

MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)
M.B.A. Sem-II : SUMMER : 2026
SUBJECT: RESEARCH METHODOLOGY

Day : Saturday
Date : 23/05/2026

S-25965-2026

Time : 02:00 PM-05:00 PM
Max. Marks : 50

NB :

1. Figures to the right indicate FULL marks.
2. Answer to both the sections should be written in the SAME answer book.
3. Section – II- Question 7 is COMPULSORY, it carries 12 marks. Attempt any ONE question from rest of the TWO questions in Section II, it carries 10 marks.
4. Section- I – Attempt any FOUR questions. Each question carries 07 marks.

SECTION - I

- Q. 1 Illustrate the role of research in functional areas of management. (7)
- Q. 2 Discuss various motivations for doing research. (7)
- Q. 3 What are different attitude measurement scales? Discuss in detail. (7)
- Q. 4 Elaborate process of hypothesis testing. (7)
- Q. 5 Discuss various types of research reports. (7)
- Q. 6 Attempt ANY TWO of the following: (Short Notes) (3.5x2)
- a) Sampling Techniques.
 - b) Ethical issues in conducting research.
 - c) Role of ICT in research.

SECTION - II

- Q. 7 Design a research study to evaluate consumer loyalty towards e-commerce platforms. (12)
- Q. 8 Apply Chi-Square test to check the association between Education Level and Investment Option Preference. Use the following data and test at 5% level of significance. (10)

Education Level	Stocks	Mutual Funds	Fixed Deposits	Total
Graduate	40	35	25	100
Postgraduate	30	45	25	100
Doctorate	10	15	20	45
Total	80	95	70	245

- Q. 9 Prepare a framework for analyzing work-life balance of FMCG sales employees. (10)

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MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)
M.B.A. Sem-II : SUMMER : 2026
SUBJECT: OPERATIONS RESEARCH FOR MANAGERS

Day : Monday
 Date : 25/05/2026

S-25966-2026

Time : 02:00 PM-05:00 PM
 Max. Marks : 50

NB :

1. Figures to the right indicate FULL marks.
2. Answer to both the sections should be written in the SAME answer book.
3. Section – II- Question 7 is COMPULSORY, it carries 12 marks. Attempt any ONE question from rest of the TWO questions in Section II, it carries 10 marks.
4. Section- I – Attempt any FOUR questions. Each question carries 07 marks.
5. Use of non-programmable calculator is allowed.

SECTION - I

Q. 1 Explain the nature, significance, and scope of Operations Research in managerial decision-making. (7)

Q. 2 Solve the following Linear Programming Problem using the Graphical Method (7)
 Maximize $Z = 6X_1 + 4X_2$
 Subject to:
 $X_1 + X_2 \leq 5$
 $2X_1 + X_2 \leq 8$
 $X_1, X_2 \geq 0$

Q. 3 Find the Initial Basic Feasible Solution (IBFS) for the following transportation problem using the North-West Corner Rule (NWCR) and Vogel's Approximation Method (VAM) (7)

Source / Destination	D1	D2	D3	Supply
S1	8	6	10	60
S2	9	7	4	50
S3	3	4	2	25
Demand	40	60	35	

Q. 4 Find the optimal assignment using the Hungarian Method (7)

Jobs / Machines	M1	M2	M3	M4
J1	12	9	14	8
J2	7	11	9	10
J3	8	12	10	11
J4	9	8	10	7

Q. 5 Discuss the Monte Carlo Simulation process and its applications in managerial decision-making. (7)

Q. 6 Attempt ANY TWO of the following: (Short Notes) (3.5x2)

- Phases of Operations Research.
- Decision tree analysis.
- Components of a Network.

SECTION - II

Q. 7 Use Monte Carlo Simulation technique to estimate the average demand for the following probability distribution of weekly product demand: (12)

Demand	10	20	30	40	50
Probability	0.10	0.25	0.35	0.20	0.10

Simulate demand for 5 weeks using random numbers: 12, 56, 78, 32, 45.

Q. 8 Solve the following Transportation Problem to find the optimum solution using the MODI Method (10)

Sources / Destinations	D1	D2	D3	Supply
S1	6	1	9	30
S2	11	5	2	40
S3	10	8	7	50
Demand	20	60	40	

Q. 9 For the following activities, draw a Network Diagram, and determine Earliest Start (ES), Latest Start (LS), and the Critical Path: (10)

Activity	Duration
(1-2)	3
(1-3)	5
(2-4)	4
(3-4)	6
(4-5)	7

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MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)
M.B.A. Sem-II : SUMMER : 2026
SUBJECT: MARKETING MANAGEMENT

Day : Tuesday
Date : 12/05/2026

S-25960-2026

Time : 02:00 PM-05:00 PM
Max. Marks : 50

N.B.:

- 1) Section- I – Attempt any **FOUR** questions. Each question carries **07** marks.
- 2) Section – II- Question 7 is **COMPULSORY**, it carries **12** marks. Attempt any **ONE** question from rest of the **TWO** questions in Section II, it carries **10** marks.
- 3) Answer to both the sections should be written in the **SAME** answer book.
- 4) To the right of each question are mentioned (i) figures, indicating **FULL** marks, (ii) Course Outcome number (CO), and (iii) Blooms Taxonomy level (BL).

SECTION-I

28 Marks

		CO	BL
Q.1	How would you elaborate on the reasons for studying consumers' behaviour in the field of marketing? Explain. (07)	02	02
Q.2	How would you define the term 'Advertising'? Explain the different types of advertising by giving examples. (07)	01	02
Q.3	What is meant by channel conflicts? Describe its types and the ways to resolve the same. (07)	01	02
Q.4	Which are the different product line decisions used by marketers for furthering the company's business interests? Illustrate with suitable examples. (07)	CO4	BL5
Q.5	What is meant by segmentation, targeting and positioning? Elaborate on the different bases used for segmenting a consumer market by citing suitable examples. (07)	03	02
Q.6	Write short notes on any TWO : (07)		
a)	Marketing environment	02	03
b)	Types of intermediaries	01	02
c)	Targeting strategies	03	02
d)	Pricing strategies	02	03

SECTION-II

22 Marks

Q.7	A mobile phone brand having well entrenched roots in the Indian market wishes to add wearable devices such as smart watch, wrist bands etc. This market is fiercely competed and is growing exponentially. Which pricing strategies will you use in case of these products? Justify. (12)	04	03
Q.8	What is meant by sales promotion? As an in-charge of promotions at a vegan dairy products division of a renowned FMCG company, you are required to design a sales promotional campaign for the said company. (10)	03	06
Q.9	A taxi aggregator wants to enter in food delivery services in tier one and two cities of India. In the pursuit of its plan, it wishes to understand the consumers likes, dislikes, need, expectation etc. thoroughly. Considering this, you are required to design a research plan for this service firm. (10)	06	06

MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)
M.B.A. Sem-II : SUMMER : 2026

SUBJECT: HUMAN RESOURCE MANAGEMENT

Day : Thursday
Date : 14/05/2026

S-25962-2026

Time : 02:00 PM-05:00 PM
Max. Marks : 50

N.B.:

- 1) Section – I Attempt **ANY FOUR** questions. Each question carries **07** marks.
- 2) Section – II Question 7 is **COMPULSORY**, it carries **12** marks. Attempt **ANY ONE** question from rest of the **TWO** questions in Section II, it carries **10** marks.
- 3) Answer to both the sections should be written in the **SAME** answer book.
- 4) To the right of each question are mentioned (i) figures, indicating **FULL** marks, (ii) Course Outcome number (CO), and (iii) Blooms Taxonomy level (BL).

SECTION – I

28 Marks

- | | | CO | BL |
|-----|--|-----|-----|
| Q.1 | What is the definition of Human Resource Management? (07)
Describe it's nature and objectives in any of the organisation. | CO1 | BL2 |
| Q.2 | Discuss the importance of job analysis? Outline the process job analysis. (07) | CO2 | BL2 |
| Q.3 | Compare and contrast on-the-job and off-the-job training methods highlighting advantages. (07) | CO3 | BL3 |
| Q.4 | Explain the link between performance appraisal and other HR functions such as compensation, training and succession planning. (07) | CO4 | BL5 |
| Q.5 | Identify and describe common issues that arise in employee relations management within the organization. (07) | CO5 | BL5 |
| Q.6 | Write short notes on any TWO : (07) | | |
| a) | Recruitment process | CO2 | BL2 |
| b) | Factors influencing HR planning | CO2 | BL5 |
| c) | HRM in global context | CO1 | BL2 |

SECTION – II

22 Marks

- | | | | |
|-----|--|-----|-----|
| Q.7 | Can employee training contribute to employee motivation, engagement and retention? How? Justify your answer. (12) | CO4 | BL5 |
| Q.8 | Analyze the impact of competitive and equitable salary structure on organizational growth. (10) | CO4 | BL5 |
| Q.9 | You have asked to choose selection methods for upcoming recruitment process for entry level marketing staff. Justify the methods you would use. (10) | CO2 | BL4 |

MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)

M.B.A. Sem-II : SUMMER : 2026

SUBJECT: FINANCIAL MANAGEMENT

Day : Saturday
Date : 16/05/2026

S-25961-2026

Time : 02:00 PM-05:00 PM
Max. Marks : 50

N. B. ;

- 1) Section – I Attempt **ANY FOUR** questions. Each question carries **07** marks.
- 2) Section – II Question 7 is **COMPULSORY**, it carries **12** marks. Attempt **ANY ONE** question from rest of the **TWO** questions in Section II, it carries **10** marks.
- 3) Answer to both the sections should be written in the **SAME** answer book.
- 4) To the right of each question are mentioned (i) figures, indicating **FULL** marks, (ii) Course Outcome number (CO), and (iii) Blooms Taxonomy level (BL).

SECTION – I

28 Marks

- | | | | |
|------------|---|------------|------------|
| | | CO | BL |
| | | CO3 | BL4 |
| Q.1 | What is Dividend Policy? Elaborate the various factors determining the Dividend Policy. (07) | | |
| Q.2 | Explain the concept of Working Capital and discuss the various types of Working Capital in detail. (07) | CO1 | BL2 |
| Q.3 | Describe the following sources of Raising Long Term Finance: (07)
i) Equity Shares ii) Debentures | CO1 | BL2 |
| Q.4 | Describe the concept and significance of Cash Flow Statement. (07) | CO2 | BL2 |
| Q.5 | Following is the Balance Sheet of a Asha Limited company as on 31 st March, 2024 (07) | CO2 | BL4 |

Balance Sheet as on 31-03-2024

Liabilities	Rs.	Assets	Rs.
Share Capital	2,00,000	Land & Building	1,40,000
Profit & Loss A/C	30,000	Plant & Machinery	3,50,000
General Reserves	40,000	Stock in Trade	2,00,000
12 % Debentures	4,20,000	Debtors	1,00,000
Creditors	1,00,000	Bills Receivable	10,000
Bills Payable	50,000	Bank Balance	40,000
Total	8,40,000	Total	8,40,000

Calculate:

- | | | | |
|------------|--|------------|------------|
| | | CO | BL |
| | | CO2 | BL2 |
| a) | Current Ratio | | |
| b) | Quick Ratio | | |
| Q.6 | Write short notes on any TWO : (07) | | |
| a) | Operating Cycle | CO3 | BL2 |
| b) | Functions of Financial Management | CO1 | BL2 |
| c) | Types of Leverages | CO3 | BL2 |
| d) | Common Size Statement | | |

P. T. O.

SECTION – II

22 Marks

- Q.7** Akash Enterprises is considering Two Projects X and Y, for investment, following details are available. Initial Investment in both the projects is Rs. 4,50,000 Cost of Capital is 9 %. (12) CO4 BL5

Year	Project X	Project Y
1	60,000	2,08,000
2	92,000	2,68,000
3	1,90,000	2,88,000
4	2,91,000	1,98,000
5	3,89,000	88,000

(Discounting Factors by 9 % are : 0.917, 0.842, 0.772, 0.708, 0.650).

Select the most suitable project for investment by using the following techniques, give your recommendations:

- Discounted Pay Back Period
- Net Present Value
- Profitability Index

- Q.8** Skylight Ltd. provides the following information. You are required to prepare a statement showing the level of working capital for their production activity of 3,000 units. (10) CO4 BL6

Particulars	Cost per unit (Rs.)
Raw Material	40
Directive Labour	14
Over Heads	30
Total Cost	84
Profit	22
Selling Price	106

The following information is available:

- Raw materials are in stock on an average two months.
- Materials are in process on an average two weeks.
- Finished Goods are in stock on an average one month.
- Cash in hand and bank is expected Rs. 4,000.
- 10 % of the output is sold against cash.
- Debtors have allowed credit period of two months.
- Credit allowed by suppliers is one month.
- Lag in payment of wages one and half month.
- Lag in payment of overheads one month.
- Contingency reserve 15 % to be maintained.

- Q.9** A Chetak company has the following Long Term Capital outstanding as on 31st March 2024. (10) CO3 BL5

- 10 % Debentures with a face value of Rs. 5,00,000 (Rs. 1,000/- each), redemption period of 10 years.
- Preference Shares with a face value of Rs. 4,00,000, annual dividend 12 % redemption period of 10 years.
- 60,000 equity shares of Rs. 10 each, the Market Price is Rs. 50 per share and growth rate of 12 % realized, Dividend per share Rs 7.

Calculate Weighted Average Cost of Capital.
Assume Tax Rate as 40 %.

MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)
M.B.A. Sem-II : SUMMER : 2026
SUBJECT: PRODUCTION & OPERATIONS MANAGEMENT

Day : Thursday
Date : 21/05/2026

S-25964-2026

Time : 02:00 PM-05:00 PM
Max. Marks : 50

NB :

1. Figures to the right indicate FULL marks.
2. Answer to both the sections should be written in the SAME answer book.
3. Section – II- Question 7 is COMPULSORY, it carries 12 marks. Attempt any ONE question from rest of the TWO questions in Section II, it carries 10 marks.
4. Section- I – Attempt any FOUR questions. Each question carries 07 marks.

SECTION - I

- | | |
|--|-------------|
| Q. 1 State the differences between Production Management and Operations Management. | CO1 BT1 (7) |
| Q. 2 Analyse the concept of assembly line balancing. Explain its importance in production planning | CO1 BT2 (7) |
| Q. 3 State the types of plant layout used in manufacturing industries. | CO1 BT1 (7) |
| Q. 4 Explain the reasons why maintenance is needed in industrial operations. | CO2 BT2 (7) |
| Q. 5 State any four assumptions of the Economic Order Quantity (EOQ) model. | CO4 BT1 (7) |
| Q. 6 Attempt ANY TWO of the following: (Short Notes) | (3.5x2) |
| a) Classification of Production System | CO1 |
| b) Material Requirement Planning | CO2 |
| c) Quality Assurance | CO5 |

SECTION - II

- | | |
|--|--------------|
| Q. 7 A manufacturing firm is experiencing frequent stockouts of key components and excess inventory of others. The production manager decides to implement Material Requirement Planning (MRP) to address these issues. Based on this scenario, explain how MRP can help improve inventory control and production efficiency. Mention any inputs required for effective MRP. | CO5 BT3 (12) |
| Q. 8 A manufacturing company experiences frequent equipment breakdowns, leading to production delays and increased costs. The management decides to shift from reactive (breakdown) maintenance to a preventive maintenance strategy. Based on this scenario, explain how preventive maintenance can improve operational efficiency. Mention key benefits of this approach. | CO5 BT2 (10) |

Q. 9 A mobile phone manufacturer maintains large inventories of components, leading to high storage costs and frequent obsolescence. To improve efficiency, the company decides to implement a Just-In-Time (JIT) system. Based on this scenario, explain how JIT can help reduce inventory costs and improve production flow. Mention any two key requirements for successful JIT implementation. CO5 BT6 (10)

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2018-2019-10m-kolhapur

MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)

M.B.A. Sem-II : SUMMER : 2026

SUBJECT: INTERNATIONAL BUSINESS

Day : Tuesday
Date : 19/05/2026

S-25963-2026

Time : 02:00 PM-05:00 PM
Max. Marks : 50

N.B.:

- 1) Section- I – Attempt any **FOUR** questions. Each question carries **07** marks.
- 2) Section – II- Question 7 is **COMPULSORY**, it carries **12** marks. Attempt any **ONE** question from rest of the **TWO** questions in Section II, it carries **10** marks.
- 3) Answer to both the sections should be written in the **SAME** answer book.
- 4) To the right of each question are mentioned (i) figures, indicating **FULL** marks, (ii) Course Outcome number (CO), and (iii) Blooms Taxonomy level (BL).

SECTION-I

28 Marks

			CO	BL
Q.1	Define the term 'International Business'. Differentiate between Domestic Trade and International Trade.	(07)	CO1	BL1
Q.2	Explain the drivers of Globalization.	(07)	CO1	BL2
Q.3	Analyze various forms of Economic Integration.	(07)	CO5	BL4
Q.4	Explain the role and functions of various participants of Foreign Exchange Market.	(07)	CO6	BL2
Q.5	What is Balance of Payment (BOP)? Differentiate between Balance of Payment and Balance of Trade.	(07)	CO3	BL2
Q.6	Write short notes on any TWO :	(07)		
	a) Fixed Vs. Flexible Exchange Rates		CO6	BL1
	b) Ease of Doing Business		CO1	BL2
	c) Comparative Cost Advantage Theory		CO1	BL1

SECTION-II

22 Marks

Q.7	Imagine yourself as a Manager of International Operations for a renowned Electronics company. Currently the company operates within India. However, the Board has taken a decision to expand the operations internationally. Which factors will you consider while taking international market entry decision? Justify.	(12)	CO3	BL6
Q.8	How does various provisions of Foreign Trade Policy (FTP) provide impetus to Indian exporters in boosting exports from India. Provide suitable interpretations of general provisions of current FTP in force.	(10)	CO2	BL3
Q.9	World Bank and WTO were formed with some specific objectives in mind. Do you think the objectives are achieved? Justify your opinion with suitable reasons.	(10)	CO4	BL5