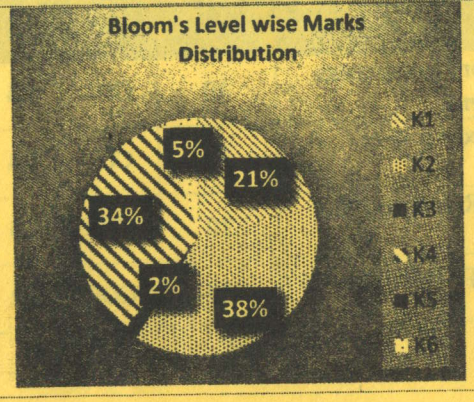
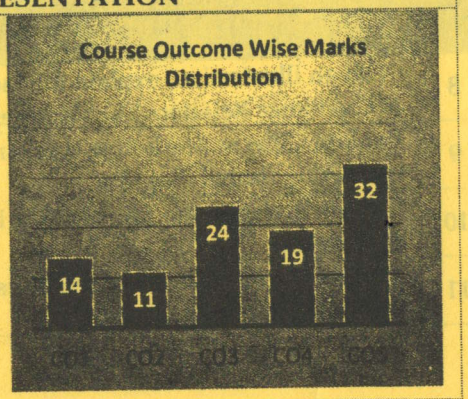
CO- Course Outcomes, **KL**- Knowledge Level, **PO** – Program Outcome

Course Outcomes	CO1	Understand issues, opportunities and challenges of CRM.
	CO2	Evaluate a market-oriented service organization.
	CO3	Analyse the issues of service management and global context.
	CO4	Interpret CRM and its contribution various industries
	CO5	Understand the role of technologies in the customer relationship management

GRAPHICAL REPRESENTATION





JGI **ARKA JAIN University** Jharkhand | NAAC GRADE A ACCREDITED UNIVERSITY

[30-04-2026]
END SEM EXAMINATION
School of Commerce and Management

Program	**Master of Business Management**		
Subject Name	**Customer Relationship Management**	**Session**	**Even, 2025-26**
Semester	**IV**	**Year**	**April, 2026**
Time: 3 Hour **Max. Marks: 50**	• Start writing from 2nd page onwards; **don't Write on the 1st Page Backside** • **Answer all Questions of Section A (Compulsory)** • **Answer Any Four out of Six of Section B** • **Answer Any Two out of Four of Section C** • **Possession of Mobile Phones** or any kind of **Written Material, Arguments with the Invigilator or Discussing with Co-Student** will comes under **Unfair Means** and will **Result** in the **Cancellation of the Papers.**		
Knowledge Level (KL)	**K1** : Remembering	**K3** : Applying	**K5** : Evaluating
	K2 : Understanding	**K4** : Analysing	**K6** : Creating

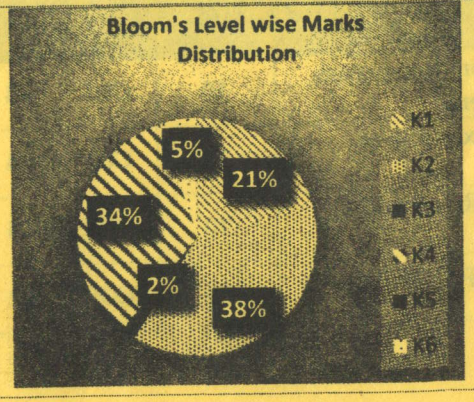
Section A (Each question Carry 01 Marks from Q1-i to x) – 10 Marks

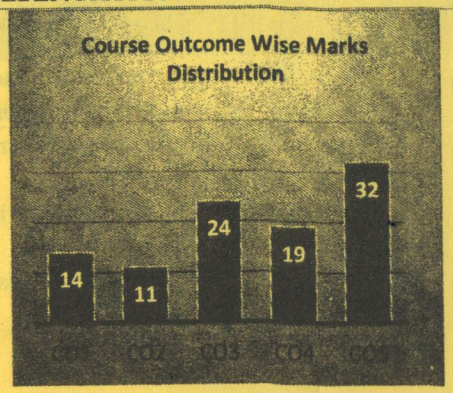
Q. N 1	QUESTIONS	Marks	COs	KL
i	Centralized Data Management A. Store Organization's data B. Store and access comprehensive client data C. Store MNC's data D. Store Rural area's data	01	CO1	K3
ii	Business-to-business (B2B) markets has A. Large Buyers B. Fewer Buyers C. Different Buyers D. Others	01	CO4	K2
iii	Importance of CRM in B2B Markets includes: A. Building Strong Relationships B. Increasing Revenue C. Supporting Customization D. All of these	01	CO2	K3
iv	CRM applications are tools that help whom? A. Businesses manage interactions with current and potential customers B. Communication with team only C. Market condition D. None of These	01	CO5	K3

CO- Course Outcomes, **KL**- Knowledge Level, **PO** – Program Outcome

Course Outcomes	CO1	Understand issues, opportunities and challenges of CRM.
	CO2	Evaluate a market-oriented service organization.
	CO3	Analyse the issues of service management and global context.
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GRAPHICAL REPRESENTATION





ARKA JAIN University Jharkhand | NAAC GRADE A ACCREDITED UNIVERSITY

[30-04-2026]
END SEM EXAMINATION
School of Commerce and Management

Program	**Master of Business Management**		
Subject Name	**Customer Relationship Management**	**Session**	**Even, 2025-26**
Semester	**IV**	**Year**	**April, 2026**
Time: 3 Hour **Max. Marks: 50**	• Start writing from 2nd page onwards; **don't Write on the 1st Page Backside** • **Answer all Questions of Section A (Compulsory)** • **Answer Any Four out of Six of Section B** • **Answer Any Two out of Four of Section C** • **Possession of Mobile Phones** or any kind of **Written Material, Arguments with the Invigilator or Discussing with Co-Student** will comes under **Unfair Means** and will **Result** in the **Cancellation of the Papers.**		
Knowledge Level (KL)	**K1** : Remembering	**K3** : Applying	**K5** : Evaluating
	K2 : Understanding	**K4** : Analysing	**K6** : Creating

Section A (Each question Carry 01 Marks from Q1-i to x) – 10 Marks

Q. N 1	QUESTIONS	Marks	COs	KL
i	Centralized Data Management A. Store Organization's data B. Store and access comprehensive client data C. Store MNC's data D. Store Rural area's data	01	CO1	K3
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iv	CRM applications are tools that help whom? A. Businesses manage interactions with current and potential customers B. Communication with team only C. Market condition D. None of These	01	CO5	K3

v	When seller gives customers the opportunity to customize the product to their specific tastes A. Personalization B. Customization C. Interaction D. None of These	01	CO1	K4
vi	Objective of CRM includes A. Decrease Customer Base B. Expand Customer Base C. Align Customer Base D. None of These	01	CO2	K2
vii	CLV stands for what? A. Customer's Loyal Value B. Customer's Lifetime Value C. Customer's Legal Value D. None of These	01	CO5	K1
viii	AOV stands for what? A. Annual over value B. Average order value C. Average optimum value D. None of These	01	CO5	K1
ix	Categorizing your customer base based on personality traits, values, attitudes, interests, and lifestyles is what? A. Behavioural Segmentation B. Geographic Segmentation C. Psychographic Segmentation D. All of These	01	CO2	K5
x	Customer centricity means what? A. The traditional marketing concept B. The modern marketing concept C. The general Marketing concept D. None of These	01	CO5	K4

Section B (Answer any FOUR out of SIX) - 20 Marks
(Each question Carry 5 Marks)

Q. No.	QUESTIONS	Marks	COs	KL
2	What is Customer Relationship Management (CRM)?Write its objectives.	05	CO1	K2
3	What is the difference between customer acquisition and retention?	05	CO3	K5
4	What role does communication play in customer loyalty?	05	CO5	K3
5	What are the challenges in maintaining customer relationships?	05	CO4	K5
6	How does customer retention impact business revenue?	05	CO2	K4
7	What is the importance of CRM in communication with customers?	05	CO1	K2

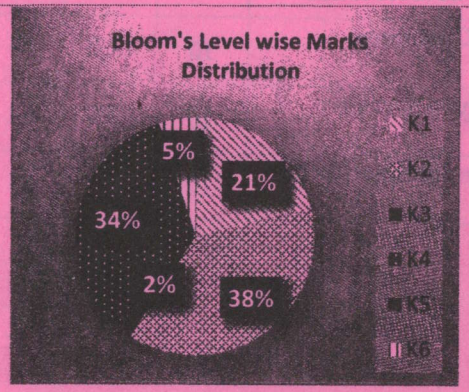
Section C (Answer any TWO out of FOUR) - 20 Marks
(Each question Carry 10 Marks)

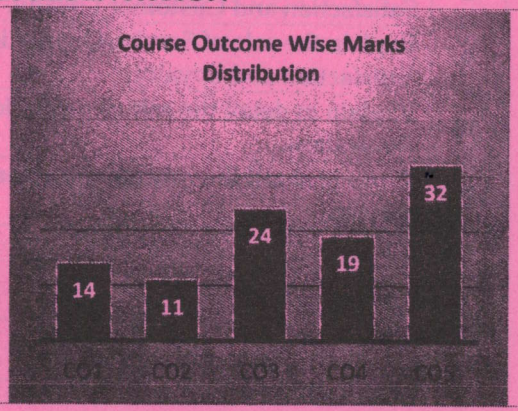
Q. No.	QUESTIONS	Marks	COs	KL
8	With an illustration, explain the factors for success of Customer Relationship Management.	10	CO3	K4
9	Explain CRM in Marketing with an example of marketing funnel diagram.	10	CO1	K4
10	Explain in detail, the role of CRM in Retail and E-Commerce.	10	CO5	K5
11	Explain the importance of relationship building in B2B customer interactions.	10	CO5	K2

CO- Course Outcomes, KL- Knowledge Level, PO – Program Outcome

Course Outcomes	CO1	To understand the foundational concepts of services marketing and their application in modern business contexts.
	CO2	To analyze consumer behavior in service settings to manage expectations and enhance customer experiences.
	CO3	To evaluate quality and satisfaction metrics to improve service delivery and sustainability.
	CO4	To create innovative and customer-focused service models through strategic design thinking.
	CO5	To develop the ability to understand customer expectations and enhance service quality for competitive advantage.

GRAPHICAL REPRESENTATION





ARKA JAIN University Jharkhand | NAAC GRADE A ACCREDITED UNIVERSITY

[01-05-2026]
END SEM EXAMINATION
School of Commerce and Management

Program	**Master of Business Administration**		
Subject Name	**Service Marketing**	**Session**	**Even, 2025-26**
Semester	**IV**	**Year**	**April, 2026**
Time: 3 Hour **Max. Marks : 50**	• Start writing from 2nd page onwards; don't Write on the 1st Page Backside • Answer all Questions of Section A (Compulsory) • Answer Any Four out of Six of Section B • Answer Any Two out of Four of Section C • Possession of Mobile Phones or any kind of Written Material, Arguments with the Invigilator or Discussing with Co-Student will comes under Unfair Means and will Result in the Cancellation of the Papers.		
Knowledge Level (KL)	**K1** : Remembering	**K3** : Applying	**K5** : Evaluating
	K2 : Understanding	**K4** : Analysing	**K6** : Creating

Section A (Each question Carry 01 Marks from Q1-i to x) – 10 Marks

Q. N 1	QUESTIONS	Marks	COs	KL
i	Which of the following is NOT a characteristic of services? A. A tangible product B. An intangible activity or benefit C. A physical good D. A manufactured item	01	CO1	K2
ii	Which element is added to the traditional 4Ps in services marketing? A. Packaging B. People C. Profit D. Planning	01	CO5	K3
iii	Consumer behavior in services mainly studies: A. Production techniques B. Customer decision-making process C. Employee recruitment D. Pricing strategies	01	CO1	K3
iv	Delivering quality service primarily focuses on: A. Increasing production B. Meeting or exceeding customer expectations C. Reducing employee count	01	CO3	K4

	D. Increasing price			
v	Customer loyalty results in: A. Increased marketing cost B. Repeat business C. Reduced profit D. High complaints	01	CO5	K5
vi	Designing innovative services focuses on: A. Reducing employees B. Creating new and improved service offerings C. Increasing cost only D. Ignoring customers	01	CO4	K6
vii	Customer involvement in service design helps to: A. Increase confusion B. Improve relevance C. Reduce quality D. Delay services	01	CO5	K2
viii	Service innovation refers to: A. Copying competitors B. Introducing new ideas in services C. Reducing service quality D. Eliminating customers	01	CO4	K6
ix	Reliability refers to: A. Appearance of staff B. Accurate and dependable service C. Price level D. Promotion	01	CO2	K3
x	Low involvement services are: A. High risk B. Routine purchases C. Expensive services D. Complex decisions	01	CO5	K1

Section B (Answer any FOUR out of SIX) – 20 Marks
(Each question Carry 5 Marks)

Q. No.	QUESTIONS	Marks	COs	KL
2	Define Service. What are the key characteristics of services?	05	CO1	K1
3	What is meant by intangibility and inseparability in services?	05	CO2	K2
4	How is consumer behavior different in services compared to goods?	05	CO3	K3
5	Why is understanding consumer behavior important in services marketing?	05	CO	K1
6	Why is employee training important in service delivery?	05	CO1	K4
7	Why is communication important in service quality?	05	CO5	K5

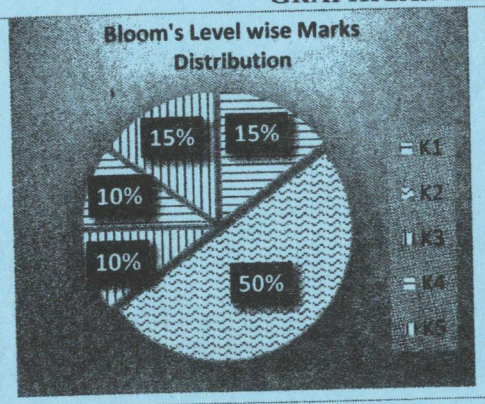
Section C (Answer any TWO out of FOUR) – 20 Marks
(Each question Carry 10 Marks)

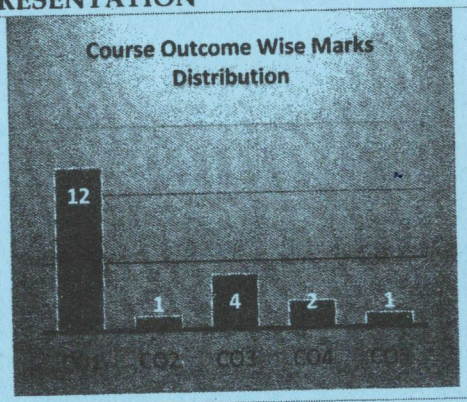
Q. No.	QUESTIONS	Marks	COs	KL
8	In detail explain the relationship between Customer Satisfaction and Customer Loyalty.	10	CO2	K3
9	Explain the role of Service Quality in Customer Satisfaction and Loyalty.	10	CO3	K5
10	Explain in detail the role of technology in service innovation.	10	CO5	K4
11	Write in detail the concept of customer satisfaction in services.	10	CO1	K1

CO- Course Outcomes, **KL**- Knowledge Level, **PO** – Program Outcome

Course Outcomes	CO1	Understand fundamental concepts and principles of Digital and Social Media Marketing using best practices
	CO2	Comprehend the various steps involved in the consumer purchase decision process
	CO3	Analyze the influences that impact consumer decision making
	CO4	Interpret the process of innovation and its dissemination in society
	CO5	Recognize the ethical considerations in consumer behaviour

GRAPHICAL REPRESENTATION





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[04-05-2026]
END SEM EXAMINATION
School of Commerce and Management

Program	**Master of Business Administration**		
Subject Name	**Digital and Social Media Marketing**	**Session**	**Even, 2025-26**
Semester	**IV**	**Year**	**April, 2026**
Time: 3 Hour **Max. Marks : 50**	• Start writing from 2nd page onwards; don't Write on the 1st Page Backside • Answer all Questions of Section A (Compulsory) • Answer Any Four out of Six of Section B • Answer Any Two out of Four of Section C • Possession of Mobile Phones or any kind of Written Material, Arguments with the Invigilator or Discussing with Co-Student will comes under Unfair Means and will Result in the Cancellation of the Papers.		
Knowledge Level (KL)	**K1 : Remembering**	**K3 : Applying**	**K5 : Evaluating**
	K2 : Understanding	**K4 : Analysing**	**K6 : Creating**

Section A (Each question Carry 01 Marks from Q1-i to x) – 10 Marks

Q. N 1	QUESTIONS	Marks	COs	KL
i	Digital marketing primarily uses which medium? a) Print media b) Internet platforms c) Radio d) Television	01	CO1	K2
ii	Which of the following is a digital marketing tool? a) Newspaper ads b) Email marketing c) Hoardings d) Flyers	01	CO1	K2
iii	What does KPI stand for? a) Key Performance Indicator b) Key Process Integration c) Knowledge Performance Index d) Key Promotion Indicator	01	CO1	K1
iv	Which platform is mainly used for video marketing? a) Instagram b) YouTube c) Twitter d) LinkedIn	01	CO1	K2
v	Bulk messaging is a form of: a) Traditional marketing b) Digital marketing c) Offline marketing d) Print marketing	01	CO1	K2
vi	SEO stands for: a) Search Engine Optimization b) Social Engagement Option c) Search Engine Operation	01	CO1	K1

	d) System Engine Optimization			
vii	Which of the following is an example of mobile marketing? a) SMS campaigns b) Billboards c) Magazines d) Posters	01	CO1	K2
viii	Web analytics helps in: a) Printing ads b) Measuring website Performance c) Hiring staff c) Manufacturing goods	01	CO4	K3
ix	Social media marketing is useful for: a) Internal communication b) Customer only engagement c) Production planning d) Inventory control	01	CO3	K4
x	Payment gateways are used for: a) Data storage b) Online transactions c) Product design d) Customer service	01	CO1	K2

Section B (Answer any FOUR out of SIX) – 20 Marks
(Each question Carry 5 Marks)

Q. No.	QUESTIONS	Marks	COs	KL
2	Explain the scope and career applications of Digital Marketing.	05	CO1	K2
3	Evaluate the effectiveness of YouTube Ads in brand building.	05	CO3	K5
4	What is web analytics? Discuss its importance.	05	CO4	K3
5	Differentiate between SEO and SEM.	05	CO1	K2
6	Discuss the ethical issues in consumer behaviour in digital marketing.	05	CO5	K1
7	Describe the importance of online reviews in digital marketing.	05	CO3	K4

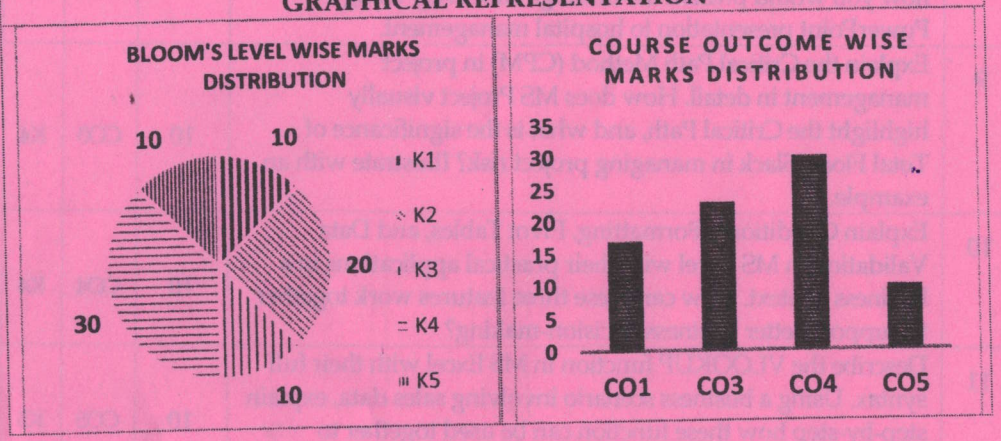
Section C (Answer any TWO out of FOUR) – 20 Marks
(Each question Carry 10 Marks)

Q. No.	QUESTIONS	Marks	COs	KL
8	Discuss online advertising methods including banner ads, YouTube ads, and social media advertising, along with their advantages and limitations.	10	CO1	K2
9	Evaluate the influence of consumer decision-making factors in online marketing.	10	CO2	K5
10	Critically evaluate the role of social media platforms in transforming marketing strategies.	10	CO3	K5
11	Discuss the various forms of digital marketing such as email marketing, mobile marketing, and content development with examples	10	CO1	K2

CO- Course Outcomes, KL- Knowledge Level, PO – Program Outcome

Course Outcomes	CO1	Enhance customer relationships in service industries through CRM application and data analysis
	CO2	Analyse customer satisfaction metrics and propose improvements for service industry enhancement
	CO3	Simulate retail store opening procedures, emphasizing layout design and operational planning
	CO4	Plan e-commerce website development considering digital marketing strategies and user experience
	CO5	Analyse trade unions' role and impact on organizational dynamics, presenting findings and insights

GRAPHICAL REPRESENTATION



ARKA JAIN University Jharkhand | NAAC GRADE A ACCREDITED UNIVERSITY

[05-05-2026]
END SEM EXAMINATION
School of Commerce and Management

Program	Masters of Business Administration		
Subject Name	Tech Edge Synergy - IV	Session	Even, 2025-26
Semester	IV	Year	April, 2026
Time: 3 Hour Max. Marks : 50	• Start writing from 2nd page onwards; don't Write on the 1st Page Backside • Answer all Questions of Section A (Compulsory) • Answer Any Four out of Six of Section B • Answer Any Two out of Four of Section C • Possession of Mobile Phones or any kind of Written Material, Arguments with the Invigilator or Discussing with Co-Student will comes under Unfair Means and will Result in the Cancellation of the Papers.		
Knowledge Level (KL)	K1 : Remembering	K3 : Applying	K5 : Evaluating
	K2 : Understanding	K4 : Analysing	K6 : Creating

Section A (Each question Carry 01 Marks from Q1-i to x) – 10 Marks

Q. N 1	QUESTIONS	Marks	COs	KL
i	CRM stands for: (a) Customer Relationship Management (b) Customer Revenue Management (c) Client Resource Management (d) Customer Retention Module	01	CO1	K1
ii	Which MS Excel function removes leading, trailing, and extra spaces from a text string? (a) CLEAN (b) TRIM (c) STRIP (d) SPACE	01	CO4	K1
iii	The Iron Triangle in Project Management consists of Scope, Time, and: (a) Quality (b) Risk (c) Cost (d) Resources	01	CO3	K1
iv	Which MS Excel function looks up a value in the first column of a table and returns a value from a specified column in the same row? (a) HLOOKUP (b) MATCH (c) INDEX (d) VLOOKUP	01	CO4	K1
v	Which MS Office application is most appropriate for documenting CRM findings and reports? (a) MS Word (b) MS Paint	01	CO1	K1

	(c) MS Access (d) MS Publisher			
vi	Which MS Excel feature highlights cells based on specific conditions or rules? (a) Data Validation (b) Conditional Formatting (c) Pivot Table (d) Subtotal	01	CO4	K1
vii	In MS Project, a Milestone with 0 days duration is displayed on a Gantt Chart as a: (a) Red Circle (b) Blue Square (c) Diamond (d) Green Arrow	01	CO3	K1
viii	The MS Excel function that extracts a specified number of characters from the right side of a text string is: (a) LEFT (b) MID (c) FIND (d) RIGHT	01	CO4	K1
ix	The Critical Path in project management is defined as the _____ sequence of dependent tasks that determines the shortest possible project duration. (a) Longest (b) Shortest (c) Most Expensive (d) First	01	CO3	K1
x	Which MS Excel feature allows users to summarize, analyze, and explore large datasets by dragging and dropping fields? (a) VLOOKUP (b) Pivot Table (c) Subtotal (d) Data Validation	01	CO4	K1

Section B (Answer any FOUR out of SIX) – 20 Marks
(Each question Carry 5 Marks)

Q. No.	QUESTIONS	Marks	COs	KL
2	Explain how CRM enhances customer relationships in the hospitality industry. What role does MS Excel play in collecting and organizing customer interaction data?	05	CO1	K2
3	What is a Work Breakdown Structure (WBS) in project management? Explain the "8/80 Rule" and its significance in creating effective work packages in MS Project.	05	CO3	K2
4	Describe the process of Resource Levelling in MS Project. How does it resolve resource overallocations, and what are the risks of using the "Level All" feature blindly?	05	CO3	K3
5	Explain any five Text Functions in MS Excel with their syntax and one example each: UPPER, LOWER, PROPER, LEFT, RIGHT.	05	CO4	K2
6	How is VLOOKUP used in MS Excel? Write its full syntax and provide a practical example of how a retail store manager could use VLOOKUP to look up product prices from an inventory table.	05	CO4	K3
7	Explain the concept of Data Validation in MS Excel. How does it help maintain data integrity in a business database? Give two real-world examples.	05	CO4	K2

Section C (Answer any TWO out of FOUR) – 20 Marks
(Each question Carry 10 Marks)

Q. No.	QUESTIONS	Marks	COs	KL
8	Discuss the role of CRM in a healthcare service organization. Explain how customer interaction data collected through MS Excel can be used to improve service quality, and describe how you would present the findings effectively using a PowerPoint presentation to hospital management.	10	CO1	K4
9	Explain the Critical Path Method (CPM) in project management in detail. How does MS Project visually highlight the Critical Path, and what is the significance of Total Float/Slack in managing project risk? Illustrate with an example.	10	CO3	K4
10	Explain Conditional Formatting, Pivot Tables, and Data Validation in MS Excel with their practical applications in a business context. How can these three features work together to support better business decision-making?	10	CO4	K4
11	Describe the VLOOKUP function in MS Excel with their full syntax. Using a business scenario involving sales data, explain step-by-step how these function can be used together to analyse and report filtered sales performance.	10	CO5	K5

ARKA JAIN University, Jharkhand — NAAC GRADE A, ACCREDITED UNIVERSITY			[06-05-2026] END SEM EXAMINATION School of Commerce and Management
Program	**Master of Business Administration**		
Subject Name	**Investment Banking and Financial Derivatives**	**Session**	**Even, 2025-2026**
Semester	**IV**	**Year**	**April, 2026**
Time: 3 Hour **Max. Marks : 50**	• Start writing from 2nd page onwards; **don't Write on the 1st Page Backside** • **Answer all Questions of Section A (Compulsory)** • **Answer Any Four out of Six of Section B** • **Answer Any Two out of Four of Section C** • **Possession of Mobile Phones** or any kind of **Written Material, Arguments with the Invigilator or Discussing with Co-Student** will comes under **Unfair Means** and will **Result** in the **Cancellation of the Papers**.		
Knowledge Level (KL)	**K1 :** Remembering	**K3 :** Applying	**K5 :** Evaluating
	K2 : Understanding	**K4 :** Analysing	**K6 :** Creating

Section A (Each question Carry 01 Marks from Q1-i to x) – 10 Marks

Q. N 1	QUESTIONS	Marks	COs	KL
i	What is the primary role of investment banks in capital markets? a) Accept deposits b) Facilitate capital raising c) Provide insurance d) Issue currency	01	CO1	K1
ii	Which regulatory body monitors the securities market in India? a) RBI b) SEBI c) IRDA d) NABARD	01	CO1	K1
iii	Which stage comes first in the M&A process? a) Integration b) Deal structuring c) Target identification d) Regulatory approval	01	CO2	K2
iv	What is an Initial Public Offering (IPO)? a) Issue of bonds b) First sale of shares to public c) Loan agreement d) Merger deal	01	CO3	K1
v	Which of the following is a debt instrument? a) Equity shares b) Debentures c) Mutual funds d) Derivatives	01	CO3	K2
vi	A derivative derives its value from: a) Fixed deposits b) Underlying asset c) Government policy d) Inflation rate	01	CO4	K1

vii	Currency derivatives help in managing: a) Credit risk b) Currency risk c) Liquidity risk d) Operational risk	01	CO5	K2
viii	Which exchange plays a major role in derivatives trading in India? a) NSE b) LIC c) SBI d) IRDA	01	CO5	K1
ix	Hedging is primarily used to: a) Maximize profit b) Reduce risk c) Increase taxes d) Improve liquidity	01	CO4	K2
x	Which institution regulates competition in M&A in India? a) SEBI b) RBI c) CCI d) Ministry of Finance	01	CO2	K1

Section B (Answer any FOUR out of SIX) – 20 Marks
(Each question Carry 5 Marks)

Q. No.	QUESTIONS	Marks	COs	KL
2	Explain the role of investment banks in capital formation in India.	05	CO1	K2
3	Describe the stages involved in the M&A process.	05	CO2	K2
4	Discuss different types of equity financing methods in India.	05	CO3	K3
5	Explain the concept of derivatives and their types.	05	CO4	K2
6	How do currency derivatives function in India?	05	CO5	K3
7	Discuss the regulatory framework governing investment banking in India.	05	CO1	K3

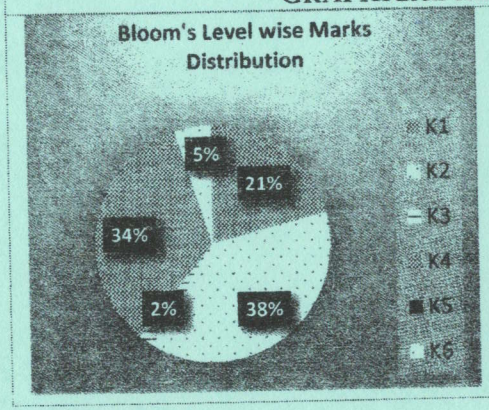
Section C (Answer any TWO out of FOUR) – 20 Marks
(Each question Carry 10 Marks)

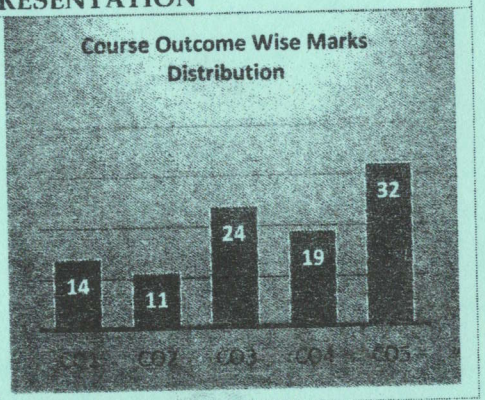
Q. No.	QUESTIONS	Marks	COs	KL
8	Analyze the role of investment banks in equity and debt financing in India.	10	CO1	K4
9	Examine the M&A process in India with suitable examples.	10	CO2	K4
10	Evaluate the role of derivatives in financial risk management.	10	CO4	K5
11	Analyze the functioning of derivatives market in India (currency, commodity, equity).	10	CO5	K4

CO- Course Outcomes, **KL**- Knowledge Level, **PO** – Program Outcome

Course Outcomes	CO1	Understand the role of investment banking in capital formation and its regulatory environment in India.
	CO2	Analyze the M&A process in India, including deal sourcing, due diligence, and regulatory frameworks.
	CO3	Gain knowledge of equity and debt financing, including structured finance and advisory services in India.
	CO4	Understand derivatives, their types, and their use in financial risk management.
	CO5	Evaluate the functioning of India's derivatives market, including currency, commodity, and equity-based derivatives.

GRAPHICAL REPRESENTATION

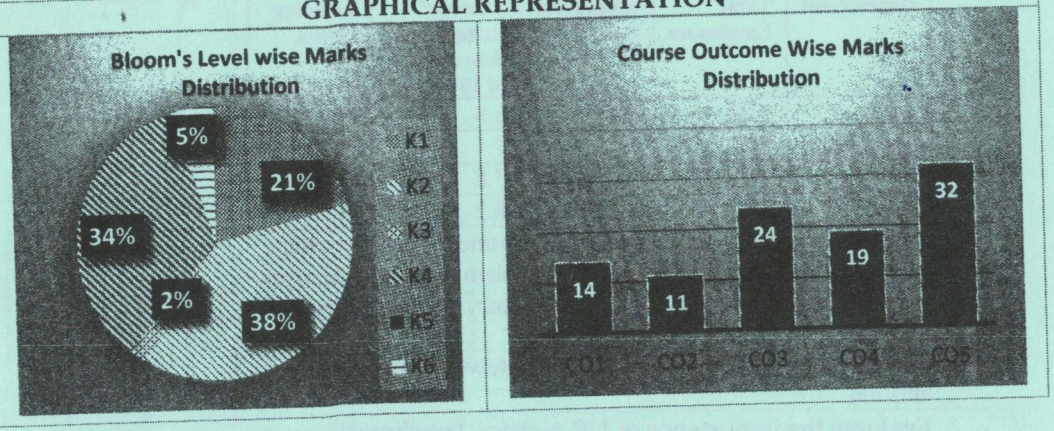




CO- Course Outcomes, KL- Knowledge Level, PO – Program Outcome

Course Outcomes	CO1	Understand the fundamentals of Human Resource Management and the strategic role of HR analytics in organizational decision-making.
	CO2	Develop knowledge and skills to collect, analyze, and interpret HR data for effective problem-solving and managerial decisions.
	CO3	Apply HR analytics processes including problem definition, data analysis, model building, and presentation of insights.
	CO4	Examine the role of HR analytics across the talent lifecycle including talent acquisition, performance management, employee development, and succession planning.
	CO5	Utilize HR analytics tools and benchmarking techniques to measure HR metrics, visualize data, and improve organizational performance.

GRAPHICAL REPRESENTATION



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[06-05-2026]
END SEM EXAMINATION
School of Commerce and Management

Program	**Master of Business Administration**		
Subject Name	**HR Analytics**	**Session**	**Even, 2025-26**
Semester	**IV**	**Year**	**April, 2026**
Time: 3 Hour **Max. Marks : 50**	• Start writing from 2nd page onwards; **don't Write on the 1st Page Backside** • **Answer all Questions of Section A (Compulsory)** • **Answer Any Four out of Six of Section B** • **Answer Any Two out of Four of Section C** • **Possession of Mobile Phones** or any kind of **Written Material, Arguments with the Invigilator or Discussing with Co-Student** will fall under **Unfair Means** and **Result** in the **Cancellation of the Papers.**		
Knowledge Level (KL)	**K1** : Remembering	**K3** : Applying	**K5** : Evaluating
	K2 : Understanding	**K4** : Analysing	**K6** : Creating

Section A (Each question Carry 01 Marks from Q1-i to x) – 10 Marks

Q. N 1	QUESTIONS	Marks	COs	KL
i	HR Analytics primarily refers to: a) Maintaining employee records b) Using data analysis to support decision making c) Conducting interviews only d) Preparing payroll statements	01	CO1	Kl.1
ii	Which of the following best describes data-driven decision making in HR? a) Decisions based on intuition only b) Decisions based on employee opinions c) Decisions supported by data and analysis d) Random decision making	01	CO1	KL2
iii	Which of the following is an important step in HR analytics problem-solving? a) Ignoring the problem b) Defining the problem clearly c) Eliminating data collection d) Avoiding analysis	01	CO3	KL2
iv	Which HR function commonly uses analytics to improve hiring decisions? a) Talent acquisition b) Office administration	01	CO4	Kl.2

	c) Transport management d) Security management			
v	Benchmarking in HR analytics is used to: a)Compare performance with industry standards b) Increase employee salaries c) Reduce working hours d) Eliminate performance reviews	01	CO5	KL2
vi	Which tool is commonly used for HR data visualization and dashboards? a) Microsoft Paint b) Tableau c) Notepad d) Python	01	CO5	KL1
vii	HR analytics helps organizations mainly to: a) Reduce employee engagement b) Improve decision making through data insights c) Eliminate HR departments d) Avoid performance evaluation	01	CO2	KL2
viii	Which stage of the talent lifecycle focuses on developing employees' skills? a) Recruitment b) Employee development c) Termination d) Retirement	01	CO4	KL1
ix	KPI dashboards in HR analytics are mainly used: a) Entertainment b) Monitoring key HR performance indicators c) Writing reports manually d) Storing physical documents	01	CO5	KL2
x	HR analytics models are developed mainly to: a) Replace employees b) Predict trends and support HR strategies c) Increase paperwork d) Eliminate training programs	01	CO3	KL3

Section B (Answer any FOUR out of SIX) – 20 Marks
(Each question Carry 5 Marks)

Q. No.	QUESTIONS	Marks	COs	KL
2	Explain the concept of HR Analytics and its importance in modern organizations.	05	CO1	KL2
3	Describe the role of HR analytics in supporting data-driven decision making.	05	CO2	KL2
4	Discuss the steps involved in collecting and analysing HR data.	05	CO3	KL3
5	Explain how HR analytics can support talent acquisition and employee development.	05	CO4	KL3
6	Discuss the importance of HR metrics and benchmarking techniques.	05	CO5	KL3
7	Explain the role of dashboards and visualization tools such as Excel and Tableau in HR analytics.	05	CO5	KL3

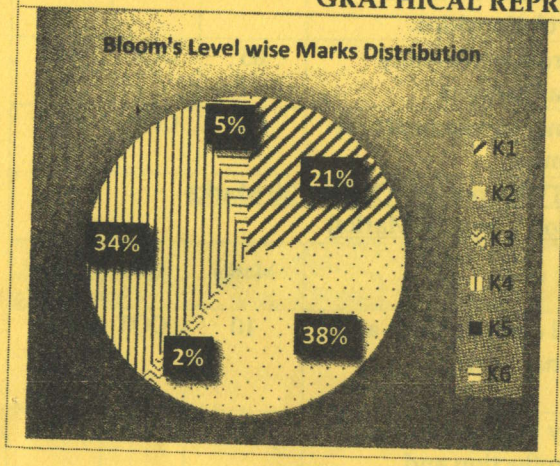
Section C (Answer any TWO out of FOUR) – 20 Marks
(Each question Carry 10 Marks)

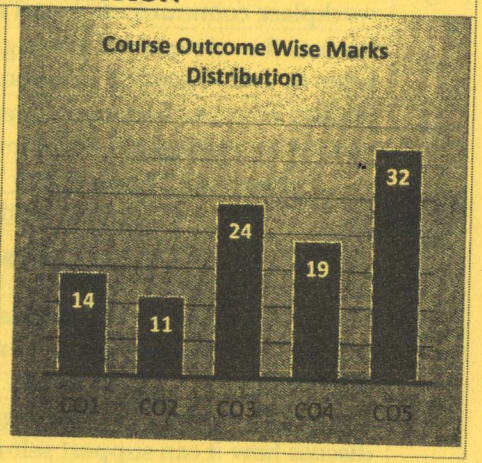
Q. No.	QUESTIONS	Marks	COs	KL
8	A company collected the following HR data for the last year: **Department** | **Total Employees** | **Employees Left** | **Average Engagement Score (out of 10)** | **Training Hours per Employee** Sales | 120 | 30 | 5.8 | 12 Marketing | 80 | 12 | 7.1 | 18 IT | 150 | 18 | 7.8 | 25 HR | 50 | 5 | 8.2 | 20 Calculate the attrition rate for each department. Identify which department has the highest attrition problem and why? Analyze the relationship between engagement score, training hours, and attrition. Recommend two HR analytics–based interventions to reduce attrition.	10	CO3	KL4
9	Evaluate the importance of HR metrics, benchmarking, and analytics tools in measuring and improving HR performance.	10	CO5	KL5
10	Analyze the role of HR analytics across the talent lifecycle including recruitment, performance management, and succession planning.	10	CO4	KL4
11	An organization collected the following data for 5 teams: **Team** | **Average Training Hours** | **Average Performance Score (out of 100)** | **Average Absenteeism (days/year)** | **Productivity Index** A | 10 | 68 | 9 | 70 B | 18 | 75 | 6 | 78 C | 25 | 88 | 4 | 90 D | 12 | 72 | 8 | 74 E | 20 | 82 | 5 | 85	10	CO5	KL5

CO- Course Outcomes, KL- Knowledge Level, PO – Program Outcome

Course Outcomes	CO1	Understand the concept, significance, and components of emotional intelligence in personal and workplace contexts.
	CO2	Recognize and manage emotions effectively to enhance self-awareness, self-regulation, empathy, and social skills.
	CO3	Apply emotional intelligence principles in managerial, leadership, communication, and conflict resolution situations.
	CO4	Analyze personal emotional patterns using frameworks such as Enneagram typology and emotional intelligence assessment tools.
	CO5	Utilize emotional intelligence techniques for personal development, relationship building, and continuous self-growth.

GRAPHICAL REPRESENTATION





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[07-05-2026]
END SEM EXAMINATION
School of Commerce and Management

Program	**Master of Business Administration**		
Subject Name	**Emotional Intelligence and Managerial Effectiveness**	**Session**	**Even, 2025-26**
Semester	**IV**	**Year**	**April, 2026**
Time: 3 Hour **Max. Marks : 50**	• Start writing from 2nd page onwards; don't Write on the 1st Page Backside • **Answer all Questions of Section A (Compulsory)** • **Answer Any Four out of Six of Section B** • **Answer Any Two out of Four of Section C** • **Possession of Mobile Phones or any kind of Written Material, Arguments with the Invigilator or Discussing with Co-Student will fall under Unfair Means and Result in the Cancellation of the Papers.**		
Knowledge Level (KL)	**K1 :** Remembering	**K3 :** Applying	**K5 :** Evaluating
	K2 : Understanding	**K4 :** Analysing	**K6 :** Creating

Section A (Each question Carry 01 Marks from Q1-i to x) – 10 Marks

Q. N 1	QUESTIONS	Marks	COs	KL
i	Emotional Intelligence primarily refers to the ability to: a) Memorize information efficiently b) Recognize and manage emotions in oneself and others c) Increase IQ levels d) Control organizational finances	01	CO1	KL1
ii	Which component of the Tripartite Brain Model is mainly responsible for emotions? a) Neocortex b) Reptilian Brain c) Limbic System d) Cerebellum	01	CO2	KL2
iii	Emotional hijacking occurs when: a) Logical thinking dominates emotions b) Emotions override rational thinking c) A person suppresses emotions completely d) Only positive emotions are experienced	01	CO2	KL2
iv	Which of the following is considered a key	01	CO3	KL1

	emotional competence? a) Data analysis b) Empathy c) Programming skills d) Financial accounting			
v	The Enneagram is primarily used to: a) Measure IQ b) Analyze personality types and emotional patterns c) Assess financial performance d) Evaluate marketing strategies	01	CO4	KL1
vi	Which of the following best supports effective relationship building in the workplace? a) Self-centered thinking b) Empathy and social skills c) Ignoring others' opinions d) Strict hierarchy	01	CO3	KL2
vii	Emotional intelligence assessments are mainly used to: a) Evaluate technical knowledge b) Measure emotional competencies c) Calculate productivity ratios d) Predict market demand	01	CO5	KL2
viii	Self-awareness in emotional intelligence refers to: a) Understanding one's emotions and their impact b) Ignoring emotional reactions c) Avoiding communication d) Delegating responsibility	01	CO2	KL2
ix	Which Enneagram application is most useful for managers? a) Financial planning b) Self-reflection and understanding team behaviour c) Inventory management d) Tax planning	01	CO4	KL3
x	Applying emotional intelligence in leadership mainly helps to: a) Increase hierarchy b)Improve team management and communication c) Reduce organizational learning d) Eliminate decision making	01	CO5	KL3

Section B (Answer any FOUR out of SIX) – 20 Marks
(Each question Carry 5 Marks)

Q. No.	QUESTIONS	Marks	COs	KL
2	Explain the concept of Emotional Intelligence and its significance in the workplace.	05	CO1	KL2
3	Describe the Tripartite Brain Model and its role in understanding emotions.	05	CO2	KL2
4	Discuss the importance of self-awareness and self-management in emotional intelligence.	05	CO2	KL3
5	Explain the role of empathy and social skills in workplace communication and relationships.	05	CO3	KL3
6	Discuss the relevance of Enneagram personality types in understanding emotional patterns.	05	CO4	KL3
7	Explain how emotional intelligence assessments can be used for managerial development.	05	CO5	KL3

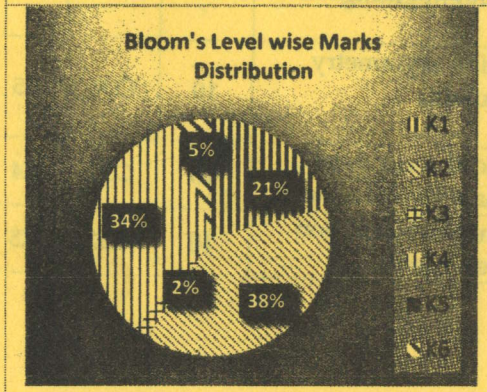
Section C (Answer any TWO out of FOUR) – 20 Marks
(Each question Carry 10 Marks)

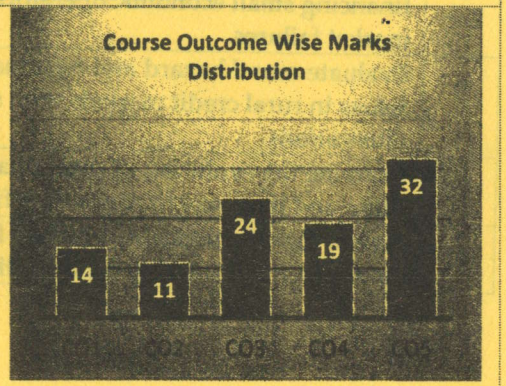
Q. No.	QUESTIONS	Marks	COs	KL
8	Discuss the concept of emotional competencies and explain how they contribute to managerial effectiveness in organizations.	10	CO3	KL4
9	Explain the Enneagram typology in detail and discuss how it can support self-reflection and personal growth.	10	CO4	KL4
10	Examine the role of emotional intelligence in leadership and team management with suitable examples.	10	CO5	KL4
11	Analyze the impact of emotional hijacking on managerial decision-making and suggest strategies for emotional regulation.	10	CO2	KL5

CO- Course Outcomes, KL- Knowledge Level, PO – Program Outcome

Course Outcomes	CO1	Understand the rationale and challenges of financing small economic operators.
	CO2	Comprehend the genesis, evolution, and strategies for achieving financial inclusion in rural financial services in India.
	CO3	Identify and analyze the composition of the Institutional Credit System (ICS) and different categories of institutions involved.
	CO4	Examine the policy initiatives in social banking, including nationalization of commercial banks, priority sector credit concept, and various subsidy-linked and non-subsidy-linked credit programs.
	CO5	Evaluate the Lead Bank Scheme (LBS) and Service Area Approach (SAA), their frameworks, coordination forums, and functioning.
	CO6	Explore the genesis, evolution, and different models of microfinance in India, with a specific focus on the Self Help Group-Bank Linkage Programme (SBLP).

GRAPHICAL REPRESENTATION





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[07-05-2026]
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School of Commerce and Management

Program	**Master of Business Administration**		
Subject Name	**Micro Finance**	**Session**	**Even, 2025-26**
Semester	**IV**	**Year**	**April, 2026**
Time: 3 Hour **Max. Marks : 50**	• Start writing from 2nd page onwards; **don't Write on the 1st Page Backside** • **Answer all Questions of Section A (Compulsory)** • **Answer Any Four out of Six of Section B** • **Answer Any Two out of Four of Section C** • **Possession of Mobile Phones** or any kind of **Written Material, Arguments with the Invigilator or Discussing with Co-Student** will comes under **Unfair Means** and will **Result** in the **Cancellation of the Papers.**		
Knowledge Level (KL)	**K1 :** Remembering	**K3 :** Applying	**K5 :** Evaluating
	K2 : Understanding	**K4 :** Analysing	**K6 :** Creating

Section A (Each question Carry 01 Marks from Q1-i to x) – 10 Marks

Q. N 1	QUESTIONS	Marks	COs	KL
i	Which situation best justifies state intervention in financing small economic operators? A) High profitability with low risk B) Perfect information flow C) Presence of adverse selection and moral hazard D) Excess private credit availability	01	CO1	K4
ii	Transaction costs in rural finance mainly affect which aspect of lending to small borrowers? A) Interest rate ceilings B) Credit access and outreach C) Monetary transmission D) Inflation control	01	CO1	K3
iii	Information asymmetry in rural credit markets primarily leads to: A) Higher savings rates B) Improved borrower screening C) Credit rationing D) Enhanced financial literacy	01	CO1	K4
iv	The distribution goal in financing small economic operators focuses on: A) Maximizing bank profits	01	CO1	K3

	B) Ensuring equitable credit access C) Reducing operational costs D) Enhancing liquidity ratios			
v	Moral hazard in micro-lending is most likely after: A) Loan application B) Loan appraisal C) Loan disbursement D) Credit sanction	01	CO1	K4
vi	Which financing challenge most directly increases the cost per loan in rural credit delivery? A) Scale of operations B) High transaction costs C) Interest subsidies D) Financial inclusion drives	01	CO1	K3
vii	Financial inclusion strategies in India primarily aim to: A) Replace informal finance entirely B) Integrate excluded populations into formal finance C) Eliminate cooperatives D) Reduce public sector banking	01	CO2	K3
viii	The precursor to social banking in India emphasized: A) Corporate lending B) Urban banking expansion C) Rural credit institutionalization D) Capital market development	01	CO2	K4
ix	Which development best reflects the evolution of rural financial services in India? A) Deregulation of interest rates B) Establishment of RRBs C) Privatization of banks D) Removal of priority sector norms	01	CO2	K3
x	A key limitation of early rural financial institutions was: A) Excessive technology use B) Urban bias in lending C) High digital penetration D) Over-regulation	01	CO2	K4

Section B (Answer any FOUR out of SIX) – 20 Marks
(Each question Carry 5 Marks)

Q. No.	QUESTIONS	Marks	COs	KL
2	Analyze how adverse selection affects lending decisions for small economic operators.	05	CO1	K4
3	Explain the trade-off between efficiency and equity in rural credit delivery.	05	CO1	K4
4	Assess the role of transaction costs in limiting micro-credit outreach.	05	CO1	K5
5	Briefly examine the evolution of rural financial services in India.	05	CO2	K3
6	Explain the role of financial inclusion in rural development.	05	CO2	K4
7	Evaluate the limitations of early rural banking initiatives in India.	05	CO2	K5

Section C (Answer any TWO out of FOUR) – 20 Marks
(Each question Carry 10 Marks)

Q. No.	QUESTIONS	Marks	COs	KL
8	Critically analyze the need for intervention in financing small economic operators, highlighting market failures.	10	CO1	K5
9	Evaluate moral hazard and information asymmetry issues in rural credit markets with suitable illustrations.	10	CO1	K5
10	Examine the evolution of rural financial services in India and their role in promoting financial inclusion.	10	CO2	K4
11	Assess the effectiveness of India's financial inclusion strategies in addressing rural credit exclusion.	10	CO2	K5

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Program	**Master of Business Administration**		
Subject Name	**Behavioral Finance**	**Session**	**Even, 2025-26**
Semester	**IV**	**Year**	**April, 2026.**
Time: 3 Hour **Max. Marks : 50**	• Start writing from 2nd page onwards; **don't Write on the 1st Page Backside** • **Answer all Questions of Section A (Compulsory)** • **Answer Any Four out of Six of Section B** • **Answer Any Two out of Four of Section C** • **Possession of Mobile Phones** or any kind of **Written Material, Arguments with the Invigilator or Discussing with Co-Student** will comes under **Unfair Means** and will **Result** in the **Cancellation of the Papers.**		
Knowledge Level (KL)	**K1 :** Remembering	**K3 :** Applying	**K5 :** Evaluating
	K2 : Understanding	**K4 :** Analysing	**K6 :** Creating

Section A (Each question Carry 01 Marks from Q1-i to x) – 10 Marks

Q. N 1	QUESTIONS	Marks	COs	KL
i	Overconfidence leads to: A. Less trading B. More trading C. No trading D. Rational trading	01	CO1	KL1
ii	Anchoring bias means: A. Ignoring data B. Relying on initial information C. Following crowd D. Avoiding risk	01	CO1	KL1
iii	Prospect theory focuses on: A. Final wealth B. Gains and losses C. Interest rates D. Inflation	01	CO1	KL1
iv	Ambiguity aversion relates to: A. Known risk B. Unknown risk C. No risk D. Arbitrage	01	CO1	KL1
v	Confirmatory bias refers to: A. Ignoring all data B. Seeking supporting evidence C. Random decisions D. Risk avoidance	01	CO1	KL1
vi	Value investing was popularized by: A. Keynes B. Graham C. Fisher D. Markowitz	01	CO1	KL1

vii	Status quo bias refers to: A. Frequent changes B. No change preference C. Risk-taking D. Arbitrage	01	CO1	KL1
viii	Loss aversion implies: A. Gains > losses B. Losses > gains C. Equal D. No risk	01	CO1	KL1
ix	Mental accounting relates to: A. Accounting rules B. Investor perception C. Taxation D. Auditing	01	CO1	KL1
x	High volatility leads to: A. Low risk perception B. High risk perception C. No effect D. Arbitrage	01	CO1	KL1

Section B (Answer any FOUR out of SIX) – 20 Marks
(Each question Carry 5 Marks)

Q. No.	QUESTIONS	Marks	COs	KL
2	Explain bounded rationality in real market conditions.	05	CO2	KL2
3	Wite a short note on Overconfidence and excessive trading	05	CO2	KL2
4	Explain confirmatory bias in research reports.	05	CO4	KL4
5	Explain value investing.	05	CO2	KL2
6	Explain external factors affecting investor behavior.	05	CO3	KL3
7	Explain behavioral factors affecting capital structure.	05	CO4	KL4

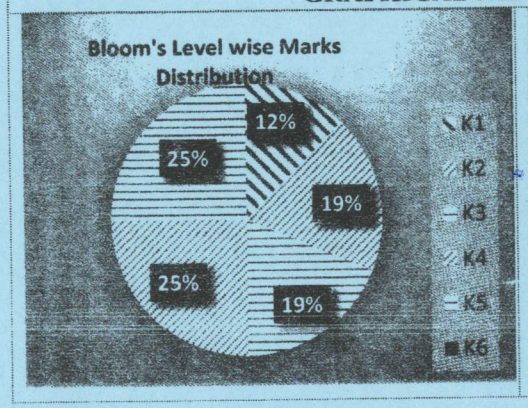
Section C (Answer any TWO out of FOUR) – 20 Marks
(Each question Carry 10 Marks)

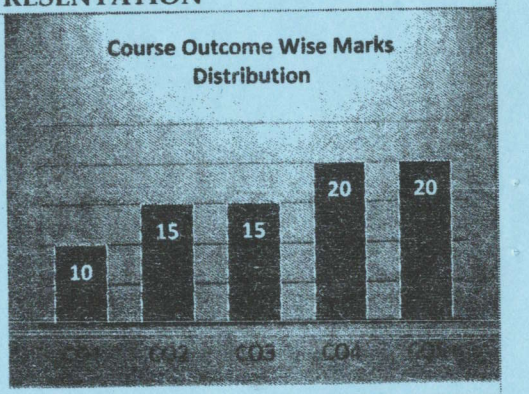
Q. No.	QUESTIONS	Marks	COs	KL
8	Explain various behavioural biases affecting investors.	10	CO3	KL3
9	Explain Prospect Theory and compare it with Expected Utility Theory.	10	CO4	KL4
10	Suggest measures to reduce biases in investment research.	10	CO5	KL5
11	Discuss biases affecting traders' decisions.	10	CO5	KL5

CO- Course Outcomes, **KL-** Knowledge Level, **PO** – Program Outcome

Course Outcomes	CO1	Define investment goals with clarity and understand the role of behavioral finance in defining investment goals in fund management, wealth management, and corporate investment strategy.
	CO2	Create equity/investment research reports that guard against biases and incorporate mechanisms to mitigate biases such as, confirmatory bias and non-Bayesian updating.
	CO3	Make investment decisions that are devoid of systematic biases and understand how biases like representativeness, overconfidence, over-optimism, and social herding impact investment decision making.
	CO4	Trade in assets without being tied down by systematic biases and recognize biases such as loss aversion, endowment bias, and the disposition effect.
	CO5	Develop strategies to minimize behavioural biases in personal and professional financial decision-making.

GRAPHICAL REPRESENTATION

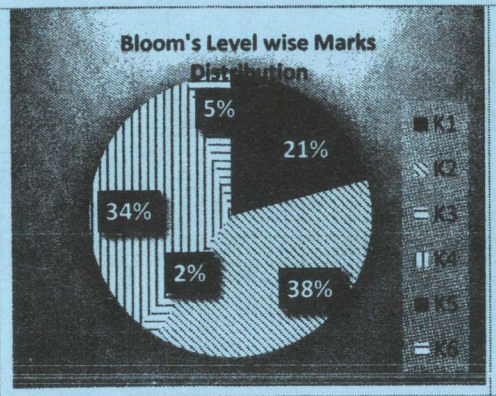


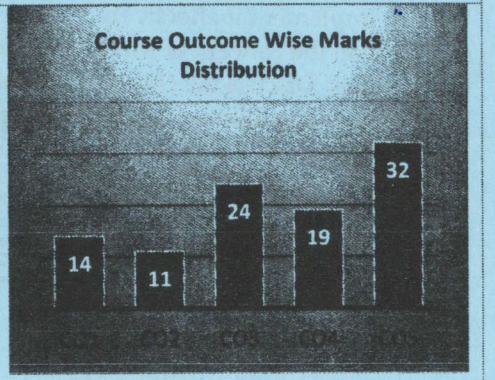


CO- Course Outcomes, **KL**- Knowledge Level, **PO** – Program Outcome

Course Outcomes	CO1	Classify different types of pay philosophies and strategies and their impact on employee motivation, performance, and organizational outcomes.
	CO2	Demonstrate the fundamental concepts and theories related to pay strategies in organizations.
	CO3	Examine the role of internal equity and external equity in designing compensation systems and ensuring fairness and competitiveness.
	CO4	Evaluate the challenges and opportunities associated with providing incentives to individuals and teams, and develop effective incentive plans.
	CO5	Evaluate the implications of international compensation practices and understand the factors influencing global compensation strategies.

GRAPHICAL REPRESENTATION





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[08-05-2026]
END SEM EXAMINATION
School of Commerce and Management

Program	**Master of Business Administration**		
Subject Name	**Incentives and Compensation Management**	**Session**	**Even, 2025-26**
Semester	**IV**	**Year**	**April, 2026**
Time: 3 Hour **Max. Marks: 50**	• Start writing from 2nd page onwards; **don't Write on the 1st Page Backside** • **Answer all Questions of Sectison A (Compulsory)** • **Answer Any Four out of Six of Section B** • **Answer Any Two out of Four of Section C** • **Possession of Mobile Phones** or any kind of **Written Material, Arguments with the Invigilator or Discussing with Co-Student** will fall under **Unfair Means** and **Result** in the **Cancellation of the Papers**.		
Knowledge Level (KL)	**K1** : Remembering	**K3** : Applying	**K5** : Evaluating
	K2 : Understanding	**K4** : Analysing	**K6** : Creating

Section A (Each question Carry 01 Marks from Q1-i to x) – 10 Marks

Q. N 1	QUESTIONS	Marks	COs	KL
i	A compensation strategy primarily defines an organization's approach to: a) Employee Discipline b) Pay and Benefits c) Marketing Plans d) Production Schedule	01	CO2	KL2
ii	Which type of incentive best addresses individual motivation in repetitive tasks? a) Profit-sharing b) Gain-sharing c) Piece-rate system d) Job rotation	01	CO2	KL3
iii	Internal equity focuses on fairness: a) Between different organizations b) Within the same job family c) Across similar roles in one organization d) Across geographic regions	01	CO3	KL2
iv	Which pay philosophy emphasizes rewarding employees based on measurable results? a) Seniority Pay b) Performance Based Pay c) Flat Pay d) Fixed Pay	01	CO1	KL2
v	Pay mix refers to the ratio between: a) Bonuses and Taxes b) Fixed Pay and Variable Pay	01	CO2	KL1

	c) Overtime and Leave d) Benefits and Pensions			
vi	A job evaluation is primarily conducted to ensure: a) External equity b) Internal equity c) Bonus payout d) Retirement benefits	01	CO3	KL1
vii	Moral hazard occurs when employees: a) Work overtime voluntarily b) A Take risks knowing others bear the cost c) Avoid teamwork d) Follow policies strictly	01	CO4	KL2
viii	An employee/workman is eligible for the payment of Bonus only if he/she has worked for _____ days during the last financial year. a) 26 Days b) 30 Days c) 31 Days d) 312 Days	01	CO4	KL2
ix	Team incentives may fail due to the free rider problem because some members: a) Work too fast b) Avoid responsibility but share rewards c) Exceed Targets d) Demand Higher Pay	01	CO4	KL4
x	Global pay strategies must balance competitiveness with: a) Local legal and cultural factors b) Weather Conditions c) Office Architecture d) Language Barriers	01	CO5	KL5

Section B (Answer any FOUR out of SIX) – 20 Marks
(Each question Carry 5 Marks)

Q. No.	QUESTIONS	Marks	COs	KL
2	Classify the key differences between fixed pay and variable pay? Provide one example for each.	05	CO2	KL2
3	Explain any compensation strategy used to address moral hazard in organizations.	05	CO2	KL2
4	Demonstrate the concept of gain sharing and how it helps in team-based performance improvement.	05	CO2	KL3
5	Explain the concept of Pay Mix and identify its main components. How does pay mix influence employee motivation?	05	CO1	KL5
6	Discuss the advantages and disadvantages of seniority-based pay systems in organizations.	05	CO2	KL2
7	What is the Free Rider Problem? Explain how it can affect team-based incentive plans in organizations.	05	CO2	KL2

Section C (Answer any TWO out of FOUR) – 20 Marks
(Each question Carry 10 Marks)

Q. No.	QUESTIONS	Marks	COs	KL
8	Define Compensation Strategy. Explain how an effective compensation strategy contributes to talent acquisition, talent retention, and organizational performance.	10	CO2	KL3
9	Explain the concepts of internal equity and external equity in compensation systems. Why are these important for maintaining fairness and competitiveness in organizations?	10	CO3	KL1
10	Discuss the concept of Risk Sharing in compensation systems. Explain its benefits and how organizations can implement it effectively.	10	CO3	KL4
11	Explain the concept of Moral Hazard in incentive systems. Discuss the causes of moral hazard and the methods organizations can use to reduce it.	10	CO4	KL2

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[09-05-2026]
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School of Commerce and Management

Program	**Master of Business Administration**		
Subject Name	**Strategic Financial Management**	**Session**	**Even, 2025-2026**
Semester	**IV**	**Year**	**April, 2026**
Time: 3 Hour **Max. Marks : 50**	• Start writing from 2nd page onwards; **don't Write on the 1st Page Backside** • **Answer all Questions of Section A (Compulsory)** • **Answer Any Four out of Six of Section B** • **Answer Any Two out of Four of Section C** • **Possession of Mobile Phones** or any kind of **Written Material, Arguments with the Invigilator or Discussing with Co-Student** will comes under **Unfair Means** and will **Result** in the **Cancellation of the Papers.**		
Knowledge Level (KL)	**K1** : Remembering	**K3** : Applying	**K5** : Evaluating
	K2 : Understanding	**K4** : Analysing	**K6** : Creating

Section A (Each question Carry 01 Marks from Q1-i to x) – 10 Marks

Q. N 1	QUESTIONS	Marks	COs	KL
i	Financial policy mainly focuses on: A) Marketing strategy B) HR policies C) Resource allocation decisions D) Production planning	01	CO1	K1
ii	Which stage involves evaluating alternative financial strategies? A) Implementation B) Planning C) Analysis D) Control	01	CO1	K2
iii	Certainty equivalent approach is used to: A) Eliminate risk B) Increase return C) Adjust cash flows for risk D) Reduce tax	01	CO2	K3
iv	Sensitivity analysis helps in: A) Fixing interest rates B) Reducing capital C) Measuring impact of variable changes D) Increasing dividend	01	CO2	K3
v	Corporate restructuring primarily aims at: A) Reducing profits B) Improving efficiency C) Increasing liabilities D) Avoiding tax	01	CO3	K2
vi	Takeovers are generally used for: A) Market expansion B) Cost increase C) Risk elimination D) Dividend payment	01	CO3	K3

vii	Capital structure decision involves choosing between: A) Assets and liabilities B) Debt and equity C) Sales and profit D) Cost and revenue	01	CO4	K2
viii	Lease financing is beneficial because it: A) Requires high initial investment B) Reduces liquidity C) Avoids ownership D) Increases debt burden	01	CO4	K3
ix	Dividend policy affects: A) Employee satisfaction B) Firm valuation C) Production capacity D) Inventory level	01	CO5	K2
x	Management Buyout (MBO) refers to: A) Selling assets externally C) Issuing shares publicly B) Managers purchasing company ownership D) Debt repayment	01	CO5	K3

Section B (Answer any FOUR out of SIX) – 20 Marks
(Each question Carry 5 Marks)

Q. No.	QUESTIONS	Marks	COs	KL
2	Explain the importance of financial planning in achieving corporate objectives.	05	CO1	K2
3	Describe various techniques used in investment decision-making under risk.	05	CO2	K3
4	Discuss the concept of mergers and their impact on shareholder value.	05	CO3	K4
5	Explain the factors influencing capital structure decisions.	05	CO4	K4
6	Analyze the relationship between dividend policy and firm valuation.	05	CO5	K4
7	Discuss the role of financial models in strategic decision-making.	05	CO1	K3

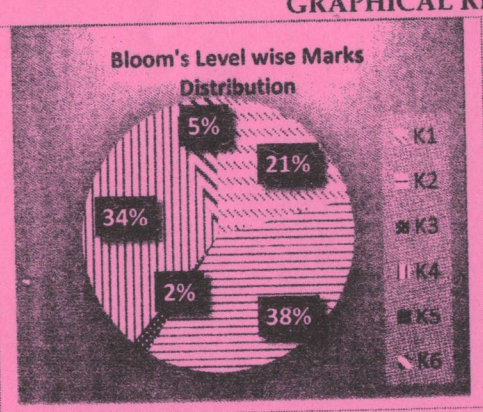
Section C (Answer any TWO out of FOUR) – 20Marks
(Each question Carry 10 Marks)

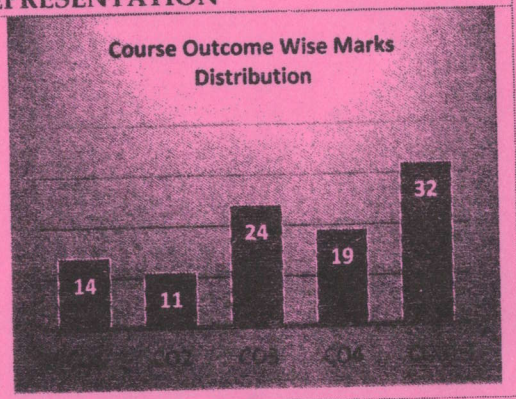
Q. No.	QUESTIONS	Marks	COs	KL
8	Evaluate the process of financial planning and its role in strategic financial management.	10	CO1	K4
9	Analyze different methods of handling risk and uncertainty in investment decisions.	10	CO2	K4
10	Examine various forms of corporate restructuring and their implications for business performance.	10	CO3	K5
11	Critically evaluate financing strategies including leasing and hybrid securities.	10	CO4	K5

CO- Course Outcomes, **KL**- Knowledge Level, **PO** – Program Outcome

Course Outcomes	CO1	Understand the concepts and techniques of financial policy and strategic planning.
	CO2	Apply investment decision-making techniques under risk and uncertainty.
	CO3	Analyze the implications of shareholder value creation and corporate restructuring.
	CO4	Evaluate different financing strategies and their impact on capital structure planning.
	CO5	Examine dividend policy and its relationship with firm valuation.

GRAPHICAL REPRESENTATION



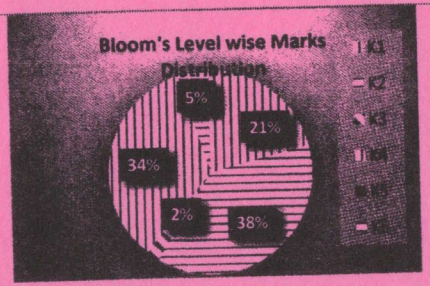


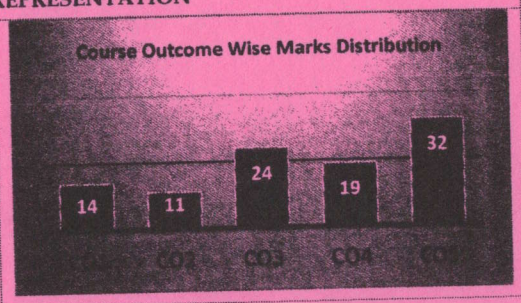
11	Orion Manufacturing Ltd., a mid-sized automobile components company, has recently been facing increasing tensions between management and employees. The company introduced a new performance-linked incentive (PLI) system aimed at improving productivity. However, the employees feel that the criteria for incentives are unclear and biased in favor of certain departments. Over the past three months, there has been a noticeable decline in morale, increased absenteeism, and a rise in informal complaints. The workers' union has also raised concerns, stating that the management did not adequately consult employees before implementing the new system. Supervisors, on the other hand, feel that employees are resisting change and are unwilling to adapt to performance expectations. The situation has escalated to the point where the union is considering organizing a protest if their concerns are not addressed. The HR department is now under pressure to restore trust, improve communication, and prevent further deterioration of employee relations. Analyze the employee relations issues in the case and suggest a comprehensive strategy for HR to resolve the conflict and improve workplace harmony.	10	CO4 CO5	K3 K4 K5

CO- Course Outcomes, **KL**- Knowledge Level, **PO** – Program Outcome

Course Outcomes	CO1	Understand the basics and functionality of Employee Relations.
	CO2	Classify trade unions and their contributions in Industrial relations
	CO3	Demonstrate the skills as a negotiator essentially required in the industrial Environment
	CO4	Examine the various provisions and implications of labour legislation in India
	CO5	Evaluate the mechanism of Industrial Dispute and their settlement by making use of various technique.

GRAPHICAL REPRESENTATION





ARKA JAIN University
Jharkhand

NAAC GRADE A
ACCREDITED UNIVERSITY

[09-05-2026]
END SEM EXAMINATION
School of Commerce & Management

Program	**Master of Business Administration**		
Subject Name	**Employee Relationship**	**Session**	**Even, 2025-26**
Semester	**IV**	**Year**	**April, 2026**
Time: 3 Hour **Max. Marks : 50**	• Start writing from 2nd page onwards; don't Write on the 1st Page Backside • Answer all Questions of Section A (Compulsory) • Answer Any Four out of Six of Section B • Answer Any Two out of Four of Section C • Possession of Mobile Phones or any kind of Written Material, Arguments with the Invigilator or Discussing with Co-Student will comes under Unfair Means and will Result in the Cancellation of the Papers.		
Knowledge Level (KL)	**K1 :** Remembering	**K3 :** Applying	**K5 :** Evaluating
	K2 : Understanding	**K4 :** Analysing	**K6 :** Creating

Section A (Each question Carry 01 Marks from Q1-i to x) – 10 Marks

Q. N1	QUESTIONS	Marks	COs	KL
i	What is the primary objective of employee relations? a) Maximizing profits b) Maintaining harmonious employer–employee relationships c) Increasing automation d) Reducing workforce size	01	CO2	K3
ii	Which of the following is a key component of employee relations? a) Financial accounting b) Industrial relations c) Marketing strategy d) Supply chain management	01	CO1	K2
iii	What does a grievance redressal mechanism primarily aim to do? a) Increase employee workload b) Resolve employee complaints effectively c) Monitor employee attendance d) Improve company profits directly	01	CO2	K4
iv	Which of the following best describes collective bargaining? a) Individual negotiation between employee and employer b) Negotiation between employer and group of	01	CO4	K2

	employees or union c) Hiring new employees d) Performance appraisal process			
v	What is the role of a trade union in employee relations? a) To maximize employer profits b) To represent employee interests c) To recruit employees d) To evaluate performance	01	CO4	K4
vi	Which of the following is an indicator of poor employee relations? a) High employee engagement b) Low absenteeism c) Frequent conflicts and disputes d) Strong communication channels	01	CO5	K3
vii	What is meant by 'employee voice'? a) Employee speaking skills b) Employee participation in decision-making c) Employee complaints only d) Employee training sessions	01	CO3	K3
viii	What is a lockout in industrial relations? a) Employees refusing to work b) Employer preventing employees from working c) Employees demanding higher wages d) A form of training program	01	CO2	K1
ix	Which of the following helps in improving employee relations? a) Poor communication b) Transparent policies c) Ignoring grievances d) Lack of feedback	01	CO3	K2
x	Which one of the following is a type of dispute a) Arbitration b) Agreement c) Fast Track Court d) Consumer Court	01	CO3	K3

Section B (Answer any FOUR out of SIX) – 20 Marks
(Each question Carry 5 Marks)

Q. No.	QUESTIONS	Marks	COs	KL
2	Which act in the employee relation field is most employee friendly and is utilised by the organisation and the employees are largely benefitted?	05	CO1 CO2	K1 K2
3	What aspects can improve the employee relations?	05	CO2	K2
4	There has been a rise in absenteeism in a department where employees feel their grievances are not being heard. What underlying issue does this indicate? What mechanism can HR introduce to resolve it?	05	CO2	K3
5	An organization notices an increase in employee complaints regarding unfair workload distribution across teams. What employee relations issue is reflected here? Suggest one HR intervention to address it.	05	CO5	K3
6	Employees in a manufacturing unit have started showing resistance to a new shift policy introduced without prior consultation. What is the key employee relations concern in this situation? What should management have done differently?	05	CO5	K5
7	A company finds that communication between supervisors and workers is weak, leading to frequent misunderstandings and conflicts. Identify the core employee relations problem. Suggest one practical step to improve the situation.	05	CO5	K5

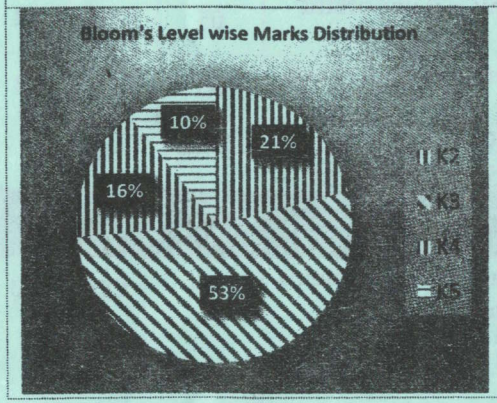
Section C (Answer any TWO out of FOUR) – 20 Marks
(Each question Carry 10 Marks)

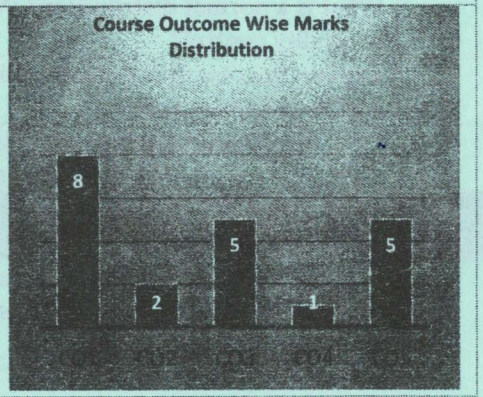
Q. No.	QUESTIONS	Marks	COs	KL
8	What is the Factories Act 1948 and what are the various provisions of health, safety and welfare of the workers as per the act.	10	CO3	K5
9	What is Industrial Conflict and how is it different from an Industrial dispute, which can lead to a lockdown?	10	CO4 CO5	K5
10	Recently the government has brought about changes in the salary in hand of the employee with related changes in the employee provident fund, Discuss the advantages and disadvantages of the change that has been made and why has it been initiated? Does it help the employee or not?	10	CO3 CO4	K4

CO- Course Outcomes, **KL**- Knowledge Level, **PO** – Program Outcome

Course Outcomes	CO1	Understand and apply Total Quality Management principles and practices in various business contexts.
	CO2	Master the tools and techniques of quality control, including Six Sigma DMAIC and Value Stream Mapping.
	CO3	Utilize Statistical Process Control and software tools for quality analysis.
	CO4	Analyze and implement quality management in supply chain and service sectors.
	CO5	Develop skills in quality inspection, reliability analysis, and Design of Experiments.

GRAPHICAL REPRESENTATION





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[11-05-2026]
END SEM EXAMINATION
School of Commerce & Management

Program	**Master of Business Management**		
Subject Name	**IV**	**Session**	**Even, 2025-26**
Semester	**Total Quality Management**	**Year**	**April, 2026**
Time: 3 Hour Max. Marks : 50	• Start writing from 2nd page onwards; **don't Write on the 1st Page Backside** • **Answer all Questions of Section A (Compulsory)** • **Answer Any Four out of Six of Section B** • **Answer Any Two out of Four of Section C** • **Possession of Mobile Phones** or any kind of **Written Material, Arguments with the Invigilator or Discussing with Co-Student** will comes under **Unfair Means** and will **Result** in the **Cancellation of the Papers**.		
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Section A (Each question Carry 01 Marks from Q1-i to x) – 10 Marks

Q. N 1	QUESTIONS	Marks	COs	KL
i	Which stage ensures quality before production begins? (A) Inspection (B) Quality Control (C) Quality Assurance (D) Testin	01	CO1	K2
ii	CWQM stands for: (A) Central Work Quality Management (B) Company-Wide Quality Management (C) Continuous Work Quality Method (D) Control Work Quality Model	01	CO1	K2
iii	Quality of performance mainly focuses on: (A) Design stage (B) Manufacturing stage (C) Customer usage and satisfaction (D) Inspection stage	01	CO3	K2
iv	In SPC, special causes of variation are also called: (A) Common causes (B) Assignable causes (C) Random causes (D) Natural causes	01	CO1	K3

v	Consider the following statements regarding Statistical Process Control (SPC): 1. A process can be improved even if it is not in a state of statistical control. 2. Type II error refers to the failure of a control chart to detect an actual shift in the process. 3. CUSUM charts are more effective than traditional control charts in detecting small and persistent shifts. (A) Only 1 and 2 are correct (B) Only 2 and 3 are correct (C) Only 1 and 3 are correct (D) All 1, 2 and 3 are correct	01	CO5	K3
vi	Which type of error leads to missing an actual process shift? (A) Type I error (B) Type II error (C) Sampling error (D) Measurement error	01	CO3	K3
vii	Stratification pattern in control charts shows: (A) Wide variation (B) Random variation (C) Tight clustering near the center line (D) Increasing trend	01	CO2	K3
viii	Which chart is used when subgrouping is not possible? (A) R-chart (B) X-bar chart (C) I-MR chart (D) C-chart	01	CO2	K3
ix	CUSUM charts are useful for detecting: (A) Large shifts only (B) No variation (C) Small and gradual shifts (D) Random errors	01	CO5	K3
x	In a normal distribution, most values lie: (A) At extremes (B) Near the mean (C) Outside limits (D) At zero	01	CO5	K4

Section B (Answer any FOUR out of SIX) – 20 Marks
(Each question Carry 5 Marks)

Q. No.	QUESTIONS	Marks	COs	KL
2	Why inspection is considered a limited approach to quality management? Explain.	05	CO1	K2
3	Explain the role of functional value in determining product quality.	05	CO2	K4
4	What is meant by proactive quality? Why is it important in modern production systems?	05	CO1	K5
5	Explain the concept of common causes and assignable causes of variation.	05	CO3	K3
6	What is a normal distribution? Why is it important in quality control?	05	CO3	K2
7	Explain the concept of stratification in control charts and its possible causes.	05	CO5	K3

Section C (Answer any TWO out of FOUR) – 20 Marks
(Each question Carry 10 Marks)

Q. No.	QUESTIONS	Marks	COs	KL
8	A quality control inspector takes a sample of 5 items from a process. The observations are: 22, 25, 24, 23, 26 **Calculate:** a. Sample Mean ($\bar{X}$) b. Range (R)	10	CO1	K3
9	Explain the concept of quality lifecycle. Discuss quality of design, conformance, and performance in detail with examples.	10	CO4	K4
10	Discuss the importance of bringing a process under statistical control. What challenges arise if a process is not stable?	10	CO3	K5
11	Discuss the limitations of traditional control charts. How do advanced tools like CUSUM charts help overcome these limitations?	10	CO5	K3