

BACHELOR OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)
B.B.A. Sem-IV : SUMMER : 2026
SUBJECT: DESIGN THINKING & INNOVATION MANAGEMENT

Day : Friday
Date : 15/05/2026

S-26191-2026

Time : 10:00 AM-01:00 PM
Max. Marks : 60

N.B.:

- 1) All Sub. – Questions of Q. No.1 is **COMPULSORY**.
- 2) Section – I (MCQ type) write the Sub Question No. and the chosen alternative (eg. ib, iic, ----) in the answer book.
- 3) Attempt any **FIVE** questions from Section – **II**. Each question carries 08 marks.
- 4) Attempt any **ONE** question from Section – **III**. Each question carries 10 marks.
- 5) Figures to the **RIGHT** indicate **FULL** marks.
- 6) Answers to section I, II & III should be written in the **SAME** answer book.

SECTION – I

Q.1 Multiple Choice Questions: (M.C.Q.):

(10)

- i) Traditional design is generally characterized by:
 - i) Linear stages from brief to final solution
 - ii) Continuous iteration with users at every step
 - iii) No defined process
 - iv) Purely financial objectives
- ii) The composition of a design includes:
 - i) Only legal aspects
 - ii) Arrangement of form, color, balance, and space
 - iii) Tax and audit elements
 - iv) HR and payroll
- iii) “Standing in the shoes of others” mainly supports which design activity?
 - i) Cost estimation
 - ii) Empathy building and user understanding
 - iii) Plant layout
 - iv) Inventory control
- iv) Visual thinking in design teams helps to:
 - i) Reduce collaboration
 - ii) Communicate ideas through sketches and diagrams
 - iii) Replace all documentation
 - iv) Decide salaries
- v) Sketching in concept development is mainly used to:
 - i) Finalize legal contracts
 - ii) Rapidly explore and communicate ideas
 - iii) Test final prototypes only
 - iv) Conduct financial audits
- vi) Wooden models are typically used for:
 - i) High-volume manufacturing
 - ii) Quick physical form studies and basic ergonomics
 - iii) Software simulation
 - iv) Legal documentation
- vii) Experimenting/testing with prototypes mainly aims to:
 - i) Increase paperwork
 - ii) Validate assumptions, collect feedback, and improve design
 - iii) Replace all user research
 - iv) Decide employees’ salaries
- viii) Brainstorming is governed by the rule of:
 - i) Criticize every idea immediately
 - ii) Defer judgment and encourage wild ideas
 - iii) Accept only safe ideas
 - iv) Limit number of ideas strictly

P.T.O.

- ix) Innovation in entrepreneurship primarily means:
- i) Any change in organization
 - ii) Implementing creative ideas that create value in the market
 - iii) Increasing staff size only
 - iv) Only cutting costs
- x) Diffusion of innovation theory mainly focuses on:
- i) Income distribution
 - ii) Adoption patterns of new ideas and products over time
 - iii) Organizational charts
 - iv) Accounting standards

SECTION – II

- Q.2** Explain the idea of “breaking patterns” in innovative design. How can reframing existing design problems lead to better solutions? Use at least two examples from designs around us. **(08)**
- Q.3** Assume you have developed a unique packaging concept for an FMCG product. Apply your understanding of patents and intellectual property to outline how you would protect this design legally and commercially. **(08)**
- Q.4** Consider a new wearable health device. Analyse which prototyping technologies you would use at different stages and justify your choices based on objectives and constraints. **(08)**
- Q.5** Consider a startup introducing a disruptive digital payment solution. Apply diffusion of innovation theory to design strategies for targeting innovators, early adopters, and early majority segments effectively. **(08)**
- Q.6** Analyse the relationship between creativity and design thinking. How do components of creative performance influence the effectiveness of design thinking projects? **(08)**
- Q.7** Write short notes on **ANY TWO** of the following: **(08)**
- a) Principles of prototyping
 - b) Components of creative performance
 - c) Organizational drivers of innovation

SECTION – III

- Q.8** Critically evaluate the practice of “breaking patterns” in innovative design. Under what conditions can it lead to success or failure? Support your answer with real or hypothetical examples. **(10)**
- Q.9** Design a process for forming and managing a design team to develop a smart home device. Include roles, communication methods, and concept generation techniques in your created process. **(10)**

BACHELOR OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)**B.B.A. Sem-IV : SUMMER : 2026****SUBJECT: INTERNATIONAL BUSINESS**

Day : Wednesday

Date : 13/05/2026

S-26190-2026

Time : 10:00 AM-01:00 PM

Max. Marks : 10

NB :

1. Answers to Section I, II and III should be written in same answer book.
2. Section -I (MCQ) all sub-questions of Q. No. 1 are COMPULSORY, write the sub-question no. and the chosen alternative (eg. 1b, 2c) in the answer book.
3. Section-I (MCQ) is of 10 marks and Section-II and onwards are of 50 marks.

SECTION - I

- Q. 1 MCQs
- 1) The mode of entering international business with least risk to the firm is CO1 BT6 (1)
- (a) Indirect Exports
(b) Direct Exports
(c) Management Contract
(d) Turnkey Project
- 2) If a US bank (USI) holds an account with an Indian bank (SBI) in INR, this is CO1 (1)
an _____ account for SBI.
(a) Nostro account
(b) Vostro account
(c) Loro account
(d) Foreign bank account
- 3) _____ is the oldest International Trade theory. CO1 (1)
(a) Mercantilism Theory
(b) Theory of Absolute Advantage
(c) Theory of Comparative Advantage
(d) Theory of Comparative Advantage
- 4) According to Adam Smith, the trade between countries should happen CO1 BT1 (1)
_____.
(a) naturally according to the market forces
(b) under government regulation
(c) using factors that are available
(d) only when a country has an absolute advantage
- 5) A system where the exchange rate is determined by market forces (demand and supply) but the central bank intervenes to reduce fluctuation is known as CO4 BT5 (1)
_____.
(a) Fixed Exchange Rate System
(b) Flexible Exchange Rate System
(c) Managed Floating Exchange Rate System
(d) Hybrid Exchange Rate System

- 6) If the exchange rate moves from 1 USD = 50 INR to 1 USD = 60 INR, what has happened? CO4 BT5 (1)
- (a) The INR has appreciated
 - (b) The USD has depreciated
 - (c) The INR has depreciated
 - (d) The value of the USD is unaffected
- 7) WTO stands for _____ CO3 (1)
- (a) World Technology Association
 - (b) World Time Organization
 - (c) World Trade Organization
 - (d) World Tourism Organization
- 8) Balance of Trade (BOT) is the difference between _____ CO1 BT5 (1)
- (a) Import and export of services
 - (b) Total exports and total imports
 - (c) Capital receipts and capital payments
 - (d) Value of visible exports and value of visible imports
- 9) The countries which formed the NAFTA group in January, 1994 are CO2 BT2 (1)
- (a) USA, Canada, Cuba, Trinidad and Tobago
 - (b) USA, Canada, Mexico
 - (c) Cuba, Mexico, USA, Havana
 - (d) Trinidad, The USA, Mexico
- 10) Which of the following is NOT a member of the South Asian Association for Regional Cooperation (SAARC)? CO2 BT1 (1)
- (a) Brazil
 - (b) India
 - (c) Maldives
 - (d) Nepal

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BACHELOR OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)

B.B.A. Sem-IV : SUMMER : 2026

SUBJECT: INTERNATIONAL BUSINESS

Day : Wednesday

Date : 13/05/2026

S-26190-2026

Time : 10:00 AM-01:00 PM

Max. Marks : 50

NB :

1. Figures to the right indicate FULL marks.
2. Section – III - Q. No. 6 is COMPULSORY, it carries 10 marks and attempt any TWO questions from rest of questions in Section III, each carries 08 marks.
3. Section – II - attempt any THREE questions. Each questions carries 08 marks.

SECTION - II

- | | | |
|------|--|-------------|
| Q. 2 | Explain the different stages of Internationalization. | CO1 BT2 (8) |
| Q. 3 | What is Globalization of Market and Globalization of Production? | CO1 BT1 (8) |
| Q. 4 | Elucidate the Functions of World Bank. | CO3 (8) |
| Q. 5 | Attempt ANY TWO of the following: (Short Notes) | (4x2) |
| | a) Scope of International Business | CO1 |
| | b) Fixed versus Flexible Exchange Rate | CO4 BT5 |
| | c) Functions of NAFTA | CO2 |

SECTION - III

- | | | |
|------|--|--------------|
| Q. 6 | Examine the four determinants in the Porter's Diamond Model. | CO1 BT6 (10) |
| Q. 7 | Summarize the factors affecting Foreign Exchange Rate. | CO4 BT5 (8) |
| Q. 8 | What is Balance of Trade (BOT) and Balance of Payment (BOP)? What are the components of BOP? | CO3 BT1 (8) |
| Q. 9 | Describe the functions and structure of SAARC. | CO2 BT6 (8) |

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BACHELOR OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)
B.B.A. Sem-IV : SUMMER 2026
SUBJECT : RESEARCH METHODOLOGY

Day : Monday
Date : 18/05/2026

S-26192-2026

Time : 10:00 AM-01:00 PM
Max. Marks : 60

N.B.:

- 1) All Sub- Questions of **Q. No.1** is **COMPULSORY**.
- 2) Section – I (MCQ) write the sub question No and the chosen alternative (eg. **ib, iic**) in the answer book.
- 3) Attempt any **THREE** questions from Section – **II**. Each question carries **08** marks.
- 4) Section – **III**. Q. 6 is **COMPULSORY** carries **10** marks. Attempt any **TWO** question from rest of the question.
- 5) Figures to the right indicate **FULL** marks.
- 6) Answers to Section – **I, II** and **III** should be written in the **SAME** answer book.

SECTION – I

Q. 1 MCQ:

- | | CO | BL |
|--|----|----------|
| i) The primary objective of research in business management is to: | 1 | Remember |
| a) Increase employee workload | | |
| b) Support decision-making with systematic analysis | | |
| c) Reduce production only | | |
| d) Eliminate competition | | |
| ii) Which of the following is an example of applied research? | 1 | Remember |
| a) Studying human behavior theories | | |
| b) Developing a marketing strategy for a company | | |
| c) Research on historical events | | |
| d) Research on philosophy of science | | |
| iii) The first step in the research process is | 2 | Remember |
| a) Data analysis | | |
| b) Hypothesis testing | | |
| c) Defining the research problem | | |
| d) Report writing | | |
| iv) A hypothesis in research is best described as: | 2 | Remember |
| a) A final conclusion of the study | | |
| b) A tentative statement to be tested | | |
| c) A type of data collection tool | | |
| d) A statistical software | | |
| v) In a census survey, data is collected from: | 3 | Remember |
| a) Only selected respondents | | |
| b) A small sample of population | | |
| c) Every unit of the population | | |
| d) Only urban respondents | | |
| vi) Sampling is mainly used in research because it: | 3 | Remember |
| a) Increases population <u>size</u> | | |
| b) Saves time and cost | | |
| c) Eliminates analysis | | |
| d) Avoids data collection | | |

P.T.O.

- vii) The process of converting raw data into meaningful information is known as: 4 Remember
- Sampling
 - Data processing
 - Forecasting
 - Experimentation
- viii) Which of the following is generally the first step in data processing? 4 Remember
- Interpretation
 - Coding
 - Editing
 - Tabulation
- ix) The primary purpose of a research report is to: 5 Remember
- Increase the length of research work
 - Communicate research findings systematically
 - Avoid data interpretation
 - Replace data collection methods
- x) Which of the following is generally included in the format of a research report? 5 Remember
- Title page
 - Methodology
 - Findings and conclusion
 - All of the above

SECTION – II

		CO	BL
Q.2	Describe various types of Research with a suitable example. (08)	1	Understand
Q.3	Explain the various steps involved in Research Process (08)	2	Apply
Q.4	Illustrate the concepts of Uni-variate, bi- variate and multivariate analysis of data. (08)	4	Analyze
Q.5	Write short notes on any TWO: (08)		
	a) Census	4	Understand
	b) Qualities of good researcher	1	Understand
	c) Ethical issues in Research	5	Understand

SECTION – III

		CO	BL
Q.6	A startup food delivery company operating in Pune wants to understand why many college students are switching to competing apps. The company plans to conduct a survey among BBA students and working professionals aged 18–30. Management wants information about delivery speed, food quality, app usability, discounts, and customer satisfaction. The company now wants to design a better questionnaire that provides unbiased and useful responses. Construct a questionnaire for the company. (10)	2	Create
Q.7	A retail supermarket chain in Pune wants to study the impact of discount offers on customer purchase behaviour. As a researcher, prepare a suitable research design by explaining: (08)	2	Create
	- Type of research - Sampling method - Data collection tools		

- | | | | | |
|-----|---|------|---|------------|
| Q.8 | What do you mean by Plagiarism? Discuss Various types of Plagiarism. | (08) | 5 | Understand |
| Q.9 | Distinguish between Primary and Secondary Sources of Data Collection. | (08) | 3 | Analyze |

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BACHELOR OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)

B.B.A. Sem-IV : SUMMER : 2026

SUBJECT: CORPORATE LAW

Day : Wednesday

Date : 20/05/2026

S-26193-2026

Time : 10:00 AM-01:00 PM

Max. Marks : 10

NB :

1. Answers to Section I, II and III should be written in same answer book.
2. Section -I (MCQ) all sub-questions of Q. No. 1 are COMPULSORY, write the sub-question no. and the chosen alternative (eg. 1b, 2c) in the answer book.
3. Section-I (MCQ) is of 10 marks and Section-II and onwards are of 50 marks.

SECTION - I

- Q. 1 MCQs
- 1) The first step in the formation of a company is: CO1 (1)
 - A. Certificate of Incorporation
 - B. Promotion
 - C. Capital subscription
 - D. Commencement of business
 - 2) First directors are usually appointed by: CO1 (1)
 - A. Shareholders
 - B. Promoters
 - C. MOA subscribers
 - D. Government
 - 3) The Audit Committee is primarily responsible for: CO2 (1)
 - A. Marketing decisions
 - B. Financial reporting and disclosure
 - C. Production management
 - D. Employee recruitment
 - 4) Which body protects investors in the securities market? CO2 BT1 (1)
 - A. SEBI
 - B. RBI
 - C. IRDAI
 - D. NABARD
 - 5) Which of the following is a component of capital market? CO3 BT1 (1)
 - A. Money market
 - B. Stock market
 - C. Commodity market
 - D. Forex market
 - 6) An agreement enforceable by law is called: CO3 (1)
 - A. Promise
 - B. Proposal
 - C. Offer
 - D. Contract
 - 7) The main regulatory body for corporate governance in India is: CO4 (1)
 - A. RBI

B. NABARD

C. SEBI

D. IRDAI

- 8) Independent directors are appointed to: CO4 BT6 (1)
A. Ensure unbiased decisions
B. Increase profits
C. Reduce costs
D. Manage daily operations
- 9) Winding up of a company means: CO4 (1)
A. Expansion of business
B. Dissolution process of a company
C. Merger of company
D. Sale of shares
- 10) The process of winding up of company is governed by: CO4 BT3 (1)
A. Companies Act, 2013
B. Income Tax Act
C. Contract Act
D. GST Act

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BACHELOR OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)

B.B.A. Sem-IV : SUMMER : 2026

SUBJECT: CORPORATE LAW

Day : Wednesday

Date : 20/05/2026

S-26193-2026

Time : 10:00 AM-01:00 PM

Max. Marks : 50

NB :

1. Figures to the right indicate FULL marks.
2. Section – III - Q. No. 6 is COMPULSORY, it carries 10 marks and attempt any TWO questions from rest of questions in Section III, each carries 08 marks.
3. Section – II - attempt any THREE questions. Each questions carries 08 marks.

SECTION - II

- Q. 2 Describe the procedure for formation of a company under the Companies Act. CO1 BT3 (8)
- Q. 3 "Prevention of mismanagement is essential for the protection of shareholders and public interest." Elaborate the statement with suitable examples. CO2 BT6 (8)
- Q. 4 Discuss the role of the capital market in the economic development of a country. CO3 BT2 (8)
- Q. 5 Attempt ANY TWO of the following: (Short Notes) (4x2)
- | | |
|--|-----|
| a) Social responsibility of business | CO3 |
| b) Types of IPR (Intellectual Property Rights) | CO3 |
| c) Role of the Tribunal in winding up of company | CO3 |

SECTION - III

- Q. 6 Sandhya is a manager in the finance department of Quora Pharma Ltd., a listed company. CO2 BT6 (10)
During an internal meeting, she gets knowledge about the company is going to acquire other Pvt. Ltd. company. The acquisition is expected to increase the company's market value and share price. This information has not yet been announced to the public.
- Before the official announcement, she and her brother bought some shares of her company. A week later, the company publicly announces the acquisition. The share price of "Quora Pharma Ltd." is raised in the public market. Thus Sandhya and her brother sell their shares and make a profit.

1. Who is insider trader in this case? What SEBI can taken action against her/him (insider trader)?
2. What is the unpublished price sensitive information in this case?

- Q. 7 Define Corporate Governance. What are the four pillars of Corporate Governance? CO4 BT1 (8)
- Q. 8 Explain the meaning of winding up of a company. Discuss its objectives and importance. CO4 BT5 (8)
- Q. 9 "Directors are agents, trustees and officers of the company." Explain this statement. CO4 BT2 (8)

BACHELOR OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)
B.B.A. Sem-IV : SUMMER : 2026
SUBJECT: FINANCIAL MANAGEMENT

Day : Friday

Date : 22/05/2026

S-26194-2026

Time : 10:00 AM-01:00 PM

Max. Marks : 10

NB :

1. Answers to Section I, II and III should be written in same answer book.
2. Section -I (MCQ) all sub-questions of Q. No. 1 are COMPULSORY, write the sub-question no. and the chosen alternative (eg. 1b, 2c) in the answer book.
3. Section-I (MCQ) is of 10 marks and Section-II and onwards are of 50 marks.

SECTION - I

- Q. 1 MCQs
- 1) **Bank overdraft is:** CO2 (1)
- A) Long-term source of finance
- B) Short-term borrowing facility from bank
- C) Issue of shares
- D) Government grant
-
- 2) **Working capital is required for:** CO2 (1)
- A) Day-to-day business operations
- B) Purchase of land
- C) Construction of building
- D) Long-term investment
-
- 3) **Equity shareholders are considered:** CO2 (1)
- A) Creditors of the company
- B) Owners of the company
- C) Debenture holders
- D) Government representatives
-
- 4) **Retained earnings refer to:** CO2 (1)
- A) Profits distributed as dividends
- B) Profits kept in the business for reinvestment
- C) Bank loans
- D) Government grants
-
- 5) **The cost of debt mainly includes:** CO2 (1)
- A) Dividend payment
- B) Interest payment
- C) Bonus shares
- D) Retained earnings

- 6) **Weighted Average Cost of Capital (WACC) represents:** CO3 (1)
A) Cost of debt only
B) Average cost of all sources of capital
C) Cost of equity only
D) Cost of retained earnings only
- 7) **Operating leverage arises due to:** CO3 (1)
A) Fixed operating costs
B) Debt capital
C) Equity shares
D) Dividend payments
- 8) **The main purpose of financial statement analysis is to:** CO2 BT5 (1)
A) Record transactions
B) Evaluate financial performance of the firm
C) Pay taxes
D) Maintain accounts
- 9) **Trend analysis is used to:** CO2 BT4 (1)
A) Compare financial data over several years
B) Calculate profit
C) Prepare accounts
D) Pay dividend
- 10) **The main objective of financial management is:** CO2 (1)
A) Profit maximization only
B) Wealth maximization of shareholders
C) Increasing production
D) Market expansion

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BACHELOR OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)
B.B.A. Sem-IV : SUMMER : 2026
SUBJECT: FINANCIAL MANAGEMENT

Day : Friday
Date : 22/05/2026

S-26194-2026

Time : 10:00 AM-01:00 PM
Max. Marks : 50

NB :

1. Figures to the right indicate FULL marks.
2. Section – III - Q. No. 6 is COMPULSORY, it carries 10 marks and attempt any TWO questions from rest of the questions in Section III, each carries 08 marks.
3. Section – II - attempt any THREE questions. Each questions carries 08 marks.

SECTION - II

- Q. 2 Discuss the following finance functions: Investment decision and Financing Decision. CO4 BT2 (8)
- Q. 3 Discuss the different of long-term sources of finance. CO2 BT2 (8)
- Q. 4 Highlight the importance of leverage and explain its types. CO2 BT5 (8)
- Q. 5 Attempt ANY TWO of the following: (Short Answer) (4x2)
- | | |
|----------------------------|-----|
| a) Bonus shares | CO2 |
| b) Need of working capital | CO2 |
| c) Ratio Analysis | CO2 |

SECTION - III

- Q. 6 PQ Ltd has given us the following information. CO3 BT3 (10)
- Sales – Rs 4,50,000; P/v Ratio is 30%; Fixed Cost is Rs 55,000 and Interest is Rs 14,500.
You are required to prepare the income statement and calculate the operating, financial and combined leverages. If the sales increases by 5%, then prepare the income statement and calculate the operating, financial and combined leverages.
- Q. 7 Hind Lever Company is considering a new product line to supplement its range of products. It is anticipated that the new product line will involve cash investments of Rs 7,00,000 at time of Year 0 and Rs 10,00,000 in Year 1. After tax cash inflows of Rs 2,50,000 are expected in Year 2, Rs 3,00,000 in year 3, Rs 3,50,000 in year 4 and Rs 4,00,000 each year thereafter through year 10. Although the product line might be viable after year 10, the company prefers to be conservative and end all calculations at that time. Calculate using NPV method @ 15% if the project is acceptable. CO4 BT6 (8)

Year	Discount factor for 15 %
1	0.8696
2	0.7561
3	0.6575
4	0.5718
5	0.4972
6	0.4323
7	0.3759
8	0.3269
9	0.2843
10	0.2472

Q. 8 The cost structure of a company's product is as follows:

CO2 BT6 (8)

Particulars	Cost per Unit (Rs)
Raw Materials	20
Direct Labour	5
Overhead	15
Total Cost	40
Profit	10
Selling Price	50

1. The annual production is 2,40,000 units
2. It is the policy of the Company to maintain one month's production equivalent as stock of Raw Material
3. Half a month's production will remain in process
4. Average of one month finished goods remain
5. The company sells its goods on credit and allows 2 month as credit.
6. The suppliers give a credit of 3 months.
7. Lag period for wages and overheads is one month
8. Cash Balance is Rs 25,000.

You are required to prepare a statement of Working Capital.

Q. 9 What do you mean by dividend decision. Discuss the factors affecting dividend decision CO2 BT2 (8)
