

MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)
M.B.A. Sem-III : SUMMER : 2026
SUBJECT: INNOVATION, DESIGN THINKING & ENTREPRENEURSHIP
MANAGEMENT

Day : Friday
Date : 15/05/2026

S-25975-2026

Time : 10:00 AM-01:00 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 | Explain the traits and entrepreneurial challenges faced by first-generation entrepreneurs in India. | (7) |
| Q. 2 | Compare invention vs. innovation with suitable business examples. | (7) |
| Q. 3 | How can intrapreneurship lead to sustainable competitive advantage. | (7) |
| Q. 4 | Explain how organizational factors can promote creativity among employees. | (7) |
| Q. 5 | Using the Business Model Canvas, design a model for a new EdTech startup. | (7) |
| Q. 6 | Attempt ANY TWO of the following: (Short Notes) | (3.5x2) |
| | a) Entrepreneurial behavior. | |
| | b) Service innovation. | |
| | c) Lateral thinking techniques. | |

SECTION - II

- | | | |
|------|--|------|
| Q. 7 | Analyze how Ola applied innovation (business model + technology) to disrupt the taxi industry. Identify which type of innovation (radical/incremental) dominates in Ola's success. | (12) |
| Q. 8 | Examine how Flipkart used customer-focused innovation and financing options to become India's leading e-commerce giant. What challenges did it face in scaling up. | (10) |
| Q. 9 | Discuss how Jio disrupted the telecom industry through radical innovation, lean startup strategy, and financing. What were the key entrepreneurial risks. | (10) |

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MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)
M.B.A. Sem-III : SUMMER : 2026
SUBJECT: HUMAN RESOURCE PLANNING & DEVELOPMENT

Day : Thursday
 Date : 22/05/2026

S-25984-2026

Time : 10:50 AM-01:50 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 | Define HR Planning. Explain Objectives of HR Planning. | (7) |
| Q. 2 | Explain in details HR demand & supply forecasting tools and techniques. | (7) |
| Q. 3 | Describe in details career planning & Succession Planning. | (7) |
| Q. 4 | Describe the process of executive development using an example. | (7) |
| Q. 5 | What is training need analysis? Explain in details process of training need analysis. | (7) |
| Q. 6 | Attempt ANY TWO of the following: (Short Notes)
a) Work study method.
b) Succession planning
c) Principles of training | (3.5x2) |

SECTION - II

- | | | |
|------|---|------|
| Q. 7 | Which method of recruitment will you suggest for middle level management of large scale manufacturing organization in India? Why? | (12) |
| Q. 8 | "Training Need Analysis is important Function in training process. Comment. | (10) |
| Q. 9 | Design a training schedule for developing managerial skills of production Engineers for three days (Make Suitable Assumptions). | (10) |

MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)

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

SUBJECT: LABOUR LAWS-I

Day : Friday

Date : 29/05/2026

S-25985-2026

Time : 10:00 AM-01:00 PM

Max. Marks : 50

Date:

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 | Discuss the specific objectives of Labour Legislation in our country. | (7) |
| Q. 2 | Discuss the provisions 'Hazardous Process', restriction on employment of women and children under, The Factories Act, 1948. | (7) |
| Q. 3 | Explain various provisions for payment of wages and authorized deductions under, The Payment of Wages Act, 1936. | (7) |
| Q. 4 | Prepare a detailed note on 'The Workmen Compensation Act, 1923. | (7) |
| Q. 5 | Define 'standing orders'. Discuss the procedures for certification of 'standing order' under, The Industrial Employment (standing orders) Act, 1946. | (7) |
| Q. 6 | Attempt ANY TWO of the following: (Short Notes)
a) Natural Justice
b) Advisory Committee
c) Duties of a Labour Welfare officer | (3.5x2) |

SECTION - II

- | | | |
|------|---|------|
| Q. 7 | Define the term 'Minimum Wages'. Explain various Provisions under, The Minimum Wages Act, 1948. | (12) |
| Q. 8 | Describe the objectives and important provisions of, The Equal Remuneration Act, 1976. | (10) |
| Q. 9 | Prepare a detail note on, The Employee's State Insurance Act, 1948. | (10) |

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

Day : Monday
Date : 11/05/2026

S-25973-2026

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

N.B.

1. Section - I Attempt any **FOUR** questions. Each question carries **07** Marks.
2. Question No. **07** from Section - II is compulsory. It carries **12** marks.
3. And attempt any **ONE** questions from rest of the two questions in Section - II.
This question carries 10 Marks.
4. Figures to the **RIGHT** indicate **FULL** marks.
5. Answers to both the sections should be written in **SAME** answer book.

SECTION – I

	CO	BL	Marks
Q.1 What is Strategic Intent? Explain its importance in goal setting.	CO1	BL1	07
Q.2 Discuss the significance of external and internal business environment analysis.	CO1	BL2	07
Q.3 Elaborate Porter's Five Forces Model and its application to Indian banking sector.	CO2	BL3	07
Q.4 Explain various types of business-level strategies with suitable examples.	CO3	BL4	07
Q.5 Evaluate leadership styles required for successful strategy implementation.	CO4	BL5	07
Write short notes on (ANY TWO) :			
Q.6	a) Strategic Management Process	CO1	07
	b) Value Chain Analysis	CO2	
	c) Stability Strategy	CO3	
	d) Types of Strategic Control	CO4	

SECTION – II

	CO	BL	Marks
Q.7 Apply SWOT analysis to assess strategic position of a manufacturing organization.	CO2	BL4	12
Q.8 Analyze the importance of functional strategies in achieving corporate objectives.	CO3	BL5	10
Q.9 Explain the strategies companies adopt to compete successfully in global markets.	CO3	BL6	10

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MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)

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

SUBJECT: LEGAL ASPECTS OF BUSINESS

Day : Wednesday

Date : 13/05/2026

S-25974-2026

Time : 10:00 AM-01:00 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 'An agreement without consideration is void'. Justify this maxim with its exceptions. CO2 BT5 (7)
- Q. 2 Differentiate between Conditions and Warranties under Contract of Sale. CO2 BT4 (7)
- Q. 3 Discuss the rights of consumer in detail. CO2 BT2 (7)
- Q. 4 Describe the various steps of formation of a company. CO2 BT1 (7)
- Q. 5 What is role of Certifying Authority under Information Technology Act 2000. CO2 BT1 (7)
- Q. 6 Attempt ANY TWO of the following: (Short Notes) (3.5x2)
- a) Performance of Contract under Indian Contract Act-1872 CO2 BT3
 - b) Agent and Agency CO2
 - c) Memorandum of Association CO2

SECTION - II

- Q. 7 A posts a letter to B offering to sell his bike for ₹40,000. B posts a letter accepting the offer. Before B's letter reaches A, A sends a telegram revoking his offer. Is the revocation (cancel) valid? Justify your answer with the legal rules for offer and acceptance. CO2 BT5 (12)
- Q. 8 Who is Unpaid Seller? State his rights against goods and buyer? CO2 BT1 (10)
- Q. 9 Discuss in detail types of Partners. Write his rights and liabilities with various examples. CO2 BT2 (10)

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Total No. of Questions: 9

Seat No.:

MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)

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

SUBJECT: SERVICES MARKETING

Day : Monday

Date : 18/05/2026

S-25977-2026

Time : 10:00 AM-01:00 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 Evaluate how the four characteristics of services (Intangibility, Inconsistency, Inseparability, and Inventory) pose challenges to maintaining service quality. (7)
- Q. 2 Describe the stages in new service product development. (7)
- Q. 3 Explain the concept of service process design and its role in enhancing operational efficiency. (7)
- Q. 4 Which factors are responsible for service failures? Explain how it impact on organizational performance. (7)
- Q. 5 Explain the utility of Gaps Model in designing a service quality improvement plan. (7)
- Q. 6 Attempt ANY TWO of the following: (Short Notes) (3.5x2)
- a) Service demand smoothing strategies
 - b) Service Marketing Triangle
 - c) Role of Service Employees in Services

SECTION - II

- Q. 7 As a Distribution Manager of an online education services, you are required to design a distribution strategy that helps students easily access courses from different regions. (12)
- Q. 8 A holiday resort experiences both over-booking on weekends and underutilization on weekdays. Develop a demand and capacity management plan that ensures optimum utilization of its capacity, increases overall workforce efficiency, and enhances customer satisfaction. (10)
- Q. 9 A leading telecom service provider is facing a surge in customer churn despite competitive pricing and network coverage. As the Service Operations Head, use the GAPS Model of Service Quality to identify potential reasons behind poor customer perception and recommend corrective measures. (10)

MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)

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

SUBJECT: CONSUMER BEHAVIOUR

Day : Wednesday

Date : 20/05/2026

S-25976-2026

Time : 10:00 AM-01:00 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-I - Attempt ANY FOUR questions. Each question carries 07 marks.
4. Section-II Questions 7 is COMPULSORY, it carries 12 marks. Attempt ANY ONE question from rest of the TWO questions in Section-II, it carries 10 marks.

SECTION - I

- Q. 1 Define Consumer Behaviour? What is difference between Customer and consumer? (7)
- Q. 2 What are different motives of buying behavior? (7)
- Q. 3 Explain three levels of influence on consumer behavior? (7)
- Q. 4 Differentiate between organizational buying and Consumer buying decision making process (7)
- Q. 5 Describe various steps involved in Consumer Research Process (7)
- Q. 6 Attempt ANY TWO of the following: (Short Notes) (3.5x2)
- a) Howard Sheth Model
 - b) Diffusion of Innovation
 - c) Nicosia Model

SECTION - II

- Q. 7 How internal individual determinants affect Consumer behaviour in launching of fastfood in developing countries (12)
- ~~Q. 8~~ What is the gap between desired state and actual state in campus placement of the reputed institute (10)
- Q. 9 How will you determine the consumer problem in following products? (10)
- a) Fitness JIM
 - b) Organic agro produce

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Total No. of Questions: 9

Seat No.:

MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)
M.B.A. Sem-III : SUMMER : 2026
SUBJECT: INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT

Day : Friday

Date : 22/05/2026

S-25980-2026

Time : 10:00 AM-01:00 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 Describe the meaning of Investment? Discuss process of Investment. Recommend any two investment avenues available in India for earning Capital appreciation. (7)
- Q. 2 Define meaning of Derivatives. Discuss the concept of Forward and Future. (7)
- Q. 3 Discuss the concept of Fundamental Analysis. Distinguish between Fundamental Analysis and Technical Analysis with appropriate examples. (7)
- Q. 4 Explain the concept and forms of Efficient Market Hypothesis. (7)
- Q. 5 Discuss any three important Technical Charts with suitable examples. (7)
- Q. 6 Attempt ANY TWO of the following: (Short Notes) (3.5x2)
- a) Efficient Frontier
 - b) Basic principles of Risk Management
 - c) Sharpe Model

SECTION - II