the effectiveness of the Wage Code in reducing wage disparities and ensuring fair compensation practices." |
| CO5 | Design employee benefit programs to enhance employee satisfaction and well-being. |
| CO6 | Assess the impact of International Labour Organization (ILO) standards on national labor laws and global labor practices, and measure their benefits." |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| **Course Code** | **21MS3041** | **Duration** | **3hrs** |
| **Course Title** | **ORGANIZATIONAL DEVELOPMENT AND CHANGE MANAGEMENT** | **Max. Marks** | **100** |

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| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (4 X 20 = 80 MARKS)**  **(Answer all the Questions)** | | | | | |
| 1. | a. | Explain the key strategies that managers can use to effectively implement and sustain organization change in complex human systems. | CO1 | A | 10 |
|  | b. | Assess the advantages and disadvantages of adopting a flexible and adaptable approach to organizational planning in an uncertain future. | CO1 | E | 10 |
|  |  | **(OR)** |  |  |  |
| 2. | a. | Explain the different causes of intergroup conflict. | CO2 | A | 10 |
|  | b. | Write down the factors that can help people stay productive in an organization. | CO2 | A | 10 |
|  |  |  |  |  |  |
| 3. | a. | Examine the reasons for conflicts between line and staff members. | CO3 | A | 10 |
|  | b. | Classify the different dimensions of organizational culture. | CO3 | An | 10 |
|  |  | **(OR)** |  |  |  |
| 4. | a. | Explain two models of change with illustrations. | CO4 | A | 10 |
|  | b. | Assess the key areas that organizational design focuses on to improve the functioning of an organization. | CO4 | E | 10 |
|  |  |  |  |  |  |
| 5. |  | Analyze the challenges of operating virtually for businesses and employees. | CO5 | An | 20 |
|  |  | **(OR)** |  |  |  |
| 6. |  | Examine how coaching can enhance self-efficacy among employees. | CO6 | A | 20 |
|  |  |  |  |  |  |
| 7. |  | Create appropriate charts to facilitate various types of organizational structures. | CO3 | C | 20 |
|  |  | **(OR)** |  |  |  |
| 8. |  | Explain the strategies used by two Indian companies to achieve organizational transformation. | CO6 | A | 20 |
|  |  |  |  |  |  |
| **COMPULSORY QUESTION** | | | | | |
| 9. |  | Stellar Systems, a mid-sized software company, faced a significant challenge. Its employer, CEO Mr. Alan Peterson, noticed a slump in productivity and morale. The company's once-innovative culture had become rigid and siloed, hampering its ability to adapt to the fast-paced tech market. This was a clear signal that a major organizational change was needed. The long-standing departmental structure, which had served the company well in its early years, was now acting as a barrier to collaboration and innovation. To address this, Mr. Peterson decided to initiate a comprehensive organizational development program. He recognized that this wasn't just about implementing new software or processes; it required a fundamental shift in the company's culture and employee mindset. He hired a seasoned external consultant, Dr. Lena Rodriguez, a specialist in change management. Dr. Rodriguez's first step was to meet with a key employee, Sarah Chen, the lead of the engineering department. Sarah was a respected veteran, but also a vocal skeptic of top-down initiatives. Dr. Rodriguez wanted to understand the ground-level resistance and concerns. Sarah expressed her frustration, explaining that while the old system was slow, it was also predictable. The employees were worried about job security and the disruption new roles and responsibilities would cause. This initial interaction highlighted the critical need for transparent communication and employee involvement throughout the change process. Over the next few months, Dr. Rodriguez worked with management and employees to design a new, more agile structure. The plan involved creating cross-functional teams and implementing a new feedback system. The challenge was to manage the transition while minimizing resistance and ensuring the team understood the long-term benefits.  **Question**   1. Write down the specific steps that Stellar Systems should take to ensure the success and sustainability of the organizational development program. | CO4 | A | 20 |
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**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL **M** – MARKS ALLOTTED

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|  | **COURSE OUTCOMES** |
| CO1 | Create a detailed report on how ILO standards influence national legislation and multinational corporation policies. |
| CO2 | Examine the historical context of organizational change. |
| CO3 | Organize the fundamental theories of organizational transformation. |
| CO4 | Analyze the Organizational Power and Politics |
| CO5 | Evaluate various models in Organizational Change |
| CO6 | Create successful organizational change management applying the related rules. |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| **Course Code** | **21MS3045** | **Duration** | **3hrs** |
| **Course Title** | **EMOTIONAL INTELLIGENCE AND STRESS MANAGEMENT** | **Max. Marks** | **100** |

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| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (4 X 20 = 80 MARKS)**  **(Answer all the Questions)** | | | | | |
| 1. | a. | Apply Goleman’s theory of Emotional Intelligence to assess how leaders can build emotionally intelligent teams in the workplace. | CO1 | A | 10 |
|  | b. | Analyze the different sources and kinds of emotions and their impact on decision-making in the workplace. | CO1 | An | 10 |
|  |  | **(OR)** |  |  |  |
| 2. | a. | Analyze how self-awareness and self-regulation contribute to effective decision-making in high-pressure managerial contexts. | CO2 | An | 10 |
|  | b. | Evaluate the impact of self-motivation and social competence on leadership performance. | CO2 | E | 10 |
|  |  |  |  |  |  |
| 3. | a. | Apply Emotional Intelligence concepts to design strategies for handling grievances and industrial unrest. | CO3 | A | 10 |
|  | b. | Evaluate how Emotional Labour affects job satisfaction and employee well-being. | CO3 | E | 10 |
|  |  | **(OR)** |  |  |  |
| 4. | a. | Analyze different tools and methods used to measure Emotional Quotient (EQ) and their practical application in HR settings. | CO4 | An | 10 |
|  | b. | Evaluate how Social Intelligence complements Emotional Intelligence in developing workplace relationships. | CO4 | E | 10 |
|  |  |  |  |  |  |
| 5. |  | Apply suitable Emotional Intelligence models to design a workplace training program for improving team cohesion and productivity. | CO5 | A | 20 |
|  |  | **(OR)** |  |  |  |
| 6. |  | Analyze how self-motivation and social competence can transform conflict situations into opportunities for growth in organizations. | CO5 | An | 20 |
|  |  |  |  |  |  |
| 7. |  | Evaluate the emotional dynamics behind industrial unrest and propose emotionally intelligent strategies for grievance handling. | CO6 | E | 20 |
|  |  | **(OR)** |  |  |  |
| 8. |  | Apply appropriate tools and scales to measure Emotional Quotient (EQ) and suggest developmental interventions for employees with low EQ. | CO6 | A | 20 |
| **COMPULSORY QUESTION** | | | | | |
| 9. |  | An organization faces rising employee burnout and declining morale due to prolonged hybrid work stress. The HR department introduces “Mindful Leadership” workshops and peer emotional coaching circles to strengthen Emotional Intelligence at all levels.  **Questions:** a) Analyze the emotional triggers that may have caused burnout among employees. b) Evaluate the role of leadership style in managing workplace emotions. c) Suggest an Emotionally Intelligent intervention plan to improve engagement. d) Assess how stress management strategies could complement emotional training. | CO6 | An | 20 |

**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL **M** – MARKS ALLOTTED

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|  | **COURSE OUTCOMES** |
| CO1 | Apply conceptual knowledge of emotions and emotional intelligence in analyzing business and societal contexts. |
| CO2 | Evaluate emotional self-awareness, self-regulation, and self-motivation to foster emotional competence and personal growth. |
| CO3 | Analyze and manage workplace emotions, both personal and others', to enhance emotional intelligence in professional settings. |
| CO4 | Create effective strategies to address personal and work-related emotional challenges by assessing emotional intelligence and applying systematic techniques. |
| CO5 | Evaluate sources of stress and apply evidence-based strategies to manage stress in personal and professional environments. |
| CO6 | Analyze stress levels in both personal and work life, and create informed decisions and coping mechanisms under stressful conditions. |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| **Course Code** | **21MS3074** | **Duration** | **3hrs** |
| **Course Title** | **PURCHASING AND STRATEGIC SOURCING** | **Max. Marks** | **100** |

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| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (4 X 20 = 80 MARKS)**  **(Answer all the Questions)** | | | | | |
| 1. |  | Evaluate how standardized purchasing procedures can enhance supplier relationships, reduce operational errors, and support long-term strategic sourcing in a logistics organization. | CO1 | E | 20 |
|  |  | **(OR)** |  |  |  |
| 2. |  | Analyze the key steps involved in the supplier evaluation and selection process in the logistics industry. | CO2 | An | 20 |
|  |  |  |  |  |  |
| 3. |  | Analyze the main types of negotiation in purchasing and explain how each type affects buyer–supplier relationships in logistics. | CO3 | An | 20 |
|  |  | **(OR)** |  |  |  |
| 4. |  | Apply the DMAIC process of Six Sigma to improve operational performance in logistics and supply chain management, and explain its major merits and demerits. | CO4 | A | 20 |
|  |  |  |  |  |  |
| 5. |  | Evaluate the challenges and benefits of managing multiple supply networks in global logistics operations. | CO5 | E | 20 |
|  |  | **(OR)** |  |  |  |
| 6. |  | Write in detail how e-procurement can be applied to improve supplier selection and purchasing efficiency in logistics operations. | CO6 | C | 20 |
|  |  |  |  |  |  |
| 7. |  | Evaluate how artificial intelligence supports product performance monitoring and life cycle management in supply chains. | CO6 | E | 20 |
|  |  | **(OR)** |  |  |  |
| 8. |  | Write an evaluation of the key performance indicators (KPIs) used to measure supplier and purchasing performance, and explain how performance measurement contributes to continuous improvement in logistics operations. | CO4 | C | 20 |
| **COMPULSORY QUESTION** | | | | | |
| 9. |  | Global Freight Movers Pvt. Ltd., a reputed logistics and supply chain service provider, announced a tender worth ₹80 crore for purchasing warehouse automation systems and transport vehicles. According to company policy, all tenders must undergo transparent bidding, detailed evaluation, and legal approval before awarding any contract.  During a regular audit, it was found that one supplier, TechWave Systems, was awarded the contract even though their quoted price was ₹5 crore higher than other technically qualified bidders. Further investigation revealed that a junior purchase officer had shared confidential bid specifications and pricing data with TechWave before the submission deadline. Members of the tender evaluation committee were also reported to have accepted travel sponsorship and expensive gifts from the same supplier during the evaluation period.  The legal department confirmed that the final contract was approved and signed without completing the mandatory legal review process. Some documents were also missing from the purchase file, suggesting poor record management. When questioned, the General Manager (Procurement) justified the decision by stating that TechWave was a long-standing supplier with a proven track record, and that delaying the project could have affected warehouse expansion schedules.  The CEO is concerned that these actions may have violated company ethics and procurement laws, and that the company’s reputation, supplier trust, and legal compliance could be at risk.  **Question:**  As the **Procurement Manager**, analyze the ethical and legal issues involved in this case and recommend suitable measures that Global Freight Movers Pvt. Ltd. should implement to ensure fairness, transparency, and compliance in its future purchasing operations. | CO4 | An | 20 |

**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL **M** – MARKS ALLOTTED

|  |  |
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|  | **COURSE OUTCOMES** |
| CO1 | Describe the purchasing operations and its structure; |
| CO2 | Explain the possibilities of effective strategic outsourcing analysis; and |
| CO3 | Classify the quality of strategic outsourcing and its process. |
| CO4 | Identify requests for proposals, quotations and tenders, including e-procurement. |
| CO5 | Prioritize a wide variety of strategic sourcing and procurement tools and techniques. |
| CO6 | Synthesize risk analysis and evaluate submissions |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| **Course Code** | **21MS3082** | **Duration** | **3hrs** |
| **Course Title** | **PRODUCT AND BRAND STRATEGIES** | **Max. Marks** | **100** |

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| **Q. No.** | | **Questions** | | | **CO** | | **BL** | **M** |
| **PART – A (4 X 20 = 80 MARKS)**  **(Answer all the Questions)** | | | | | | | | |
| 1. | a. | | Explain the various levels of a product and their significance in formulating product strategies using examples from multinational companies such as Apple and Toyota. | CO1 | | U | | 10 |
|  | b. | | List and describe the major classifications of products based on consumer and industrial goods with suitable examples from companies such as Procter & Gamble (P&G) and Caterpillar Inc. | CO1 | | R | | 10 |
|  |  | | **(OR)** |  | |  | |  |
| 2. | a. | | Discuss the stages involved in the New Product Development (NPD) process using examples from multinational companies such as Apple and Nestlé. | CO2 | | U | | 10 |
|  | b. | | Examine the key reasons for the success and failure of new products launched by companies such as Samsung and Coca-Cola. | CO2 | | U | | 10 |
|  |  | |  |  | |  | |  |
| 3. | a. | | Apply the concept of perceptual mapping to explain how Unilever could position a new eco-friendly detergent brand, such as Surf Excel Eco or Seventh Generation, in a highly competitive global detergent market. | CO3 | | A | | 10 |
|  | b. | | Illustrate how Procter & Gamble (P&G) could use conjoint analysis to identify consumer preferences for new product attributes in its premium skincare brand, Olay. | CO3 | | A | | 10 |
|  |  | | **(OR)** |  | |  | |  |
| 4. | a. | | Analyze the impact of consumer adoption stages on the success of new product introductions by companies such as Tesla and Samsung. | CO4 | | An | | 10 |
|  | b. | | Examine the role of Product Management Audit (PMA) in enhancing the lifecycle performance of industrial goods produced by multinational companies such as General Electric (GE) and Siemens. | CO4 | | An | | 10 |
|  |  | |  |  | |  | |  |
| 5. | a. | | Evaluate the effectiveness of brand repositioning strategies adopted by Starbucks and McDonald’s to regain market share in highly competitive global markets. | CO5 | | E | | 10 |
|  | b. | | Assess the role of brand equity measurement methods used by multinational companies like Coca-Cola and Nike in determining their long-term brand success. | CO5 | | E | | 10 |
|  |  | | **(OR)** |  | |  | |  |
| 6. | a. | | Demonstrate how a brand manager at Apple could use the Diffusion of Innovation Theory to plan a successful product launch for a new technological device. | CO4 | | A | | 10 |
|  | b. | | Apply appropriate strategies that a brand manager at PepsiCo could adopt to successfully relaunch a previously failed product like Crystal Pepsi. | CO4 | | A | | 10 |
|  |  | |  |  | |  | |  |
| 7. | a. | | Analyze how brand identity, brand personality, and brand image interact to shape consumer perception using examples from multinational companies such as Nike and BMW. | CO5 | | An | | 10 |
|  | b. | | Compare and contrast the brand-building approaches adopted by multinational companies such as Samsung (consumer durables) and Marriott International (service brand). | CO5 | | An | | 10 |
|  |  | | **(OR)** |  | |  | |  |
| 8. | a. | | Evaluate the challenges faced by global brands such as Coca-Cola and Apple in maintaining brand consistency across diverse international markets. | CO6 | | E | | 10 |
|  | b. | | Justify the importance of market testing using examples from multinational companies like Unilever or Procter & Gamble before a new product’s full-scale launch. | CO6 | | E | | 10 |
| **COMPULSORY QUESTION** | | | | | | | | |
| 9. |  | | **Global Branding and Brand Loyalty Erosion**  Nokia was once the global leader in mobile phones, with over 40% global market share in the early 2000s. However, with the emergence of smartphones from Apple and Samsung, Nokia failed to innovate and reposition its brand effectively. Despite strong brand loyalty in emerging markets, its slow adaptation to Android and overreliance on outdated Symbian OS led to its downfall.  **Question:**   1. Formulate a comprehensive global rebranding strategy to revive Nokia’s market presence. Propose a new brand positioning statement, logo redesign, and customer engagement plan aimed at rebuilding brand loyalty and equity in the smartphone market. | CO6 | | C | | 20 |

**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL **M** – MARKS ALLOTTED

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|  | **COURSE OUTCOMES** |
| CO1 | Examine strategies on product assortment decisions. |
| CO2 | Understand the New Product development process. |
| CO3 | Analyse the crux of Concept testing procedures. |
| CO4 | Apply strategic courses available before a brand manager. |
| CO5 | Apply strategic courses available before a brand manager. |
| CO6 | Create bases for Global Branding framework. |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| **Course Code** | **21MS3083** | **Duration** | **3hrs** |
| **Course Title** | **CONSUMER BEHAVIOUR INSIGHTS** | **Max. Marks** | **100** |

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| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (4 X 20 = 80 MARKS)**  **(Answer all the Questions)** | | | | | |
| 1. | a. | Explain the significance of consumer behaviour. | CO1 | A | 10 |
|  | b. | Determine the various methods used to study consumer behavior. | CO1 | A | 10 |
|  |  | **(OR)** |  |  |  |
| 2. | a. | Write about the different stages in the consumer decision-making process. | CO2 | A | 10 |
|  | b. | Explain the evolution of consumer behaviour. | CO2 | A | 10 |
|  |  |  |  |  |  |
| 3. | a. | Assess consumers post-purchase behaviour with relevant examples. | CO3 | E | 10 |
|  | b. | Determine the personal factors that influence consumer behaviour. | CO3 | A | 10 |
|  |  | **(OR)** |  |  |  |
| 4. | a. | Apply two attitude models to determine consumers consumption patterns. | CO4 | A | 10 |
|  | b. | Categorize the different methods of measuring consumer motives. | CO4 | An | 10 |
|  |  |  |  |  |  |
| 5. |  | Classify the dimensions of brand personality using appropriate examples. | CO5 | An | 20 |
|  |  | **(OR)** |  |  |  |
| 6. |  | Summarize the role of family in the decision-making process and differentiate between primary and secondary groups. | CO6 | E | 20 |
|  |  |  |  |  |  |
| 7. |  | Assess the strategies used by marketers to influence attitude changes among consumers. | CO4 | E | 20 |
|  |  | **(OR)** |  |  |  |
| 8. |  | Discover the consumption patterns of different groups of people from various nationalities and cultures. | CO5 | A | 20 |
|  |  |  |  |  |  |
| **COMPULSORY QUESTION** | | | | | |
| 9. |  | Starbucks Corporation, one of the most renowned cafes in the world primarily benefits from selling various kinds of coffee or tea drinks in addition to roasting and selling of exotic coffee beans. It is spread across more than 6000 branches in the world. Furthermore, it has been a standout amongst the fastest growing corporations in America. One of the core reasons why Starbucks remains popular 30 years after its founding is not only because of the quality of coffee it serves, but also its incredible customer service and ambience. Starbucks creates comfortable surroundings for its customers to socialize at a much reasonable price which draws consumers of all ages into its stores worldwide. Moreover, it has been appreciated worldwide for its employee satisfaction. Managers at Starbucks treat each employee equally and every member of the staff is called a partner. Starbucks imparts a part of its profits towards public service. When it comes to goals. Starbucks sets a challenging and specific goals, and it allows all partners to decide its direction.    **Question**   1. Analyze Starbucks strategies for balancing premium pricing and appealing to price-sensitive customers. | CO6 | An | 20 |

**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL **M** – MARKS ALLOTTED

|  |  |
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|  | **COURSE OUTCOMES** |
| CO1 | Evaluate the various methods of consumer behavior. |
| CO2 | Analyze the dynamics involved in determining the behavior of consumer in respect of purchase decision |
| CO3 | Apply strategies relating to Consumer purchases in Group setting |
| CO4 | Examine strategies relating to Consumer purchases from psychological perspectives |
| CO5 | Develop appropriate marketing strategies for different segments of consumers |
| CO6 | Compare the consumption patterns of consumers from different cultures. |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| **Course Code** | **21MS3084** | **Duration** | **3hrs** |
| **Course Title** | **MARKETING ANALYTICS** | **Max. Marks** | **100** |

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| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (4 X 20 = 80 MARKS)**  **(Answer all the Questions)** | | | | | |
| 1. |  | Suppose you are a marketing manager in a retail company. Explain how you would use Marketing Analytics to improve your company’s marketing strategies. | CO1 | C | 20 |
|  |  | **(OR)** |  |  |  |
| 2. |  | Analyze the differences between laboratory and field experiments in marketing. How do these differences affect the reliability of results? | CO2 | An | 20 |
|  |  |  |  |  |  |
| 3. |  | Describe how marketers decide between complete randomization and stratified randomization while designing a field experiment. | CO3 | A | 20 |
|  |  | **(OR)** |  |  |  |
| 4. |  | Design a step-by-step plan to conduct a conjoint analysis study for a new FMCG product pricing model. | CO4 | C | 20 |
|  |  |  |  |  |  |
| 5. |  | Describe how you would use Google Analytics to track the performance of a new digital marketing campaign. What specific metrics would you monitor, and how could these metrics inform adjustments to the campaign? | CO5 | A | 20 |
|  |  | **(OR)** |  |  |  |
| 6. |  | Explain the use of VAR (Vector Auto Regression) models in marketing analytics. How do they capture the dynamic relationship among multiple marketing variables? | CO5 | A | 20 |
|  |  |  |  |  |  |
| 7. |  | Explain the importance of forecasting in marketing. How can forecasting help companies plan production, inventory, and sales activities? | CO1 | A | 20 |
|  |  | **(OR)** |  |  |  |
| 8. |  | Evaluate the usefulness of software tools like SPSS or R Studio in marketing analytics. How do their features help marketers handle data in different stages of a marketing campaign | CO1 | E | 20 |
| **COMPULSORY QUESTION** | | | | | |
| 9. |  | **Customer Valuation Analytics at Fresh Cart**  Fresh Cart, a mid-sized online grocery company, wants to understand which of its customers contribute the most to its long-term revenue. Although the company has thousands of customers, the management observed that a small group of buyers makes frequent, high-value purchases, while many others buy only during discount periods. To make better marketing decisions, Fresh Cart applies Customer Valuation Analytics, also known as Customer Lifetime Value (CLV), to study customer purchasing behaviour. The marketing team collects one year of customer data, including purchase frequency, average basket value, time between purchases, and coupon usage. Using this data, customers are grouped into three categories: high-value, medium-value, and low-value segments. High-value customers shop twice a month, spend more than ₹1,000 per order, and often purchase premium items. Medium-value customers shop monthly and respond well to targeted offers, while low-value customers buy occasionally, mostly during discount sales. Based on these insights, Fresh Cart launches a loyalty program for high-value customers and a personalized email campaign for medium-value buyers. For low-value customers, the company reduces the number of generic promotional offers. After three months, repeat purchases increase by 20%, and the average spending per customer rises by 12%. However, the marketing team recognizes that these results may not remain consistent over time due to changing market trends, seasonality, and competition.  **Compulsory Question**  Analyze how Customer Valuation Analytics (CLV) helps Fresh Cart understand customer behavior and improve its retention strategy. | CO6 | E | 20 |

**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL **M** – MARKS ALLOTTED

|  |  |
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|  | **COURSE OUTCOMES** |
| CO1 | Understand the different methods of analytic techniques for different marketing problems. |
| CO2 | Analyze quality of business decision making for better understanding of customers and Competitors. |
| CO3 | Examine the prioritization of the marketing tactics and demonstration of the value marketing contributes to sales. |
| CO4 | Apply laboratory experimentation in marketing |
| CO5 | Develop and determine the long-term impact of marketing actions. |
| CO6 | Create and interpret and review existing metrics and to recommend additional metrics for tracking. |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| --- | --- | --- | --- |
| **Course Code** | **21MS3085** | **Duration** | **3hrs** |
| **Course Title** | **SALES AND CHANNEL MANAGEMENT** | **Max. Marks** | **100** |

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| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (4 X 20 = 80 MARKS)**  **(Answer all the Questions)** | | | | | |
| 1. | a. | Apply the steps of sales planning to introduce a new eco-friendly consumer product in the market. | CO1 | A | 10 |
|  | b. | Analyze how personal selling supports customer relationship building in services marketing. | CO1 | An | 10 |
|  |  | **(OR)** |  |  |  |
| 2. | a. | Apply methods of sales-force motivation to increase productivity in a low-morale team. | CO1 | A | 10 |
|  | b. | Evaluate the effectiveness of supervision and performance control in meeting regional sales targets. | CO1 | E | 10 |
|  |  |  |  |  |  |
| 3. | a. | Apply budgeting techniques to set realistic sales quotas for a national brand. | CO2 | A | 10 |
|  | b. | Analyze how sales-territory design impacts cost control and customer coverage. | CO2 | An | 10 |
|  |  | **(OR)** |  |  |  |
| 4. | a. | Apply criteria for selecting and managing intermediaries in a consumer-durable channel. | CO2 | A | 10 |
|  | b. | Evaluate how effective conflict-resolution strategies maintain long-term channel partnerships. | CO2 | E | 10 |
|  |  |  |  |  |  |
| 5. | a. | Apply the cost approach to develop a distribution plan that balances cost and customer service. | CO3 | A | 10 |
|  | b. | Analyze how inventory decisions influence warehousing efficiency. | CO3 | An | 10 |
|  |  | **(OR)** |  |  |  |
| 6. | a. | Evaluate the contribution of order-processing accuracy to customer satisfaction. | CO3 | E | 10 |
|  | b. | Create an improved logistics model for a regional retailer to cut delivery time by 15 percent. | CO3 | C | 10 |
|  |  |  |  |  |  |
| 7. | a. | Apply channel-planning principles to launch an industrial product in a new market. | CO4 | A | 10 |
|  | b. | Create a partnership plan that aligns distributors and dealers for a technology firm. | CO4 | C | 10 |
|  |  | **(OR)** |  |  |  |
| 8. | a. | Apply systematic recruitment and selection steps to build a high-performing sales team. | CO5 | A | 10 |
|  | b. | Create a short-term training plan to strengthen closing and negotiation skills among sales staff. | CO5 | C | 10 |
| **COMPULSORY QUESTION** | | | | | |
| 9. | a. | Analyze how digital order-processing and real-time tracking systems improve supply-chain visibility. | CO6 | An | 10 |
|  | b. | Create an integrated logistics and channel-strategy framework for an FMCG start-up. | CO6 | C | 10 |

**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL **M** – MARKS ALLOTTED

|  |  |
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|  | **COURSE OUTCOMES** |
| CO1 | Analyze the core principles of sales management to devise effective sales strategies tailored to various market conditions. |
| CO2 | Evaluate sales budgets and quotas with organizational goals to enhance performance and achieve objectives. |
| CO3 | Analyze the core principles of sales management to devise effective sales strategies tailored to various market conditions. |
| CO4 | Examine distribution networks to identify key relationships that can be optimized for better performance. |
| CO5 | Analyze the impact of sales training on performance and targets, and plan effective strategies for recruitment, selection, and training. |
| CO6 | Evaluate different transportation methods for cost and efficiency, and enhance order processing systems to better meet customer needs. |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| **Course Code** | **22MS3006** | **Duration** | **3hrs** |
| **Course Title** | **APPLICATION IN MICROFINANCE** | **Max. Marks** | **100** |

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| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (4 X 20 = 80 MARKS)**  **(Answer all the Questions)** | | | | | |
| 1. | a. | Critically analyze how microcredit initiatives have transformed the socio-economic status of women in rural India, highlighting both empowering outcomes. | CO1 | A | 10 |
|  | b. | Evaluate the extent to which the 1997 Microcredit Summit achieved its stated goals of global poverty reduction and financial inclusion. | CO1 | An | 10 |
|  |  | **(OR)** |  |  |  |
| 2. | a. | Analyze the institutional role of NABARD in strengthening rural credit delivery systems in India. | CO2 | E | 10 |
|  | b. | Analyze the role of District Industries Centres (DICs) in promoting entrepreneurship and employment generation. | CO2 | An | 10 |
|  |  |  |  |  |  |
| 3. | a. | Examine how the SHG approach contributes to the empowerment of women and financial independence. | CO3 | An | 10 |
|  | b. | Evaluate the success of government-promoted SHG programs in achieving sustainable community development. | CO3 | E | 10 |
|  |  | **(OR)** |  |  |  |
| 4. | a. | Examine the regulation and challenges of micro insurance products under the insurer–MFI partnership model. | CO4 | A | 5 |
|  | b. | Describe the financial and non-financial parameters considered in the evaluation of MFIs in assessing both types of parameters for an accurate understanding of an MFI's performance? | CO4 | An | 15 |
|  |  |  |  |  |  |
| 5. | a. | Explain the importance of institutionalizing the self-help movement. | CO3 | A | 5 |
|  | b. | Critically assess how group dynamics influence the growth and sustainability of SHGs. | CO3 | E | 15 |
|  |  | **(OR)** |  |  |  |
| 6. | a. | Evaluate how MICROS regulatory recommendations have strengthened financial inclusion at the grassroots level. | CO5 | An | 10 |
|  | b. | Evaluate the role of financial literacy and digital training in promoting women-led entrepreneurship in rural India. | CO5 | A | 10 |
|  |  |  |  |  |  |
| 7. |  | Analyze how off-balance-sheet borrower information contributes to more accurate credit assessments in MFIs. | CO6 | An | 20 |
|  |  | **(OR)** |  |  |  |
| 8 |  | Evaluate the role of credit appraisal techniques in ensuring quality loan disbursement and risk control in MFIs. | CO6 | E | 20 |
| **COMPULSORY QUESTION** | | | | | |
| 9. |  | SKS Microfinance, founded in 1998 by Vikram Akula in Hyderabad, aimed to provide small collateral-free loans to poor women in rural India. The institution followed the Grameen group lending model, emphasizing peer guarantees and weekly repayments. By 2010, SKS had become India’s largest MFI, serving millions of rural borrowers across several states. Its IPO in 2010 marked a major milestone, raising about ₹1,600 crore and attracting global attention. However, rapid expansion led to aggressive lending practices and over-indebtedness among borrowers. The Andhra Pradesh microfinance crisis (2010–11) exposed issues of coercive recovery and multiple loans. SKS faced a severe decline in repayments and was accused of prioritizing profit over its social mission. The RBI introduced new regulations to improve transparency, lending caps, and borrower protection. SKS later restructured, adopted ethical practices, and rebranded as Bharat Financial Inclusion Ltd. The SKS story highlights the critical balance between commercial growth and social responsibility in microfinance.   1. Analyze the key factors that contributed to both the rapid growth and subsequent crisis of SKS Microfinance. (5) 2. How did the commercialization of SKS through its IPO influence its social mission and operational ethics? (5) 3. Evaluate the role of regulatory interventions (such as RBI’s post-crisis guidelines) in restoring stability and borrower confidence in the microfinance sector. (10) | CO6  CO6 | E  An | 10  10 |

**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL **M** – MARKS ALLOTTED

|  |  |
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|  | **COURSE OUTCOMES** |
| CO1 | Demonstrate knowledge on the microfinance initiatives. |
| CO2 | Explain the role of microfinance lending institutions |
| CO3 | Appraise various microfinance government schemes |
| CO4 | Analyze the performance of microfinance products |
| CO5 | Examine the regulations and the recommendations on microfinance |
| CO6 | Create assessment parameters on MFI performance |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| --- | --- | --- | --- |
| **Course Code** | **22MS3007** | **Duration** | **3hrs** |
| **Course Title** | **FINANCIAL INSTITUTIONS, MARKETS AND SERVICES** | **Max. Marks** | **100** |

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| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (4 X 20 = 80 MARKS)**  **(Answer all the Questions)** | | | | | |
| 1. | a. | A retired government employee receives Rs.15 lakhs as retirement benefits and wants to deposit it safely while earning regular interest.  Apply your knowledge of financial intermediaries to identify which type of financial institution would be most suitable and explain what retail financial service they should use. | CO1 | A | 10 |
|  | b. | Due to changing technology, many customers now prefer to transfer money through mobile apps instead of visiting bank branches.  Apply the characteristics of financial services (intangibility, inseparability, perishability, variability) to explain how digital banking addresses these service characteristics differently than traditional branch banking. | CO1 | A | 10 |
|  |  | **(OR)** |  |  |  |
| 2. | a. | Analyse the relationship between the organized money market and unorganized money market in India by examining their differences in terms of regulation, interest rates, and accessibility to borrowers. | CO2 | An | 10 |
|  | b. | A company announced a buy-back of shares at Rs.150 per share when the current market price is Rs.120.  Analyze why the company might choose to buy back shares at a premium and what impact this could have on the secondary market price. | CO2 | An | 10 |
|  |  |  |  |  |  |
| 3. |  | Commercial Paper (CP) and Certificate of Deposits (CD) are both innovative financial instruments introduced to provide short-term funding options in India. However, many small businesses still prefer traditional bank loans despite higher interest costs.  Evaluate the effectiveness of these innovative financial instruments in meeting the objectives of the financial services industry. | CO3 | E | 20 |
|  |  | **(OR)** |  |  |  |
| 4 |  | The government wants to promote financial inclusion and insurance awareness among young professionals aged 25-35 in urban areas who are tech-savvy but have limited knowledge about financial planning.  Create an innovative financial product or service by integrating offerings from at least two different financial institutions (such as Commercial Banks, Insurance Companies, Mutual Funds, or NBFCs). Your creation should:   * Clearly define what the product/service offers * Explain how it addresses the specific needs of young urban professionals   Describe how technology would be used in service delivery | CO4 | C | 20 |
| 5. |  | SEBI regulates the stock market, RBI regulates banks and payment systems, and IRDA regulates insurance companies. A customer complaint arises when an insurance company refuses to settle a claim for a Unit Linked Insurance Plan (ULIP) that has both insurance and investment components.  Analyse the roles and functions of SEBI and IRDA to determine which regulatory authority should handle this complaint. Examine how their functions overlap or differ when dealing with investment-linked insurance products. | CO5 | An | 20 |
|  |  | **(OR)** |  |  |  |
| 6. |  | RBI and NPCI both play crucial roles in India's payment system. RBI operates RTGS and NEFT, while NPCI operates IMPS.  Analys**e** the different functions of RBI and NPCI in managing payment systems by examining how their roles complement each other. Identify which organization focuses more on retail payments versus large-value transactions and explain why this division of responsibility exists. | CO4 | An | 20 |
|  |  |  |  |  |  |
| 7. |  | Financial intermediaries in India serve both corporate clients and retail customers. A large nationalized bank offers housing loans to individual customers (retail) and working capital loans to manufacturing companies (corporate).  Analyse the key differences between retail financial services and corporate financial services by examining factors such as loan amount, documentation requirements, risk assessment methods, and relationship management. Identify which service requires more customization and why. | CO1 | An | 20 |
|  |  | **(OR)** |  |  |  |
| 8. |  | A bank has surplus funds of Rs.20 crores available for just 3 days. The bank's treasury manager needs to invest this money in the money market to earn some return.  Apply your knowledge of money market instruments to identify which instrument (Call money market, Treasury bills, or REPOS) would be most suitable for this 3-day investment period. Explain how this instrument works and why it fits the bank's requirement. | CO3 | A | 20 |
| **COMPULSORY QUESTION** | | | | | |
| 9. |  | A small export company is facing a cash flow problem because their overseas buyer will pay after 90 days, but they need immediate funds to meet operational expenses. They are considering either (a) Bill discounting or (b) Factoring services.  Evaluate the effectiveness of bill discounting versus factoring for this export company. Assess both options based on cost, risk coverage, collection responsibility, and speed of fund availability. Justify which service would better meet the company's needs in this situation. | CO6 | E | 20 |

**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL **M** – MARKS ALLOTTED

|  |  |
| --- | --- |
|  | **COURSE OUTCOMES** |
| CO1 | Remember the Financial system and the economic development of our country |
| CO2 | Explain the roles of financial markets, financial institutions, and financial intermediaries. |
| CO3 | Apply the relevance of Financial Instruments |
| CO4 | Analyse the Digital transformation in our Financial Sector. |
| CO5 | Evaluate Financial Institutions and Financial services for the economic development of our country. |
| CO6 | Appraise the financial services available in the system |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| --- | --- | --- | --- |
| **Course Code** | **22MS3011** | **Duration** | **3hrs** |
| **Course Title** | **LEARNING AND DEVELOPMENT** | **Max. Marks** | **100** |

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| **Q.**  **No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (4 X 20 = 80 MARKS)**  **(Answer all the Questions)** | | | | | |
| 1. | a. | Write in detail about the meaning and the key characteristics of learning. | CO1 | C | 10 |
|  | b. | Explain any four theories of learning. | CO1 | R | 10 |
|  |  | **(OR)** |  |  |  |
| 2. | a. | Write any five laws of learning in detail. | CO1 | A | 10 |
|  | b. | Define the ADDIE Model and its five phases. How does each phase contribute to the overall training design process? | CO2 | R | 10 |
|  |  |  |  |  |  |
| 3. | a. | Explain how does an organization's vision, mission and values influence the design and implementation of training programs for its employees? | CO2 | U | 10 |
|  | b. | Analyze the advantages and challenges of employee training programs in any organization. | CO2 | An | 10 |
|  |  | **(OR)** |  |  |  |
| 4. | a. | Describe Bloom’s Taxonomy in learning objectives. | CO1 | R | 10 |
|  | b. | Explain Gagne’s instructional events for lesson design. | CO3 | U | 10 |
|  |  |  |  |  |  |
| 5. | a. | Analyse Michalak & Yager procesos model of performance gap analysis with Pipe model. | CO3 | A | 10 |
|  | b. | Summarize Merrill’s components display theory for topic design. | CO3 | E | 10 |
|  |  | **(OR)** |  |  |  |
| 6. | a. | Discuss the different types of management development programs. | CO3 | E | 10 |
|  | b. | Critically analyze and write in detail the key steps in the development of a training program, starting from the needs analysis to evaluation. | CO4 | An | 10 |
|  |  |  |  |  |  |
| 7. | a. | Devise the usage of training objectives in learning. | CO5 | An | 10 |
|  | b. | Evaluate the importance of Kirkpatrick’s Model of Learning Analytics. | CO5 | C | 10 |
|  |  | **(OR)** |  |  |  |
| 8. | a. | Explore the computer based training apps and portals. | CO6 | An | 10 |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | b. | Recommend a Competency Modelling Technique for a Healthcare Organization. | CO6 | E | 10 |
| **PART – B (1 X 20 = 20 MARKS) COMPULSORY QUESTION** | | | | | |
| 9. | a. | **CASE STUDY :** Sunrise Institute of Management Studies (SIMS) is a reputed business school in South India known for its strong academic curriculum. However, over the past three placement cycles, the institute has witnessed a decline in placement conversions despite having adequate job opportunities and reputed companies visiting the campus. Although 92% of students registered for placement interviews, only 63% were finally placed. Feedback from recruiters indicated that while students possessed theoretical knowledge, they lacked industry-oriented employability skills such as communication, problem-solving, teamwork, and digital proficiency. Employers further noted that students struggled during group discussions (GDs), case analysis rounds, and technical interviews.  The Training & Placement Cell (TPC) conducted an informal assessment and discovered that students were not adequately prepared for real-time corporate expectations. Many students came from rural backgrounds and were first-generation graduates, resulting in limited English communication skills and low confidence. The TPC currently organizes generic training programs, including resume-writing workshops and mock interviews. However, these sessions are not tailored to individual skill gaps.  To address these challenges, the Director of SIMS formed a committee to design a structured Training Needs Analysis (TNA) for placement readiness. The team is expected to identify specific competency gaps, categorize training needs (behavioral, technical, and aptitude skills), and collaborate with industry to design relevant modules. Additionally, SIMS plans to introduce psychometric tests, employer feedback surveys, and alumni inputs to strengthen the TNA process.  As the HR consultant appointed to guide SIMS, you are expected to frame an effective TNA strategy to enhance placement outcomes and student employability.  **Questions (10 marks each)**  As the HR consultant, apply appropriate TNA models and methods to design a structured training needs analysis program for SIMS to improve placement readiness. | CO6 | An | 20 |
| 9 | b. | Based on the case, suggest practical training interventions and evaluation mechanisms to ensure students develop industry-required employability skills and placement conversion improves. |

**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL

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|  | **COURSE OUTCOMES** |
| CO1 | Recognize the importance of learning theories and the need for training and development for employees. |
| CO2 | Summarize different types of training and its suitability and training process. |
| CO3 | Identify the training needs of the employees. |
| CO4 | Design and develop the training programs for employees. |
| CO5 | Illustrate the implementation and evaluation of the training imparted to the employees. |
| CO6 | Appraise the learners’ capability using the various tools and thereby create appropriate training application and Portals. |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| **Course Code** | **22MS3012** | **Duration** | **3hrs** |
| **Course Title** | **STRATEGIC REWARD MANAGEMENT** | **Max. Marks** | **100** |

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| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (4 X 20 = 80 MARKS)**  **(Answer all the Questions)** | | | | | |
| 1. | a. | Explain the objectives and dimensions of compensation. | CO1 | A | 10 |
|  | b. | Examine the nature and scope of strategic reward management in modern organizations | CO1 | A | 10 |
|  |  | **(OR)** |  |  |  |
| 2. | a. | Explain the various components of compensation systems with examples. | CO2 | A | 10 |
|  | b. | Illustrate how compensation can be linked with organizational performance. | CO2 | A | 10 |
|  |  |  |  |  |  |
| 3. | a. | Classify the various analytical methods of job evaluation and their industrial relevance. | CO3 | An | 10 |
|  | b. | Compare and contrast analytical and non-analytical methods of job evaluation. | CO3 | An | 10 |
|  |  | **(OR)** |  |  |  |
| 4. | a. | Examine the Pay for performance plan and its significance in strategic compensation. | CO4 | E | 10 |
|  | b. | Evaluate the balanced scorecard as a pay system that is linked to performance. | CO4 | E | 10 |
|  |  |  |  |  |  |
| 5. | a. | Write the key issues in employee benefits and contingent workforce management. | CO5 | A | 10 |
|  | b. | Explain the different employer approaches to managing legally required benefits. | CO5 | A | 10 |
|  |  | **(OR)** |  |  |  |
| 6. | a. | Explain types of incentives and their impact on employee motivation. | CO4 | A | 10 |
|  | b. | Determine the difference between short-term and long-term incentive schemes. | CO4 | A | 10 |
|  |  |  |  |  |  |
| 7. | a. | Analyze the relationship between performance appraisal and compensation management. | CO3 | An | 10 |
|  | b. | Explain how appraisal results can be integrated with pay for performance. | CO3 | An | 10 |
|  |  | **(OR)** |  |  |  |
| 8. | a. | Evaluate gain sharing and profit-sharing plans as tools of performance rewards. | CO6 | E | 10 |
|  | b. | Justify the need for employee stock ownership plans (ESOPs) in strategic reward management. | CO6 | E | 10 |
| **COMPULSORY QUESTION** | | | | | |
| 9. | a. | Design an innovative incentive and benefit plan suitable for an IT company of 500 employees, addressing both financial and non-financial aspects. | CO6 | C | 10 |
|  | b. | Prepare a justification report highlighting how your plan supports organizational strategy and employee retention. | CO6 | C | 10 |

**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL **M** – MARKS ALLOTTED

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|  | **COURSE OUTCOMES** |
| CO1 | Remember basic compensation concepts and context of compensation practice |
| CO2 | Classify different ways to strengthen the pay-for-performance link |
| CO3 | Apply compensation and benefit concepts for contingent workers |
| CO4 | Analyze Pay-for-Performance Plans for industrial implementation |
| CO5 | Evaluate implications of strategic compensation and legally required benefits |
| CO6 | Create incentive and benefit plans based on organizational/industry requirements |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| --- | --- | --- | --- |
| **Course Code** | **23MS3017** | **Duration** | **3hrs** |
| **Course Title** | **SUPPLY CHAIN RISK MANAGEMENT** | **Max. Marks** | **100** |

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| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (4 X 20 = 80 MARKS)**  **(Answer all the Questions)** | | | | | |
| 1. | a. | Explain the importance of integrating supply and demand. | CO1 | A | 10 |
|  | b. | Determine the factors that affect price sensitivity. | CO1 | A | 10 |
|  |  | **(OR)** |  |  |  |
| 2. | a. | Differentiate between transactional data and analytical data through illustrations. | CO2 | An | 10 |
|  | b. | Examine the advantages of electronic commerce and emphasize the importance of integrating enterprise resource planning systems with online business operations. | CO2 | A | 10 |
|  |  |  |  |  |  |
| 3. | a. | Determine the uses of the supply chain network optimization model. | CO3 | A | 10 |
|  | b. | Explain the concept of agile logistics with suitable illustrations. | CO3 | A | 10 |
|  |  | **(OR)** |  |  |  |
| 4. | a. | Analyze the benefits of utilizing human-robot interactions in supply chain management. | CO4 | An | 10 |
|  | b. | Classify the types of risks and provide an example for each type. | CO4 | An | 10 |
|  |  |  |  |  |  |
| 5. |  | Explain the tools and techniques used to identify risks. | CO5 | A | 20 |
|  |  | **(OR)** |  |  |  |
| 6. |  | Analyze the role of human error in supply chain security breaches and determine ways in which the organization can mitigate this risk. | CO6 | An | 20 |
|  |  |  |  |  |  |
| 7. |  | Explain the different types of supply chain models with illustrations. | CO1 | A | 20 |
|  |  | **(OR)** |  |  |  |
| 8. |  | Evaluate the impact of globalization on supply chain management. | CO4 | E | 20 |
|  |  |  |  |  |  |
| **COMPULSORY QUESTION** | | | | | |
| 9. |  | Between 2009 and 2010, Toyota faced a significant crisis when millions of its vehicles were recalled due to issues related to unintended acceleration, sticking accelerator pedals, and floor mat entrapment. These problems led to numerous accidents, injuries, and fatalities, severely damaging Toyota’s reputation for quality and reliability.  **Challenges:**   1. Safety Concerns: The defects posed serious safety risks to drivers and passengers. 2. Reputation Damage: The recalls tarnished Toyota’s image as a manufacturer of high-quality, reliable vehicles. 3. Financial Impact: The recall process incurred significant costs, including repair expenses, legal settlements, and lost sales. 4. Regulatory Scrutiny: Toyota faced intense scrutiny from regulatory bodies, including investigations by the National Highway Traffic Safety Administration (NHTSA).   **Question**   1. Evaluate the effectiveness of Toyota's supply chain management practices in preventing and responding to the recall crisis. | CO6 | E | 20 |
|  |  |  |  |  |  |

**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL **M** – MARKS ALLOTTED

|  |  |
| --- | --- |
|  | **COURSE OUTCOMES** |
| CO1 | Analyze Business Models, Business Strategies and, corresponding Competitive Advantage |
| CO2 | Implement information technology in Supply Chain. |
| CO3 | Examine the fundamentals of optimization models in SCM |
| CO4 | Assess the risks associated with supply chain management |
| CO5 | Develop tools to analyze the risks of the business process. |
| CO6 | Plan a best model for a SC with less risk or no risk |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

|  |  |  |  |
| --- | --- | --- | --- |
| **Course Code** | **23MS3019** | **Duration** | **3hrs** |
| **Course Title** | **WAREHOUSING AND DISTRIBUTION MANAGEMENT** | **Max. Marks** | **100** |

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| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (4 X 20 = 80 MARKS)**  **(Answer all the Questions)** | | | | | |
| 1. |  | Write a note on need for a warehouse. Explain the types of warehouses with their relative advantages and disadvantages. | CO1 | A | 20 |
|  |  | **(OR)** |  |  |  |
| 2. |  | “Pareto analysis is based on 80-20 rule”- Defend the statement. Appraise the steps involved in the pareto chart using sample data. | CO2 | E | 20 |
|  |  |  |  |  |  |
| 3. | a. | Illustrate the difference between dedicated storage and shared storage with suitable examples. | CO2 | An | 10 |
|  | b. | A warehouse receives 40 vehicles per day, 30 pallets per load with a pallet size of 1.2 meters by 1.0 meters and it takes 30 minutes per load to unload and 15 minutes per load to check and it operates an eight-hour shift. Calculate the required pallet floor space in sq. meter. | CO2 | An | 10 |
|  |  | **(OR)** |  |  |  |
| 4. |  | Analyze the process view of supply chain with suitable diagrams and industry examples. | CO3 | An | 20 |
|  |  |  |  |  |  |
| 5. |  | Examine with apt graphs the relationship between Number of facilities with inventory cost, transportation cost and variance with logistics cost & response time. | CO4 | A | 20 |
|  |  | **(OR)** |  |  |  |
| 6. |  | Explain the different types of forecasting methods and different types of forecasting in practice supported by industry examples. | CO5 | An | 20 |
|  |  |  |  |  |  |
| 7. |  | “Semi-autonomous machines in warehousing are transforming the logistics and supply chain industry by streamlining operations, improving efficiency, and reducing human error” – Defend the statement supported by any six most popular semi-autonomous machines used in warehousing along with the advantages and challenges. | CO6 | E | 20 |
|  |  | **(OR)** |  |  |  |
| 8. |  | Anticipate the potential benefits of Warehouse Management System (WMS). Speculate the salient points in selecting the right WMS along with the attributes needed. | CO6 | C | 20 |
| **COMPULSORY QUESTION** | | | | | |
| 9. |  | **Read the case given below and answer the questions given at the end.**  FreshDelight Foods Pvt. Ltd., a leading Indian company in the packaged organic dairy segment, specializes in products such as yogurt, cheese, and flavored milk. The company operates under a hybrid sourcing model — part of its milk is sourced from in-house farms near Coimbatore, while the remaining is procured from outsourced dairy cooperatives across Tamil Nadu and Kerala. This dual model was initially developed to ensure flexibility and cost control in raw milk availability.  However, with the increasing demand for organic dairy products, especially during festive and summer seasons, FreshDelight faces critical challenges in sourcing planning, pricing management, and forecasting. Milk and yogurt, being perishable products, must be processed and sold within 48 hours of procurement. Any mismatch between demand and supply leads to stockouts or wastage, directly impacting profitability.  During the 2024 festive season, FreshDelight observed a 30% surge in yogurt demand from major supermarket chains such as Reliance Smart and SPAR, while smaller retail outlets demanded price flexibility due to local competition. To address multiple customer segments, the firm adopted a tiered pricing model, offering discounts to high-volume buyers while keeping premium prices for niche organic stores. Despite these efforts, the company still faced 10% product spoilage due to inaccurate demand forecasting and delayed supply coordination from outsourced vendors.  The operations team initiated a Sourcing and Revenue Optimization Plan (SROP) that integrated ICT-based demand forecasting tools, supplier performance analytics, and dynamic pricing strategies. They also evaluated the cost of stockouts, which amounted to ₹15 lakhs in lost revenue during the peak season, primarily due to unfulfilled bulk orders. The new plan aimed to balance in-house vs. outsourced sourcing, improve forecasting accuracy, and justify higher prices during high-demand periods.  By leveraging predictive analytics through IoT-based sensors and digital dashboards, the company monitored milk collection, temperature, and transit time in real-time. The management believes that effective data-driven decision-making could minimize wastage, improve vendor reliability, and ensure customer satisfaction even during fluctuating seasonal demands.  **Questions:**   1. Evaluate the effectiveness of FreshDelight’s hybrid sourcing strategy in managing perishable demand fluctuations. 2. Appraise the role of pricing and revenue management strategies in balancing multiple customer segments for FreshDelight. 3. Estimate the potential financial impact of improving demand forecasting accuracy by 15% on FreshDelight’s stockout costs. 4. Justify the need for integrating ICT and IoT tools into sourcing and demand forecasting for perishable products like dairy. | CO5 | E | 20 |

**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL **M** – MARKS ALLOTTED

|  |  |
| --- | --- |
|  | **COURSE OUTCOMES** |
| CO1 | Illustrate the role and characteristics of different types of warehouses to select a type for specific application. |
| CO2 | Develop efficient warehouse layouts that facilitate optimal material flow. |
| CO3 | Examine the key elements of warehouse management and the supply chain to arrive with suitable supply chain strategies. |
| CO4 | Design supply chain and planning networks to enhance its performance |
| CO5 | Invent demand management and customer service strategies for effective warehousing management. |
| CO6 | Synthesize key impacts of Industry 4.0 on warehousing to implement the latest techniques in warehousing management. |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| **Course Code** | **23MS3020** | **Duration** | **3hrs** |
| **Course Title** | **FREIGHT OPERATIONS MANAGEMENT** | **Max. Marks** | **100** |

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| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (4 X 20 = 80 MARKS)**  **(Answer all the Questions)** | | | | | |
| 1. | a. | Explain the fundamental operations management processes in transportation, highlighting the roles of planning, organizing, and controlling in ensuring efficient transport services. | CO1 | A | 10 |
|  | b. | Given a hypothetical freight transport scenario, analyze the challenges faced by the logistics team in ensuring timely deliveries and propose practical solutions to mitigate these challenges | CO1 | An | 10 |
|  |  | **(OR)** |  |  |  |
| 2. | a. | Apply Six Sigma principles to identify and analyze a specific process in a major supply chain unit, suggesting improvements to reduce defects. | CO2 | A | 10 |
|  | b. | Analyze a workplace scenario where the implementation of Kaizen 5S principles significantly improved productivity. Identify the specific changes made and their impact | CO2 | An | 10 |
|  |  |  |  |  |  |
| 3. | a. | Devise an outbound logistics plan for a global e-commerce company, considering international shipping, customs regulations, and last-mile delivery challenges | CO3 | An | 10 |
|  | b. | Evaluate the advantages of implementing a digital operating plan, incorporating technologies like route optimization software and real-time tracking, for a large logistics company. | CO3 | E | 10 |
|  |  | **(OR)** |  |  |  |
| 4. | a. | Explain in detail the 7 basic tools of quality management and how these tools are used to enhance the transport operations management. | CO4 | A | 10 |
|  | b. | Write in detail about the key benefits of using Time and Motion Studies in logistics operations and explain how can these studies help organizations improve their processes in logistics? | CO4 | A | 10 |
|  |  |  |  |  |  |
| 5. | a. | Evaluate the impact of IoT (Internet of Things) technology on fleet management, considering how sensors and data analytics enhance real-time monitoring and predictive maintenance. | CO5 | E | 10 |
|  | b. | Evaluate the advantages of integrating GPS technology with vehicle scheduling and routing systems, considering its impact on delivery accuracy, customer communication, and operational transparency. | CO5 | E | 10 |
|  |  | **(OR)** |  |  |  |
| 6. | a. | Write the definition of Transportation Management System (TMS) and explain its primary purpose in logistics and supply chain management. | CO5 | A | 10 |
|  | b. | Compare and contrast the impacts of Industry 4.0 on freight operations in developed and developing countries, considering factors like infrastructure, technology adoption rates, and economic implications. | CO5 | An | 10 |
|  |  |  |  |  |  |
| 7. | a. | Compare and contrast the advantages and disadvantages of using rail and road transport for heavy machinery, analyzing factors like cost, safety, and environmental impact. | CO6 | An | 10 |
|  | b. | Analyze a simulated scenario where a vehicle deviates from its planned route due to unforeseen circumstances. Identify the potential impacts on delivery schedules, customer satisfaction, and overall operational costs | CO6 | An | 10 |
|  |  | **(OR)** |  |  |  |
| 8. | a. | Apply the principles of green fleet management to optimize vehicle maintenance schedules and reduce environmental pollution | CO6 | A | 10 |
|  | b. | Critically assess the impact of emerging technologies, such as autonomous vehicles and blockchain, on the future of transportation management. Evaluate their potential benefits and drawbacks in optimizing freight transport operations. | CO6 | E | 10 |
| **COMPULSORY QUESTION** | | | | | |
| 9. |  | **Case Analysis:**  Development Group is Retail Company operating in Namibia. It offers four different products line to its customers. Products line that are offered by Development Group include the jewelry line (necklaces, earrings, rings, pendants and bracelets, etc.) supplied by American Jewelry Company situated at 3200 21st Street Suite 500 Bakersfield, CA 93301. The second product line that they offer to customers is food namely, fruits, vegetable, marathon sugar and the supplier is in Cape Town, South Africa. The third product line CC is offering to its customers is Clothing line and the supplier is in Shenzhen, China. CC also operates a service station a shell service station in Windhoek and all petroleum products they sell is sourced from South Africa. Development Group does its own transportation services. Over the past three years, the Development Group has experienced high transportation costs. The Managing Director has approached you to advise them with regards to transportation of each product line.  **Question:**  You are required to assess the features and criteria of each mode of transport and advise the Development Group on which mode of transportation to use per product line item and why? | CO6 | E | 20 |

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|  | **COURSE OUTCOMES** |
| CO1 | Describe the essentials of freight management in cost efficiency. |
| CO2 | Explain the management in the decision-making process to manage their cargo movement. |
| CO3 | Examine the international logistics / freight procedures &documentation |
| CO4 | Analyze Tools and Techniques in freight operations |
| CO5 | Evaluate route planning and sustainable transport system. |
| CO6 | Create the key impacts on Industrial 4.0 on information transparency and ICT in freight operations |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| --- | --- | --- | --- |
| **Course Code** | **23MS3029** | **Duration** | **3hrs** |
| **Course Title** | **BUSINESS VENTURE ANALYTICS** | **Max. Marks** | **100** |

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| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (4 X 20 = 80 MARKS)**  **(Answer all the Questions)** | | | | | |
| 1. | a. | Egger’s Roast Coffee shows strong revenue growth but faces liquidity issues. Apply profitability and risk metrics to identify why a financially growing company like Egger’s Roast Coffee might still face bankruptcy. | CO1 | A | 10 |
|  | b. | Amazon uses dynamic metrics to track customer engagement and lifetime value. Explain how dynamic revenue metrics offer better insights into business sustainability compared to traditional sales funnel metrics. | CO1 | An | 10 |
|  |  | **(OR)** |  |  |  |
| 2. | a. | A hotel reports 90% occupancy but declining profits. Evaluate the effectiveness of occupancy rate as a profitability metric and recommend alternative efficiency measures for hotel performance. | CO1 | E | 10 |
|  | b. | A new organic skincare brand wants to enter the urban youth market. Examine suitable market research techniques and identify the target segment’s needs and buying behavior. | CO2 | A | 10 |
|  |  |  |  |  |  |
| 3. |  | Develop a comprehensive mixed-methods market research framework to gain insights into customer needs, establish measures for assessing market potential, and formulate strategies for competitive positioning. | CO2 | C | 20 |
|  |  | **(OR)** |  |  |  |
| 4. | a. | A new venture forecasts optimistic sales but limited operating cash flow. Evaluate the reliability of its financial projections and suggest corrective measures for sustainability. | CO3 | E | 10 |
|  | b. | An investor is comparing two potential ventures with distinct capital structures. Appraise how leverage and return ratios influence investment decisions and risk assessment. | CO3 | An | 10 |
|  |  |  |  |  |  |
| 5. | a. | An entrepreneur seeks funding for a green energy start-up. Create a financial model integrating income statement, balance sheet, and cash flow projections to assess the venture’s long-term viability. | CO3 | C | 10 |
|  | b. | A movie streaming platform wants to increase user watch time. Examine a suitable neighbourhood-based recommendation method to generate a Top-N list for personalized movie suggestions. | CO4 | A | 10 |
|  |  | **(OR)** |  |  |  |
| 6. | a. | An e-commerce company observes declining accuracy in its product recommendations. Explain how data sparsity and user-item interaction patterns could affect the performance of latent factor models. | CO4 | An | 10 |
|  | b. | A music app compares collaborative filtering and content-based filtering models. Evaluate both models using precision, recall, and F1 score to determine which delivers better recommendation quality. | CO4 | E | 10 |
|  |  |  |  |  |  |
| 7. | a. | A start-up clothing brand sources materials from multiple suppliers. Appraise the supply chain network to identify bottlenecks affecting lead time and cost efficiency. | CO5 | An | 10 |
|  | b. | A bakery experiences frequent stock outs of key ingredients. Explain operations management principles to streamline inventory control and ensure production continuity. | CO5 | A | 10 |
|  |  | **(OR)** |  |  |  |
| 8. | a. | A manufacturing firm reports delays in customer deliveries despite high production levels. Evaluate the firm’s process efficiency using suitable performance metrics and recommend areas for improvement. | CO5 | E | 10 |
|  | b. | Two start-ups implemented different innovation approaches — one data-driven, another intuition-based. Summarise which approach is more sustainable in fostering long-term competitive advantage and why. | CO6 | E | 10 |
| **COMPULSORY QUESTION** | | | | | |
| 9. |  | A student entrepreneur aims to launch a creative digital wellness platform. Create an innovative venture analytics framework that integrates creativity, data-driven insights, and an entrepreneurial mind set for scalable business growth. | CO6 | C | 20 |

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|  | COURSE OUTCOMES |
| CO1 | Assess business metrics, profitability, and risk metrics to make informed entrepreneurial decisions. |
| CO2 | Examine market dynamics, trends, and competition using research techniques. |
| CO3 | Apply financial analysis, including ratio analysis and key performance indicators, for strategic planning. |
| CO4 | Recommend top-N investment opportunities through neighborhood methods and evaluation criteria. |
| CO5 | Implement effective operations management and supply chain strategies for business ventures. |
| CO6 | Cultivate an entrepreneurial mindset, integrating innovation and creativity into business venture analytics for sustainable success. |

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**END SEMESTER EXAMINATION – OCT /NOV 2025**

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| **Course Code** | **24MS3515** | **Duration** | **3hrs** |
| **Course Title** | **SOCIAL ENTREPRENEURSHIP** | **Max. Marks** | **100** |

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| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (4 X 20 = 80 MARKS)**  **(Answer all the Questions)** | | | | | |
| 1. | a. | Analyze how the evolution of social entrepreneurship reflects the changing relationship between business and society. | CO1 | An | 10 |
|  | b. | Evaluate the significance of social entrepreneurship in addressing complex societal challenges where traditional markets and governments have failed. | CO1 | E | 10 |
|  |  | **(OR)** |  |  |  |
| 2. | a. | Examine the relationship between social value creation and market feasibility in the opportunity recognition phase of social ventures. | CO2 | E | 10 |
|  | b. | Evaluate the role of innovation and resource mobilization in transforming social problems into sustainable entrepreneurial solutions. | CO2 | E | 10 |
|  |  |  |  |  |  |
| 3. | a. | Compare and analyse the strengths and limitations of non-profit, hybrid, and for-profit social enterprise models. | CO3 | An | 10 |
|  | b. | Critically evaluate how governance and leadership styles influence accountability and mission integrity in social enterprises. | CO3 | E | 10 |
|  |  | **(OR)** |  |  |  |
| 4. | a. | Analyze how a clear mission and vision guide strategic decision-making and stakeholder engagement in social enterprises. | CO4 | An | 10 |
|  | b. | Evaluate the effectiveness of marketing and outreach strategies in scaling social enterprises and attracting diverse stakeholders. | CO4 | En | 10 |
|  |  |  |  |  |  |
| 5. | a. | Critically evaluate the ethical challenges faced by social entrepreneurs in balancing mission-driven goals with financial accountability. | CO5 | E | 10 |
|  | b. | Evaluate the role of impact measurement frameworks in assessing the long-term effectiveness and sustainability of social enterprises. | CO5 | E | 10 |
|  |  | **(OR)** |  |  |  |
| 6. | a. | Discuss how the key principles and values of social entrepreneurship differentiate it from conventional business entrepreneurship. | CO1 | An | 10 |
|  | b. | Evaluate the role of innovation and resource mobilization in transforming social problems into sustainable entrepreneurial solutions. | CO2 | E | 10 |
|  |  |  |  |  |  |
| 7. |  | Design key strategies for creating a social business for an underserved population. | CO4 | C | 20 |
|  |  | **(OR)** |  |  |  |
| 8. |  | Explain how social entrepreneurs attract talent when there aren’t high salaries and options. | CO5 | C | 20 |
| **COMPULSORY QUESTION** | | | | | |
| 9. |  | **SELCO India,** founded by **Harish Hande in 1995**, provides affordable solar energy solutions to low-income households in rural India. The enterprise was built on the belief that **sustainability and social inclusion** can coexist through innovation. SELCO’s model focuses on **customized solar lighting systems,** especially for communities with irregular incomes. Instead of offering subsidies, it partners with **local banks and microfinance institutions** to make solar products financially accessible. Over time, SELCO has improved education, health, and productivity outcomes in rural villages. The company uses **impact metrics** such as household income growth, education hours saved, and carbon emission reduction. SELCO’s innovations have been recognized globally as models for **inclusive and sustainable energy entrepreneurship.** However, measuring long-term social impact remains a challenge due to **qualitative factors** like community behavior and cultural change. Balancing **financial sustainability** with **deep social impact** also creates strategic dilemmas. SELCO continues to refine its **impact assessment tools** to ensure accountability, scalability, and authentic social transformation.  Answer the following:   1. Analyze how SELCO India’s innovation-driven model contributes to sustainable social impact in rural communities.(5) 2. Evaluate the effectiveness of SELCO’s approach to impact measurement in capturing both quantitative and qualitative outcomes.(5) 3. Critically assess the challenges SELCO faces in balancing financial viability with long-term social value creation. (5) | CO5 | E | 20 |

**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL **M** – MARKS ALLOTTED

|  |  |
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|  | **COURSE OUTCOMES** |
| CO1 | Conducts needs assessments and identify opportunities for innovative solutions to address social and environmental problems. |
| CO2 | Apply strategies for scaling a social enterprise's impact while maintaining mission integrity. |
| CO3 | Make ethical and responsible decisions in the face of complex social and environmental challenges. |
| CO4 | Cultivate leadership skills and build effective, mission-driven teams within a social enterprise. |
| CO5 | Apply marketing and branding strategies tailored to social enterprises to effectively communicate their mission and impact. |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| --- | --- | --- | --- |
| **Course Code** | **25MS101** | **Duration** | **3hrs** |
| **Course Title** | **CONSTITUTION OF INDIA** | **Max. Marks** | **100** |

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| --- | --- | --- | --- |
| **Q. No.** | **Questions** | **RBT Level** | **Related CO** |
| **PART – A (10 X 2 = 20 MARKS)** | | | |
| 1. | Discuss the significance of the Preamble to the Constitution of India. | U | 1 |
| 2. | Discuss the purpose of a constitution of India. | U | 1 |
| 3. | List the key principles of the constitution of India. | R | 1 |
| 4. | List the Gandhian principles. | R | 2 |
| 5. | Classify the Fundamental Rights. | U | 2 |
| 6. | Compare and contrast the fundamental duties with human rights. | U | 2 |
| 7. | Discuss the qualifications or requirements to become a member of the Lok Sabha. | U | 3 |
| 8. | Describe the role of an Election Officer in conducting elections. | U | 4 |
| 9. | Identify the functions of Panchayati Raj in rural areas. | U | 5 |
| 10. | Identify the discretionary functions of the Municipal Corporation. | U | 5 |
| **PART – B (5 X 6 = 30 MARKS)** | | | |
| 11. | Describe the history of the constitution of India. | U | 1 |
| 12. | Illustrate the fundamental duties of an Indian citizen. | An | 2 |
| 13. | Discuss the functioning of the Indian Parliament. | U | 3 |
| 14. | Explain the procedure of appointment of Election Commissioners. | An | 4 |
| 15. | Compare and contrast the roles and responsibilities of a Municipal Corporation with a Municipal Council. | An | 5 |
| **PART – C (5 X 10 = 50 MARKS)** | | | |
| 16 | Explain the drafting of the Constitution of India. | A | 1 |
| **(OR)** | | | |
| 17 | Summarize and interpret the salient features of the Preamble of the Indian Constitution in the context of modern India. | E | 1 |
| 18 | Examine the impact of *‘the Right to Freedom of Religion’* in your local area. | A | 2 |
| **(OR)** | | | |
| 19 | Illustrate *‘the Right to Equality and the Right to Freedom’* by giving four examples from your locality. | An | 2 |
| 20 | Illustrate the composition, strength, distribution, tenure, qualifications and mode of representation of members of the *Lok Sabha* (The House of People). | An | 3 |
| **(OR)** | | | |
| 21 | Illustrate the powers and functions of the Rajya Sabha Speaker with examples from parliamentary proceedings. | U | 3 |
| 22 | Illustrate the composition and functions of a Municipal Committee. | U | 5 |
| **(OR)** | | | |
| 23 | Illustrate the functions of Panchayat Samiti at block level with examples. | U | 5 |
| **Compulsory Question** | | | |
| 24 | Deduce the steps involved in the electoral process and outline the powers of the Election Commissioner of India. | An | 4 |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

|  |  |  |  |
| --- | --- | --- | --- |
| **Course Code** | **25MS101** | **Duration** | **3hrs** |
| **Course Title** | **CONSTITUTION OF INDIA** | **Max. Marks** | **100** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Q. No.** | **Questions** | **RBT Level** | **Related CO** |
| **PART – A (10 X 2 = 20 MARKS)** | | | |
| 1. | Describe the meaning of the statement, “India is a Sovereign, Democratic and Republic.” | U | 1 |
| 2. | Discuss the need for a constitution. | U | 1 |
| 3. | Recite the Preamble of the Indian Constitution. | R | 1 |
| 4. | Define the Directive Principles of State Policy. | R | 2 |
| 5. | Describe the reason for removing the Right to Property from the list of Fundamental Rights | U | 2 |
| 6. | Enumerate the fundamental duties and human rights provided in the Indian Constitution. | R | 2 |
| 7. | Discuss the qualifications or requirements to be a member in Rajya Sabha. | U | 3 |
| 8. | Explain the role of a Returning Officer in an election. | U | 4 |
| 9. | Identify the three-tier system of Panchayati Raj in urban areas. | U | 5 |
| 10. | Identify the discretionary functions of the Municipal Committee. | U | 5 |
| **PART – B (5 X 6 = 30 MARKS)** | | | |
| 11. | Describe the role of the Constitution Amendment Committee. | U | 1 |
| 12. | Compare ‘fundamental duties’ with ‘fundamental rights’ and list any three fundamental duties you practice. | An | 2 |
| 13. | Interpret the structure of the Indian Parliament. | U | 3 |
| 14. | Analyze the process of appointment and tenure of Election Commissioners. | An | 4 |
| 15. | Compare Municipal Corporation with Municipal Council. | An | 5 |
| **PART – C (5 X 10 = 50 MARKS)** | | | |
| 16 | Explain the making of the Indian Constitution and the characteristics of a good constitution. | A | 1 |
| **(OR)** | | | |
| 17 | Explain the salient features of the Preamble of the Indian Constitution. | An | 1 |
| 18 | Examine whether the Right to Education in our Constitution has fulfilled its intended purpose. | A | 2 |
| **(OR)** | | | |
| 19 | Analyze the purpose of the “Right Against Exploitation” and cite four local examples with preventive measures. | An | 2 |
| 20 | Analyze the composition of Parliament and the qualifications and disqualifications of its members. | An | 3 |
| **(OR)** | | | |
| 21 | Describe the powers and functions of the Lok Sabha Speaker and the relationship between the two houses of Parliament. | U | 3 |
| 22 | Describe the composition and functions of a Municipal Corporation. | U | 5 |
| **(OR)** | | | |
| 23 | Describe the composition, election, term, qualifications, and functions of a Gram Panchayat. | U | 5 |
| **Compulsory Question** | | | |
| 24 | Analyze the administrative powers and functions of the Election Commission of India. | An | 4 |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

|  |  |  |  |
| --- | --- | --- | --- |
| **Course Code** | **25MS501** | **Duration** | **3hrs** |
| **Course Title** | **ORGANIZATIONAL BEHAVIOUR AND HUMAN RESOURCE MANAGEMENT** | **Max. Marks** | **100** |

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| --- | --- | --- | --- | --- | --- |
| **Part A – 6x10=60 Marks** | | | | | |
| **Q. No.** | **Question** | | **LUO** | **RBT  Level** | **Related  CO** |
| 1 | Ramesh uses his influence with top management to secure deals, raising concerns about favouritism and ethics, and complaints from staff and clients have emerged. Apply the concepts of power and politics to explain Ramesh’s behaviour and examine how ethical decision-making can resolve such issues. | | 1b | A | CO1 |
| **(OR)** | | | | | |
| 2 | Meena joined a reputed firm expecting rapid growth, but her promotion and training were delayed. She feels undervalued and detached from work. Explain how a breach in the psychological contract affects employee commitment and what corrective HR practices can restore trust*.* | | 1e | An | CO1 |
|  | | | | | |
| 3 | Evaluate the effectiveness of the ADKAR model in sustaining long-term behavioural change during Coca-Cola’s transition from traditional marketing to a data-driven, digital-first strategy. | | 2a | E | CO2 |
| **(OR)** | | | | | |
| 4 | Explain the challenges that hybrid work arrangements pose for maintaining employee engagement and team cohesion, with reference to a company of your choice. | | 2c | An | CO2 |
|  |  | |  |  |  |
| 5 | At Nova Tech, HR introduced an AI-based recruitment system that filters candidates based on skill-match scores and predictive success rates. While hiring efficiency improved, some managers felt the system overlooked the candidates with strong interpersonal qualities. Analyse how HR analytics and AI impact talent management decisions and their effectiveness in balancing data-driven insights with human judgment, with reference to Nova Tech. | | 3a | An | CO3 |
| **(OR)** | | | | | |
| 6 | At Bright Soft, employees complained about limited career growth. HR introduced an internal job portal and cross-functional training. Within a year, internal promotions increased by 30%. Explain how internal mobility and career pathing improved employee commitment and evaluate its effect on retention and leadership development. | | 3g | An | CO3 |
| 7 | At InfoWave Technologies, a mid-sized IT company struggling with inconsistent team productivity, apply the concepts of Objective and Key Results (OKRs) and real-time feedback to prepare a set of actions to improve productivity over the next six months. | | 4a | A | CO4 |
| **(OR)** | | | | | |
| 8 | Analyse how intrinsic and extrinsic motivators influence employee performance in knowledge-intensive industries, with reference to a company of your choice, to enhance employee productivity and engagement. | | 4b | An | CO4 |
|  |  | |  |  |  |
| 9 | At TechNova Solutions, employee satisfaction declined despite competitive pay. HR redesigned the total rewards strategy to balance financial, non-financial, and recognition elements. Evaluate which components most significantly influence employee satisfaction in the IT sector and justify your reasoning. | | 4d | E | CO4 |
| **(OR)** | | | | | |
| 10 | An IT company introduced paperless processes, energy-efficient offices, and incentives for eco-friendly commuting, and employee awareness campaigns accompanied these initiatives. Appraise the influence of green HR initiatives on employee behaviour and organizational reputation. | | 5c | An | CO5 |
|  |  | |  |  |  |
| 11 | At TechCore Ltd., frequent organizational changes are causing employee burnout. Apply change management strategies to prepare a plan to reduce burnout. | | 2f | A | CO2 |
| **(OR)** | | | | | |
| 12 | At BrightTech, team members from diverse backgrounds are encouraged to take ownership of projects. Evaluate the challenges and benefits of fostering psychological ownership in such teams. | | 2g | E | CO2 |
| **Compulsory Question**  **Part B – 2x20=40 Marks**  **(Case-based with a minimum of four subdivision questions)** | | | | | |
| 13 | During the post-pandemic phase, NovaFin Services, a financial consulting firm, adopted a hybrid model allowing employees to work three days from home and two days in the office. While productivity initially increased, HR observed a gradual decline in collaboration, innovation, and morale. Managers reported that employees felt isolated, and team spirit weakened over time.  To address these issues, HR planned to restructure engagement strategies using digital collaboration tools, recognition programs, and leadership communication sessions. The company also aimed to introduce wellness initiatives to manage stress and prevent burnout among remote employees.  **Questions:**   1. **Prepare** engagement initiatives that maintain connection and collaboration in a hybrid work environment. 2. **Apply** suitable digital tools and practices to enhance teamwork and performance across dispersed teams. 3. **Construct** an employee recognition framework that supports motivation and well-being in remote settings. 4. **Develop** a wellness and communication plan that promotes sustainable productivity and psychological safety. | 5d | | A | CO5 |
| 14 | TruEdge Manufacturing Ltd. faced a major supply chain disruption and raw material shortage, which severely impacted production. Employees experienced stress due to increased workloads and uncertainty about job stability. The HR Director launched green initiatives to cut waste and lower costs while promoting the employee-led innovation teams to find sustainable solutions.  Some departments adapted quickly, showing strong teamwork and resilience, whereas others struggled with motivation and coordination. The leadership team wants to understand why certain units performed better and how sustainable HR strategies can be aligned with employee resilience.  **Questions:**   1. **Analyze** how crisis leadership behaviour influences employee resilience and adaptability during uncertainty. 2. **Differentiate** the performance outcomes of teams that effectively adopted sustainable HR practices versus those that did not. 3. **Illustrate** how communication, motivation, and team dynamics contribute to varying resilience levels across departments. 4. **Appraise** the relationship between environmental sustainability and workforce morale during organizational crises. | 5a | | An | CO5 |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| **Course Code** | **25MS502** | **Duration** | **3hrs** |
| **Course Title** | **MANAGERIAL ECONOMICS** | **Max. Marks** | **100** |

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| **Part A – 6x10=60 Marks** | | | | |
| **Q.**  **No.** | **Question** | **LUO** | **RBT  Level** | **Related  CO** |
| 1 | Explain the Economy and its systems in India. Examine in detail the price determination in the perfectly competitive market with appropriate graph. | 1a | A | CO1 |
| **(OR)** | | | | |
| 2 | Explain in detail the Micro Economics and Macro Economics along with the differences. Explain in detail the Production Possibility Frontier with suitable graph. | 1b | An | CO1 |
| 3 | Evaluate the role of government policies in addressing externalities and market failures in a mixed economy. | 1e | An | CO1 |
| **(OR)** | | | | |
| 4 | Write the Law of Demand & Supply. Explain the scenarios that cause movements along the Demand & Supply curves and shifts in the Demand & Supply. | 2a | A | CO2 |
| 5 | Explain elasticity of demand and supply. Evaluate the market equilibrium and consumer equilibrium. | 2b | An | CO2 |
| **(OR)** | | | | |
| 6 | Articulate the analysis of short-run and long-run production function. Explain the main basis for increasing return to scale. | 3a | A | CO3 |
| 7 | Explain in detail the concept of the circular flow of macroeconomic activity and describe how income, goods, and services move continuously among the major sectors of the economy. | 3b | An | CO3 |
| **(OR)** | | | | |
| 8 | In developing countries like India there are peculiar difficulties involved in the estimation of National Income – Assess and Justify. | 4a | E | CO4 |
| 9 | Evaluate the concept of unemployment and suggest suitable policy measures to solve unemployment problems in India. | 4c | E | CO4 |
| **(OR)** | | | | |
| 10 | Apply the concept of inflation to analyze its major causes and evaluate its multidimensional impact on different sections of society. | 4d | A | CO4 |
| 11 | Compare and contrast the objectives and instruments of monetary policy and fiscal policy in India. | 5a | An | CO5 |
| **(OR)** | | | | |
| 12 | Design a model or framework demonstrating how the Reserve Bank of India performs its various roles and functions to ensure monetary stability, regulate banks, and control inflation in the economy. | 5d | C | CO5 |
| **Marks Compulsory Question**  **Part B – 2x20=40**  **(Case-based with a minimum of four subdivision questions)** | | | | |
| 13 | **India’s Initiatives for Economic Growth and Entrepreneurship**  The Government of India has launched several initiatives to boost economic growth, entrepreneurship, and innovation:  **Make in India & Made in India:** These initiatives aim to promote manufacturing and local production. *Make in India* encourages companies to invest and manufacture in India, while *Made in India* focuses on promoting products that are produced domestically. Together, they aim to reduce import dependency, create jobs, and improve the quality of Indian products in global markets.  **Startup India:** Launched to support entrepreneurship, this initiative provides funding, tax benefits, and incubation programs to startups. It encourages young innovators to turn ideas into businesses, especially in technology-driven sectors.  **Standup India:** This program focuses on financial support for SC/ST and women entrepreneurs, helping them set up greenfield enterprises in manufacturing, services, or trading. It promotes inclusive growth and empowers marginalized communities.  These initiatives have contributed to a growing entrepreneurial ecosystem in India, increased manufacturing capacity, and generated employment opportunities. However, challenges remain, such as regulatory hurdles, access to skilled labor, and global competition.  **Questions:**   1. Explain how *Make in India* and *Made in India* aim to promote manufacturing and domestic production. 2. Illustrate how *Startup India* support innovation and entrepreneurship in India? 3. Analyze the objectives of *Standup India* and its impact on marginalized communities. 4. Explain the challenges and opportunities these initiatives present for India’s economic growth. | 5b | An | CO5 |
| 14 | **GST Rate Reduction and Its Economic Implications in India**  In an effort to boost consumption and ease the burden on businesses, the Government of India periodically reviews and revises the Goods and Services Tax (GST) rates on various products and services. Notably, several GST rate reductions were implemented between 2018 and 2023, covering sectors such as consumer goods, electronics, hospitality, and electric vehicles.  These revisions aimed to encourage higher demand, promote manufacturing, and ensure affordability for consumers. While lower GST rates provided relief to end-users, they also posed challenges related to government revenue collection and fiscal balance. Economists continue to debate whether frequent rate revisions improve compliance and growth or create instability in the taxation system.  **Questions:**   1. Summarize the main economic and social objectives behind the periodic reduction of GST rates in India? 2. Explain how GST rate reduction influenced consumer spending patterns and overall market demand across different income groups. 3. Assess the impact of lower GST rates on government revenue, fiscal stability, and the ability to fund public services. 4. Justify how the GST rate reductions affected business operations in sectors such as automobiles, consumer durables, and hospitality in terms of pricing, profitability, and competitiveness. | 4d | E | CO4 |

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| **Course Code** | **25MS503** | **Duration** | **3hrs** |
| **Course Title** | **ACCOUNTING FOR MANAGERS** | **Max. Marks** | **100** |

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| **Part A – 6x10=60 Marks** | | | | | |
| **Q. No.** | **Question** | | **LUO** | **RBT  Level** | **Related  CO** |
| 1 | Apply accounting information to a real-world scenario for a company facing declining profits, analyse two ways in which accounting data could be used by managers to identify problems and make effective strategic decisions | | 1c | A | CO1 |
| **(OR)** | | | | | |
| 2 | Evaluate the role of different users external and internal and how they would interpret the same set of financial statements differently and how these interpretations could influence their decisions. | | 1d | E | CO1 |
|  |  | |  |  |  |
| 3 | Below is the net income for Global Enterprises Ltd**.** over two years:   | **Year** | **Net Income (₹ in Lakhs)** | | --- | --- | | 2023 | 6,00,000 | | 2024 | 7,50,000 |   Using the net income data for Global Enterprises Ltd., **demonstrate** how horizontal analysis is used to calculate the percentage change in net income from 2023 to 2024. **Interpret** the company’s performance based on the result | | 2c | A | CO2 |
| **(OR)** | | | | | |
| 4 | **Appraise** profitability and financial soundness using vertical analysis and horizontal techniques on income statements. | | 2d | An | CO2 |
|  |  | |  |  |  |
| 5 | Below are some changes in current assets and liabilities for Gamma Ltd. during 2024:  • Accounts Receivable increased by ₹40,000  • Inventory increased by ₹60,000  • Prepaid Expenses decreased by ₹10,000  • Accounts Payable increased by ₹30,000  • Accrued Expenses increased by ₹20,000  Net income for the year is ₹5,00,000 and depreciation is ₹75,000.  Analyse how changes in working capital affect the cash flows from operating activities | | 3C | An | CO3 |
| **(OR)** | | | | | |
| 6 | From the following data of *XYZ Pvt. Ltd.*, compute **Cash Flow from Investing and Financing Activities**.   | **Particulars** | **₹** | | --- | --- | | Purchase of Machinery | 40,000 | | Sale of Old Machinery (Book Value ₹10,000) | 12,000 | | Issue of Equity Shares | 50,000 | | Redemption of Debentures | 20,000 | | Dividend Paid | 5,000 |   Required:   1. Cash Flow from Investing Activities 2. Cash Flow from Financing Activities | | 3d | A | CO3 |
|  |  | |  |  |  |
| 7 | Violet Textiles is considering outsourcing part of its production. If it does:  Variable cost per unit will increase from ₹150 to ₹180  Fixed costs will reduce from ₹4,00,000 to ₹2,50,000  Selling Price remains ₹300  Estimated sales: 6,000 units  Apply CVP analysis to determine whether outsourcing improves or reduces profit compared to the current setup. | | 4c | A | CO4 |
| **(OR)** | | | | | |
| 8 | Beta Pharma Ltd. used CVP analysis to decide on entering a rural market. Projected data:   * Selling Price/unit: ₹30 * Variable Cost/unit: ₹18 * Fixed Costs: ₹1,20,000 * Expected Sales Volume: 10,000 units   Critically analyse the decision by calculating the break-even point and analysing whether the expected volume justifies market entry. | | 4d | An | CO4 |
|  |  | |  |  |  |
| 9 | **Evaluate** the role of financial misreporting in the downfall of any known company to you and support your conclusion with evidence from its balance sheet practices. | | 5c | E | CO5 |
| **(OR)** | | | | | |
| 10 | Critically analyse the challenges companies face in implementing ESG reporting frameworks and propose strategies to overcome them. | | 5d | An | CO5 |
|  |  | |  |  |  |
| 11 | The following is a summary of the financial information for Epsilon Ltd. (₹ in lakhs):  Income Statement:  • Net Profit before Tax: ₹12.00  • Depreciation: ₹3.00  • Income Tax Paid: ₹2.00  Balance Sheet Changes:  • Trade Receivables: Decreased by ₹1.00  • Inventories: Increased by ₹2.00  • Trade Payables: Increased by ₹2.50  • Purchase of Fixed Assets: ₹6.00  Prepare a complete cash flow statement and explain how it reflects the company’s financial flexibility, especially regarding its ability to invest and meet obligations | | 3c | E | CO3 |
| **(OR)** | | | | | |
| 12 | Alight company produces two products, A and B, using the same machine. Details are:   | Product | Selling Price/unit | Variable Cost/unit | Machine Hours/unit | Max Demand (units) | | --- | --- | --- | --- | --- | | A | ₹40 | ₹20 | 2 | 3,000 | | B | ₹60 | ₹30 | 3 | 2,000 |   Total machine hours available = 9,000 hours.  Answer the following a) Calculate the contribution margin per unit and per machine hour for both products. b) Recommend the production plan that maximizes contribution, given the constraint. c) Justify your recommendation and explain its strategic impact on profit. | | 4d | A | CO4 |
| **Part B – 2x20=40 Marks Compulsory Question**  **(Case-based with a minimum of four subdivision questions)** | | | | | |
| 13 | Enron Corporation, once hailed as one of America’s most innovative energy companies, was founded in 1985 and rapidly grew by trading electricity, natural gas, and later broadband and derivatives. The company’s reported revenues exceeded US $100 billion by 2000, and it was repeatedly ranked among “America’s Most Innovative Companies.”  Behind the success story, Enron’s leadership used complex **special-purpose entities (SPEs)** and aggressive accounting practices to hide debt and inflate profits. Its auditors, Arthur Andersen, approved questionable financial statements while simultaneously earning large consulting fees. Senior executives cashed in stock options even as the company’s true financial position worsened.  By late 2001, Enron admitted to overstating earnings by nearly US $600 million and hiding billions in liabilities. Investor confidence collapsed, share prices fell from US $90 to less than US $1, and the company filed for bankruptcy in December 2001—the largest in U.S. history at the time. The scandal led to the **Sarbanes-Oxley Act (2002)**, which tightened corporate governance, internal controls, and auditor independence. Answer the following:  1. **Evaluate** how Enron’s use of special-purpose entities (SPEs) distorted its financial statements. 2. **Examine** the role of **auditors and the board of directors** in Enron’s collapse, and **assess** whether regulatory oversight could have prevented the failure. 3. **Distinguish** between legal compliance and ethical responsibility in Enron’s management decision. 4. **Propose** two key reforms or governance mechanisms that, if implemented earlier, **might have reduced the likelihood** of Enron’s collapse. | 5d | | E | C05 |
| 14 | Alpha Manufacturing Ltd. is a mid-sized firm producing electrical appliances. The company’s management has recently observed a decline in profitability and liquidity despite stable sales volumes. The finance department has prepared the following summary from the company’s financial statements for 2023 and 2024 (₹ in lakhs):  Particulars 2023 2024  Net Sales 1,200 1,300  Cost of Goods Sold 840 950  Net Profit 120 110  Current Assets 500 480  Current Liabilities 250 300  Shareholders’ Equity 600 620  Total Assets 1,000 1,100  The CEO has asked the finance manager to analyze key financial ratios and prepare a brief management report explaining the company’s performance trends. The management particularly wants to understand whether declining liquidity and profitability signal operational inefficiencies or poor financial control.  Answer the following ratios for 2023 and 2024:   1. a) Current Ratio, b) Net Profit Margin, and c) Return on Equity (ROE). 2. Interpret whether the company’s short-term liquidity and profitability improved or deteriorated. 3. Analyze the financial trends revealed by the ratios and explain what these suggest about Alpha Manufacturing’s cost control and operational efficiency. 4. Evaluate how changes in working capital management (current assets and liabilities) may have affected Alpha’s liquidity position. | E | | 2d | C02 |

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| **Course Code** | **25MS504** | **Duration** | **3hrs** |
| **Course Title** | **MARKETING MANAGEMENT** | **Max. Marks** | **100** |

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| **Part A – 6x10=60 Marks** | | | | |
| **Q.**  **No.** | **Question** | **LUO** | **RBT  Level** | **Related  CO** |
| 1 | Apply market segmentation techniques for a new organic snack brand entering urban markets. | 1d | A | CO1 |
| **(OR)** | | | | |
| 2 | Create consumer profiles for an online pet food business based on psychographic segmentation. | 1b | C | CO1 |
|  |  |  |  |  |
| 3 | Analyze the elements of a value proposition for a digital learning platform. | 2a | An | CO2 |
| **(OR)** | | | | |
| 4 | Construct a value proposition canvas for a subscription-based music app. | 2d | C | CO2 |
|  |  |  |  |  |
| 5 | Apply the POEM framework to design a social-media campaign for a fintech startup. | 3e | A | CO3 |
| **(OR)** | | | | |
| 6 | Analyze the effectiveness of digital marketing channels used by a hospitality brand. | 3b | An | CO3 |
|  |  |  |  |  |
| 7 | Analyze a customer retention framework for a loyalty card program in retail. | 4a | An | CO4 |
| **(OR)** | | | | |
| 8 | Construct a customer journey map for a car dealership. | 4d | C | CO4 |
|  |  |  |  |  |
| 9 | Apply competitive benchmarking to compare two leading smartphone brands. | 5a | A | CO5 |
| **(OR)** | | | | |
| 10 | Evaluate pricing strategies used by budget airlines during festive seasons. | 5d | E | CO5 |
|  |  |  |  |  |
| 11 | Analyze factors that influence consumer buying decisions for premium fitness wearables. | 1a | An | CO1 |
| **(OR)** | | | | |
| 12 | Evaluate an Omni channel marketing plan to increase brand loyalty for a beauty brand. | 4c | E | CO4 |
| **Part B – 2x20=40 Marks Compulsory Question**  **(Case-based with a minimum of four subdivision questions)** | | | | |
| 13 | ***Market Segmentation & Positioning***  Leaf Fresh Tea, a traditional tea brand, plans to expand into the youth segment by introducing trendy flavors and modern packaging. The company wants to understand how to attract young consumers effectively.  a) Apply relevant segmentation bases (demographic, psychographic, and behavioral) to identify suitable youth market segments for Leaf Fresh Tea.  b) Apply consumer buying behavior concepts to explain the key motives that may influence young customers to choose Leaf Fresh Tea over competing beverages.  c) Apply positioning strategies to determine an appropriate approach Leaf Fresh Tea can use to differentiate itself within the youth market.  d) Apply the value proposition framework to develop a value proposition tailored to the expectations and lifestyle of youth consumers. | 1a  1a  2e  2e | A | CO1 |
| 14 | ***Service First Bank – Enhancing Customer Experience***  Service First Bank wants to redesign its customer experience strategy after receiving feedback about slow service and poor personalization in its online portal.  a) Create a revised customer journey map for Service First Bank that highlights key digital pain points and suggests newly designed touchpoints.  b) Develop two new omnichannel touchpoints (e.g., chatbot, WhatsApp banking, assisted kiosk) that Service First can introduce to enhance customer interaction.  c) Construct a comprehensive customer experience improvement plan that integrates customer feedback with technology-enabled solutions.  d) Design a digital-first loyalty program model tailored for Service First’s online customers, including reward logic and engagement mechanisms. | 4d  4c  4b  4a | C | CO4 |

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| **Course Code** | **25MS505** | **Duration** | **3hrs** |
| **Course Title** | **PRODUCTION AND OPERATIONS MANAGEMENT** | **Max. Marks** | **100** |

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| **Part A – 6x10=60 Marks** | | | | |
| **Q. No.** | **Question** | **LUO** | **RBT  Level** | **Related  CO** |
| 1 | Evaluate the effect of Transformation Process for an automotive industry. | 1a | An | CO1 |
| **(OR)** | | | | |
| 2 | Interpret the differences between products and services with suitable examples. | 1c | A | CO1 |
|  | | | | |
| 3 | Evaluate the concept of system perspective to explain how feedback improves operational performance. | 1d | An | CO1 |
| **(OR)** | | | | |
| 4 | Justify the steps involved in new product design and strategies adopted in new product design in various business situations. | 2b | E | CO2 |
|  | | | | |
| 5 | Evaluate value analysis for a product and explain how it enhances organizational efficiency. | 2d | An | CO2 |
| **(OR)** | | | | |
| 6 | Develop a decision-making framework to determine the make or buy decision based on cost, quality, and strategic alignment. | 2e | A | CO2 |
|  | | | | |
| 7 | Interpret the determinants of long-range capacity planning and its influence on organizational efficiency. | 2f | A | CO2 |
| **(OR)** | | | | |
| 8 | Evaluate the effectiveness of a JIT system in reducing waste and improving operational efficiency. | 3a | E | CO3 |
|  | | | | |
| 9 | Apply demand forecasting techniques to plan production for a consumer electronics company. | 4a | A | CO4 |
| **(OR)** | | | | |
| 10 | Explain how supply chain design impacts organizational performance. | 4f | An | CO4 |
|  | | | | |
| 11 | Justify the need for ABC analysis. Explain the procedure and its implementation using a sample data. | 4b | C | CO4 |
| **(OR)** | | | | |
| 12 | Evaluate green manufacturing principles and design eco-friendly production models. | 5d | An | CO5 |
| **Marks Compulsory Question**  **Part B – 2x20=40**  **(Case-based with a minimum of four subdivision questions)** | | | | |
| 13 | **Read the case given below and answer the questions given at the end.**  TechGear Electronics Ltd. is a mid-sized manufacturer of consumer electronics, specializing in laptops, tablets, and smart home devices. Over the last three years, the company has experienced increasing market demand and expanding product lines, which led to operational challenges such as excessive inventory, production delays, defects in assembly, and inefficient workflow management. To overcome these issues, TechGear implemented a range of production management tools, including Just-in-Time (JIT) systems, Poka Yoke techniques, Kaizen initiatives, and integrated MRP/ERP systems.  The JIT system was introduced to synchronize production schedules with actual customer demand. By reducing excess inventory and producing goods only when needed, TechGear aimed to minimize waste, reduce holding costs, and enhance flexibility in the production process. JIT also required close collaboration with suppliers to ensure timely delivery of components, allowing the company to respond quickly to changing market demands.  In parallel, Poka Yoke techniques were applied on assembly lines to prevent errors and minimize defects. These included color-coded parts, sensor-based verification systems, and automated alerts for incorrect component placement. By proactively addressing potential mistakes, the company sought to reduce the incidence of defective products and improve overall quality.  Kaizen initiatives were implemented to foster a culture of continuous improvement across all levels of the organization. Employees were encouraged to suggest incremental process improvements, identify inefficiencies, and participate in problem-solving workshops. This approach not only improved productivity but also enhanced employee engagement and teamwork.  Finally, TechGear integrated Material Requirements Planning (MRP) and Enterprise Resource Planning (ERP) systems to manage procurement, production scheduling, inventory control, and financial reporting. These systems provided real-time visibility into operations, enabling better decision-making, resource allocation, and coordination across departments. The combined use of these production management tools aimed to create an efficient, high-quality, and responsive production environment.  **Questions:**   1. Evaluate the effectiveness of a JIT system in reducing waste and improving operational efficiency for TechGear Electronics. 2. Evaluate the effectiveness of Poka Yoke techniques in reducing defects on TechGear’s production line. 3. Interpret the role of Kaizen in fostering a culture of continuous improvement at TechGear Electronics. 4. Justify the role of MRP and ERP systems in integrating business processes and improving decision-making at TechGear Electronics. | 3a,  3c,  3d,  3g | E | CO3 |
| 14 | **Read the case given below and answer the questions given at the end.**  Mahindra & Mahindra (M&M), one of India’s leading automotive and farm equipment manufacturers, has embraced sustainable manufacturing as a key component of its operations strategy. Facing increasing environmental regulations, rising energy costs, and growing consumer demand for eco-friendly products, M&M implemented a zero-waste manufacturing initiative across its production facilities. This initiative aims to minimize resource consumption, reduce waste generation, and improve energy efficiency while maintaining operational productivity.  At the core of M&M’s approach is the 3R principle – Reduce, Reuse, Recycle – applied across all stages of production. Raw materials are optimized to reduce scrap, and by-products from one process are reused as inputs for another. Advanced waste segregation, material recovery techniques, and eco-friendly packaging have significantly reduced landfill disposal. In addition, M&M has invested in renewable energy sources, energy-efficient machinery, and processing automation to lower carbon footprints and operational costs.  M&M’s sustainable manufacturing practices also focus on employee engagement and social responsibility. Workers are trained in eco-friendly processes, energy conservation, and waste management practices. The company collaborates with suppliers to source sustainable raw materials and ensures responsible disposal of hazardous waste. These initiatives collectively contribute to triple-bottom-line performance, balancing environmental, social, and economic goals.  By integrating sustainability into product design, M&M emphasizes eco-design principles, aiming to develop vehicles with lower lifecycle environmental impacts. Lightweight materials, fuel-efficient engines, and recyclable components are part of the product strategy. Moreover, the company continuously monitors its sustainability performance using green metrics and audits, which assess energy consumption, waste generation, water usage, and emission levels. These measures allow the company to track progress and refine operations toward greater efficiency and environmental responsibility.  **Questions:**   1. Evaluate sustainability relevance in balancing environmental, social, and economic goals in Mahindra & Mahindra. 2. Justify the need for sustainability in operations at M&M. 3. Recommend energy-efficient production techniques and waste reduction strategies to improve M&M’s operational sustainability. 4. Evaluate green manufacturing principles and design eco-friendly production models suitable for M&M. | 5a,  5b,  5c,  5d | E | CO5 |

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| **Course Code** | **25MS507** | **Duration** | **3hrs** |
| **Course Title** | **BUSINESS STATISTICS** | **Max. Marks** | **100** |

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| **Part A – 6x10=60 Marks** | | | | | | | |
| **Q. No.** | | **Question** | **LUO** | | **RBT  Level** | | **Related  CO** |
| 1 | | A small retail store has recorded daily sales for the past 30 days: 150, 180, 200, 170, 190, 220, 160, 185, 195, 210, 175, 205, 165, 180, 200, 155, 190, 215, 170, 185, 195, 225, 160, 180, 200, 175, 195, 210, 165, 185.  Using these data, calculate the mean, median and mode.  Sketch a simple histogram (bin ranges: 150-170, 171-190, 191-210, 211-230) to visualize the sales distribution and explain how this visualization helps in identifying sales patterns for inventory planning. | 1a,1b | | A | | 1 |
| **(OR)** | | | | | | | |
| 2 | | Analyze which visualization is most appropriate for displaying: (a) sales distribution, (b) profit outliers and (c) relationship between advertisement spend and revenue.  Illustrate your answer with suitable points and comments. | 1a | | An | | 1 |
|  | |  |  | |  | |  |
| 3 | | A company considers two investment options:   * Project A: 70% chance to earn ₹1, 00,000 profit; 30% chance to lose ₹50,000. * Project B: 50% chance to earn ₹1, 50,000; 50% chance to lose ₹60,000.   Apply the concept of expected value to decide which project the firm should select and justify your choice. | 2b | | A | | 2 |
| **(OR)** | | | | | | | |
| 4 | | Compare a discrete distribution (number of customer calls per day) and a continuous distribution (delivery time in hours). Analyze how the data type affects probability modeling. | 2a | | An | | 2 |
|  | |  |  | |  | |  |
| 5 | | A coffee chain believes that average customer spending has increased after a loyalty program was introduced.  Construct the null and alternative hypotheses for this claim and explain how Type I and Type II errors might affect business interpretation | 3b,3c | | A | | 3 |
| **(OR)** | | | | | | | |
| 6 | | Explain the steps involved in choosing the right statistical tests using a suitable example. Outline the assumptions and outcomes for each case with an example. | 3a | | A | | 3 |
| 7 | | Apply simple regression analysis to explain how a company can forecast monthly revenue using advertising expenditure as the predictor variable. | 4a | | A | | 4 |
| **(OR)** | | | | | | | |
| 8 | | Analyze the role of correlation analysis in identifying meaningful business relationships. Give examples of both misleading and valuable correlations in business data. | 4b | | An | | 4 |
|  | |  |  | |  | |  |
| 9 | | A company used Exponential Smoothing for forecasting, but actual sales were consistently higher than predicted. Evaluate possible reasons for model inaccuracy and suggest improvements. | 5a | | E | | 5 |
| **(OR)** | | | | | | | |
| 10 | | Analyze how different forecasting techniques (Moving Average and Exponential Smoothing) are suited for short-term and long-term demand prediction. Discuss their practical relevance in supply chain management. | 5b | | An | | 5 |
|  | |  |  | |  | |  |
| 11 | | Explain Outliers using a suitable example. Summarize the techniques to identify them in a dataset using the formula driven approach and visuals. Write the steps to be followed to handle outliers. | 1c | | A | | 1 |
| **(OR)** | | | | | | | |
| 12 | | A manager wants to understand sales trends using the histogram and scatterplot. Evaluate which visualization method would provide better insight for sales growth and justify your choice. | 1a | | E | | 1 |
| **Part B – 2x20=40 Marks Compulsory Question**  **(Case-based with a minimum of four subdivision questions)** | | | | | | | |
| 13 | |  |  |  |  | | --- | --- | --- | --- | | **ID** | **Category** | **Purchase Value** | **Visits** | | 1 | Vegetables | 400.38 | 12 | | 2 | Fruits | 500.36 | 7 | | 3 | Snacks | 900.31 | 6 | | 4 | Vegetables | 750.74 | 13 | | 5 | Dairy | 200.22 | 3 | | 6 | Vegetables | 491.53 | 9 | | 7 | Vegetables | 511.40 | 7 | | 8 | Dairy | 250.54 | 4 | | 9 | Fruits | 456.55 | 10 | | 10 | Vegetables | 825.11 | 14 | | 11 | Dairy | 285.22 | 4 | | 12 | Vegetables | 651.53 | 39 | | 13 | Vegetables | 511.40 | 17 | | 14 | Dairy | 250.54 | 40 | | 15 | Fruits | 456.55 | 2 |  1. Calculate the measures of central tendency 2. Calculate Range, IQR and identify the outlier’s [if any] 3. Identify the nature of skewness and comment on data aspects 4. Evaluate the values and provide recommendations for business decision making and planning. | | | 1b, 1c | | E | CO1 |
| 14 | Given monthly sales data for a product, apply a 3-month moving average and exponential smoothing to forecast next month’s sales. Compare results and comment on which method gives more stable predictions for planning inventory. The dataset (monthly sales for 6 months):   * Jan (t=1): 100 * Feb (t=2): 120 * Mar (t=3): 110 * Apr (t=4): 130 * May (t=5): 140 * Jun (t=6): 150  1. Calculate and share the forecast using moving average for July 2. Create the forecast with exponential smoothing for July (t=7) using α = 0.3. 3. Write the differences between moving average and exponential smoothing in forecasting 4. Write the limitations of moving average and exponential smoothing | | | 5b, 5c | | C | CO5 |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

|  |  |  |  |
| --- | --- | --- | --- |
| **Course Code** | **25MS508** | **Duration** | **3hrs** |
| **Course Title** | **DIGITAL TRANSFORMATION IN BUSINESS** | **Max. Marks** | **100** |

|  |  |  |  |  |
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| **Part A – 6x10=60 Marks** | | | | |
| **Q. No.** | **Question** | **LUO** | **RBT  Level** | **Related  CO** |
| 1 | Explain how ERP software helps integrate functions such as finance, HR, and inventory in a business organization. | 1a | A | CO1 |
| **(OR)** | | | | |
| 2 | Analyze how digital transformation can help an organization move from a traditional structure to a more agile and data-driven model. | 1a | An | CO1 |
|  |  |  |  |  |
| 3 | As a Logistics Manager in an e-commerce company, Analyze the importance of automation dashboard to track orders and deliveries. Explain the major advantages and drawbacks of using such automation tools in daily operations. | 2b | An | CO2 |
| **(OR)** | | | | |
| 4 | Assess the main challenges and risks companies face when they measure the ROI of automation projects. | 2e | E | CO2 |
|  |  |  |  |  |
| 5 | Explain the key advantages and limitations of using Cloud Computing and Edge Computing in managing business data and applications. | 3d | An | CO3 |
| **(OR)** | | | | |
| 6 | Evaluate how the use of AI and ML supports faster decision-making and personalized customer services in organizations. | 3a | E | CO3 |
|  |  |  |  |  |
| 7 | Explain how organizations use data visualization tools such as Power BI, Tableau, or Excel dashboards to understand and communicate business insights effectively. | 4b | A | CO4 |
| **(OR)** | | | | |
| 8 | Evaluate the importance of data privacy and the ethical use of information in business decision-making. Discuss how misuse of data can affect customer trust and an organization’s reputation, supporting your answer with a suitable example. | 4d | E | CO4 |
|  |  |  |  |  |
| 9 | Analyze the role of leadership and an innovation-driven organizational culture in successfully implementing digital transformation strategies in organizations. Support your answer with a suitable company example of your choice. | 5e | An | CO5 |
| **(OR)** | | | | |
| 10 | Explain how IoT (Internet of Things) helps organizations monitor assets, track data, and improve operational accuracy. | 3c | A | CO3 |
|  |  |  |  |  |
| 11 | Explain how **predictive analytics** helps organizations forecast future sales, manage inventory, and improve decision-making. Support your answer with a company example of your choice. | 4c | A | CO4 |
| **(OR)** | | | | |
| 12 | Evaluate how **Business Process Re-engineering (BPR)** helps organizations simplify workflows and improve efficiency during digital transformation. | 2b | E | CO2 |
| **Part B – 2x20=40 Marks Compulsory Question**  **(Case-based with a minimum of four subdivision questions)** | | | | |
| 13 | **Automating Operations at NeoTech Manufacturing Pvt. Ltd.**  NeoTech Manufacturing Pvt. Ltd., located in Pune, produces precision machine components for automobile companies. The firm has been struggling with production delays, manual approvals, and redundant paperwork. Although an ERP system was introduced five years ago, it failed to provide real-time visibility into operations. In 2024, NeoTech decided to introduce Robotic Process Automation (RPA) and Power BI dashboards to improve decision-making and monitor machine performance in real time.  However, several employees resisted the change, fearing job loss. Department heads lacked digital training, and confusion arose around how to measure ROI from automation. The management now faces the challenge of aligning people, processes, and technology while ensuring the transformation produces measurable results.  **Answer the following questions:** a. Analyze the key operational inefficiencies that delayed NeoTech’s automation project. b. Evaluate how RPA and BI dashboards can improve performance visibility and reduce delays. c. Analyze how employee training and communication can overcome change resistance. d. Evaluate how baseline KPIs and ROI measures can support sustainable automation adoption. | 2d | E | CO2 |
| 14 | **Data Protection and Customer Trust at FinNova Bank**  FinNova Bank, a Chennai-based private bank, launched an AI-enabled mobile-banking platform in 2024 to improve customer engagement. Within six months, the bank gained over one million active users. However, a data-breach incident exposed partial customer records, creating panic and negative publicity.  A subsequent audit revealed outdated encryption methods, weak password policies, and inadequate employee awareness training. To rebuild trust, FinNova introduced biometric login, AI-based fraud detection, and a cyber-awareness program for staff. While security improved, management continues to face the challenge of restoring customer confidence through transparent communication and service reliability.  **Answer the following questions:** a. analyze the data-protection and operational issues that triggered FinNova’s data breach. b. evaluate how technology upgrades (AI, biometrics, encryption) can strengthen cybersecurity. c. analyze the role of customer and employee awareness in maintaining digital safety. d. evaluate how transparent communication and analytics can rebuild customer trust. | 4d | E | CO4 |

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**END SEMESTER EXAMINATION – NOV / DEC 2025**

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| --- | --- | --- | --- |
| **Course Code** | **25MS3002** | **Duration** | **3hrs** |
| **Course Title** | **e-CUSTOMER RELATIONSHIP MANAGEMENT** | **Max. Marks** | **100** |

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| --- | --- | --- | --- | --- | --- |
| **Q. No.** | **Questions** | | **CO** | **BL** | **M** |
| **PART – A (4 X 20 = 80 MARKS)**  **(Answer all the Questions)** | | | | | |
| 1. |  | Apply the concept of Customer Lifetime Value (CLV) to design a retention strategy for an online retail business. | CO1 | A | 20 |
|  |  | **(OR)** |  |  |  |
| 2. |  | Evaluate CRM’s contribution to customer-centric digital transformation. | CO1 | E | 20 |
|  |  |  |  |  |  |
| 3. |  | A grocery delivery app is facing customer churn. Analyze how Customer Lifetime Value (CLV) insights can drive investment decisions. | CO2 | An | 20 |
|  |  | **(OR)** |  |  |  |
| 4. |  | Apply e-CRM features to develop a marketing automation plan. | CO2 | A | 20 |
|  |  |  |  |  |  |
| 5. | a. | A hospitality group wants to customize offers for loyal customers. Analyze personalization challenges. | CO3 | An | 10 |
|  | b. | A bank wants to offer personalized loan products. Evaluate how Zoho CRM’s five engines can enable this. | CO3 | E | 10 |
|  |  | **(OR)** |  |  |  |
| 6. | a. | Analyze how ACD, IVR, and CTI improve customer service experiences in call centers. | CO4 | An | 10 |
|  | b. | A telecom company receives thousands of daily calls. Evaluate how intelligent call routing can enhance service quality. | CO4 | E | 10 |
|  |  |  |  |  |  |
| 7. | a. | A global company is concerned about data localization and security. Evaluate the compliance implications. | CO5 | E | 10 |
| b. | Apply Zoho CRM SFA modules to track customer leads in real time. | CO3 | A | 10 |
|  |  | **(OR)** |  |  |  |
| 8. | a. | Evaluate future trends and emerging technologies in CRM. | CO5 | E | 10 |
|  | b. | Develop a roadmap for CRM implementation in a manufacturing firm. | CO5 | C | 10 |
| **COMPULSORY QUESTION** | | | | | |
| 9. |  | A digital marketplace wants to integrate analytics and automation. Create a comprehensive CRM acquisition and retention model. | CO6 | C | 20 |

**CO** – COURSE OUTCOME **BL** – BLOOM’S LEVEL **M** – MARKS ALLOTTED

|  |  |
| --- | --- |
|  | **COURSE OUTCOMES** |
| CO1 | Comprehend the concept of CRM and e-CRM and its role in customer relationship management. |
| CO2 | Analyze how CRM strategies contribute to business value creation and profitability. |
| CO3 | Apply Zoho CRM tools to manage customer relationships effectively. |
| CO4 | Evaluate the effectiveness of e-CRM technologies and their impact on business performance. |
| CO5 | Implement CRM solutions using Zoho CRM and assess their implications in business strategy. |
| CO6 | Develop customer acquisition, retention, and loyalty strategies using CRM analytics. |