

MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)
M.B.A. Sem-IV : SUMMER : 2026
SUBJECT: WORLD CLASS MANUFACTURING PRACTICES

Day : Wednesday
Date : 03/06/2026

S-26016-2026

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 | Explain the concept of World Class Manufacturing and discuss the imperatives for success in WCM. | CO1 BT2 (7) |
| Q. 2 | Describe the strategic decisions involved in manufacturing management and explain their impact on organizational performance. | CO2 BT2 (7) |
| Q. 3 | Differentiate between MRP, MRP-II and ERP systems with suitable examples. | CO3 BT4 (7) |
| Q. 4 | Explain the concept of Just-In-Time (JIT) and discuss the advantages of JIT implementation in manufacturing organizations. | CO4 BT2 (7) |
| Q. 5 | Analyze the role of Total Productive Maintenance (TPM) and 5-S concepts in improving manufacturing efficiency. | CO5 BT4 (7) |
| Q. 6 | Attempt ANY TWO of the following: (Short Notes) | (3.5x2) |
| | a) Role of mindset change in successful WCM implementation. | CO1 BT3 |
| | b) Aggregate Planning. | CO1 |
| | c) Importance of Bar Code Systems in manufacturing. | CO1 BT5 |

SECTION - II

- | | | |
|------|---|--------------|
| Q. 7 | A manufacturing company is facing problems such as excess inventory, production delays, and poor employee involvement. As a manufacturing consultant, suggest suitable WCM tools and techniques to overcome these issues. | CO4 (12) |
| Q. 8 | Explain the role of Information Technology in World Class Manufacturing. Evaluate how IT integration improves competitiveness in manufacturing organizations. | CO5 BT5 (10) |
| Q. 9 | A company wants to implement Flexible Manufacturing Systems (FMS) and Six Sigma practices. Develop a suitable implementation strategy and justify your recommendations. | CO6 BT6 (10) |

* * * * *

MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)
M.B.A. Sem-IV : SUMMER : 2026
SUBJECT: ENTERPRISE BUSINESS APPLICATIONS

Day : Friday
Date : 05/06/2026

S-26020-2026

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

NB :

1. Section - I attempt any FOUR questions, each questions 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. Figures to the right indicate FULL marks.

SECTION - I

- | | |
|--|-------------|
| Q. 1 Explain Difference between Traditional Commerce and E-commerce. Illustrate with examples. | CO2 BT2 (7) |
| Q. 2 What is EDI? What are the requirements of EDI. | CO3 BT1 (7) |
| Q. 3 Define ISP? Briefly explain how to choose an ISP. | CO2 BT2 (7) |
| Q. 4 Explain Denial of service attacks and their impact. | CO4 BT2 (7) |
| Q. 5 Explain how an electronic payment gateway works. Discuss the importance of payment gateways in Online system. | CO5 BT5 (7) |
| Q. 6 Attempt ANY TWO of the following: (Short Notes) | (3.5x2) |
| a) smart card. | CO2 |
| b) Types of cryptography. | CO3 |
| c) Hacking. | CO2 |

SECTION - II

- | | |
|--|--------------|
| Q. 7 Mobile Banking & Mobile trading are key applications of M-Commerce that have transformed the financial sector. Explain the concept of Mobile Banking & Mobile trading in detail. Illustrate your answer with suitable examples. | CO2 BT2 (12) |
| Q. 8 Define e-branding, explain different strategies & benefits related to e-branding. | CO4 BT2 (10) |
| Q. 9 What are the requirements of an e-Payment system in concern to a secure & efficient e-payment system. | CO3 BT1 (10) |

* * * * *

MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)
M.B.A. Sem-IV: FM+P&OM,MM+P&OM,P&OM+BA
SUMMER 2026
SUBJECT: LOGISTICS & SUPPLY CHAIN MANAGEMENT (UE)

Day: Tuesday
Date: 02/06/2026

S-26015-2026

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 Explain the meaning and objectives of Supply Chain Management (SCM). Illustrate your answer with a suitable example. CO1 BT2 (7)
- Q. 2 Explain the concept of planning demand and supply in a supply chain. Discuss its importance and challenges. CO2 BT5 (7)
- Q. 3 Define logistics in the context of materials management. Explain its role and importance in ensuring efficiency of the supply chain. CO3 BT5 (7)
- Q. 4 Explain the different types of transportation systems used in supply chain management. CO4 BT2 (7)
- Q. 5 Explain the stages of the procurement process of Logistics. CO1 BT2 (7)
- Q. 6 Attempt ANY TWO of the following: (Short Notes) (3.5x2)
- a) Customer Relationship Management and Supply Chain CO4
 - b) Retailer, and various types of distribution level. CO2
 - c) Sourcing and pricing of logistics CO4

SECTION - II

- Q. 7 An automobile assembly plant was facing delays and high operational costs due to inefficient material handling. Workers spent excessive time locating parts, and forklifts often caused congestion on the shop floor. Identify the solution of problems in this case and give a suggestions. CO4 BT1 (12)
- Q. 8 Explain the differences between Material Requirements Planning (MRP) and Manufacturing Resource Planning (MRPII). CO3 BT2 (10)
- Q. 9 Discuss how Customer Relationship Management (CRM) and Supply Chain Management (SCM) complement each other in achieving organizational efficiency and customer satisfaction. CO1 BT2 (10)

MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)
M.B.A. Sem-IV :IBM+FM,MM+IBM SUMMER 2026
SUBJECT : GLOBAL BUSINESS STRATEGIES (UE)

Day : Monday
Date :01-06-2026

S-26012-2026

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 How can a company ensure consistent quality and standards across its international subsidiaries? | CO1 BT1 (7) |
| Q. 2 In what ways can cultural misunderstandings and conflicts impact the success of international joint ventures and alliances? | CO3 BT1 (7) |
| Q. 3 How do Free Trade Agreements (FTA's) influence a company's export import strategy? | CO3 BT4 (7) |
| Q. 4 What are the advantages and disadvantages of using intermediaries such as export management companies (EMCs) or trading houses in international trade? | CO1 BT1 (7) |
| Q. 5 How does the legal structure of a multinational corporation impact its ability to implement effective control strategies across different jurisdictions? | CO6 BT6 (7) |
| Q. 6 Attempt ANY TWO of the following: (Short Answer) | (3.5x2) |
| a) Shared ownership | CO1 |
| b) Equity Alliances | CO1 |
| c) Control Problems | CO1 |

SECTION - II

- | | |
|---|--------------|
| Q. 7 What role does technology play in enhancing the efficiency and transparency of global supply chains? | CO2 BT1 (12) |
| Q. 8 'Mercantilism laid the foundation for today's nationalism and protectionism in India.' Comment. | CO2 (10) |
| Q. 9 What are the key factors to consider when forming strategic alliances or partnerships in global markets? | CO1 BT5 (10) |

* * * * *

Day : Tuesday
Date : 26/05/2026

S-26028-2026

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

N.B.

- 1) Attempt any **FOUR** questions from **Section – I** carrying 7 marks each.
- 2) From **Section - II** Question No. 7 is **COMPULSORY**.
- 3) Solve **ANY ONE** from **Section – II Q. No. 8 and Q. No. 9**.
- 4) Figures to the right indicate **FULL** marks.
- 4) Answers to both the sections should be written in the **SAME** answer book.

SECTION – I

- Q.1** Define Data Visualization and explain its significance in the modern business decision-making process. (07)
- Q.2** Discuss the various principles of effective data visualization design. How do these principles ensure clarity? (07)
- Q.3** What is Exploratory Data Analysis (EDA)? Explain how it plays a vital role in Business Analytics. (07)
- Q.4** Describe how to effectively use filters, parameters, and interactivity in Power BI for dynamic reporting. (07)
- Q.5** Describe the process of incorporating interactive elements like tooltips and zoom functions in geospatial maps. (07)
- Q.6** Write short notes on any **TWO** of the following: (07)
- a) Tableau vs. Power BI
 - b) Heatmaps
 - c) Interactivity in Visualization
 - d) Box Plots in Distribution Analysis

SECTION – II

- Q.7** Explain the concept of Storytelling in Data Analysis. How can you use storytelling to present data-driven recommendations? (12)
- Q.8** Analyze how interactive dashboards differ from static reports in terms of business decision-making. (10)
- Q.9** What is Geographical data? Explain the appropriate visualization techniques for geospatial analysis. (10)

MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)
M.B.A. Sem-IV : SUMMER : 2026
SUBJECT: COMPENSATION & BENEFITS MANAGEMENT

Day : Thursday
Date : 28/05/2026

S-26017-2026

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 Explain the roles and responsibilities of compensation and benefits manager | CO1 BT2 (7) |
| Q. 2 What are different types of wage incentives? | CO2 BT1 (7) |
| Q. 3 What are different types of wage incentives? | CO3 BT1 (7) |
| Q. 4 Explain the concept of External equity | CO5 BT2 (7) |
| Q. 5 Define Wage Survey ? Explain importance of it. | CO2 BT5 (7) |
| Q. 6 Attempt ANY TWO of the following: (Short Notes) | (3.5x2) |
| a) Fringe benefits | CO4 |
| b) Pay grades | CO5 |
| c) Causes of labour turnover | CO6 |

SECTION - II

- | | |
|--|--------------|
| Q. 7 Comment on different components of compensation package. | CO2 (12) |
| Q. 8 Analyze the concept of National wage policy and economic principles | CO5 BT4 (10) |
| Q. 9 Explain current rules of taxation of salaries applied in Industry while determining salaries. | CO6 BT2 (10) |

MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)

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

SUBJECT: RDBMS WITH ORACLE

Day : Thursday
Date : 04/06/2026

S-26019-2026

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 answerbook.
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 | List and explain CODD'S rule in detail | CO1 BT2 (7) |
| Q. 2 | Explain any four DQL Commands with example | CO2 BT2 (7) |
| Q. 3 | Describe in detail join concept in SQL with its types | CO2 BT1 (7) |
| Q. 4 | Explain index with its types | CO2 BT2 (7) |
| Q. 5 | Describe in details triggers with its types | CO3 BT1 (7) |
| Q. 6 | Attempt ANY TWO of the following: (Short Notes) | (3.5x2) |
| | a) SQL Reports | CO1 |
| | b) Union All | CO2 |
| | c) While loop | CO2 |

SECTION - II

- Q. 7 Consider the following database structure CO2 BT6 (12)
Student (sid (pk), std_fname, std_midname, std_lstname, age)
Address (sid (fk), street, city, state, pincode)
Write SQL queries for following (3 x 4)
a) Insert at least 5 records in the table
b) Display all the information from both table
c) Display the details of student whose pincode is 411021
d) Update address city as 'Sangli' whose sid is 10
- Q. 8 Write PL/ SQL Block of statement for following (5 x 2) CO3 BT3 (10)
a) To display factorial of given number
b) To display prime numbers between 100 to 200
- Q. 9 Write a PL/SQL program using a Parameterized Cursor to display details of all students CO3 BT6 (10)
who scored more than a given number of marks by assuming required database structure

* * * * *

MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)
M.B.A. Sem-IV : SUMMER : 2026
SUBJECT: COMPETENCY MAPPING & PERFORMANCE MANAGEMENT

Day : Friday
Date : 29/05/2026

S-26018-2026

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 Discuss the importance of identifying managerial competencies in a dynamic global business environment. (7)
- Q. 2 Explain the role of competency mapping in HR development and employee retention. (7)
- Q. 3 Describe the objectives and principles of Performance Management and its link with competency mapping. (7)
- Q. 4 Elaborate on the documentation process in Performance Management Planning. (7)
- Q. 5 Analyze the advantages and limitations of 360-degree appraisal in competency development. (7)
- Q. 6 Attempt ANY TWO of the following: (Short Notes) (3.5x2)
- a) Holland Theory
 - b) Techniques for Competency Mapping
 - c) Challenges in Performance Appraisal

SECTION - II

- Q. 7 ABC Pvt. Ltd. introduced competency-based PM but employees resist feedback. As HR Head, suggest strategies to build trust and participation. (12)
- Q. 8 Design a modern appraisal method integrating competency-based KPIs for senior executives. (10)
- Q. 9 Suggest a competency model for global organizations ensuring ethical alignment and sustainable growth. (10)

* * * * *

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

Day : Saturday
Date : 30/05/2026

S-26011-2026

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 Define International Marketing. Explain the concept and importance of International Marketing. | BT5 (7) |
| Q. 2 Compare franchising, licensing, and joint ventures. | BT4 (7) |
| Q. 3 Explain the concept and importance of internationalization of retailing. | BT5 (7) |
| Q. 4 Explain the various methods of international retailing in detail. | BT2 (7) |
| Q. 5 Write in brief on competitive advantages in foreign market. | BT3 (7) |
| Q. 6 Attempt ANY TWO of the following: (Short Answer)
a) Multi country competition
b) Cross market subsidization
c) Global e commerce | (3.5x2) |

SECTION - II

- | | |
|--|----------|
| Q. 7 Examine how Amazon uses technology in global retailing. | BT4 (12) |
| Q. 8 If you want to open a clothing store, how would you select the best retail market? | BT2 (10) |
| Q. 9 A mobile manufacturing company is planning to enter international market. You are required to prepare hypothetical research plan for designing an international entry strategy. | BT6 (10) |

* * * * *

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

Day : Monday
Date : 11/05/2026

S-26008-2026

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 Explain the need for Project Management and describe the characteristics of a project. | CO1 BT6 (7) |
| Q. 2 Describe different organizational structures and discuss their advantages and disadvantages. | CO3 BT2 (7) |
| Q. 3 Explain the concept of Work Breakdown Structure (WBS) and its role in project planning. | CO2 BT6 (7) |
| Q. 4 Discuss the steps involved in Risk Management with suitable example. | CO3 BT2 (7) |
| Q. 5 Explain the importance of Quality Management and describe various quality standards. | CO4 BT5 (7) |
| Q. 6 Attempt ANY TWO of the following: (Short Notes) | (3.5x2) |
| a) Gantt Chart | CO1 BT3 |
| b) Leadership Styles for Project Managers | CO1 BT6 |
| c) Conflict Management | CO1 |

SECTION - II

- | | |
|---|--------------|
| Q. 7 A company is developing a new software product. The project is delayed due to poor planning, lack of coordination among team members, and unexpected risks. The project manager also faces conflicts within the team.
Based on the above case:
1. Identify the major problems in the project.
2. Suggest appropriate project planning and scheduling techniques to overcome delays.
3. Recommend risk management strategies. | CO2 BT6 (12) |
| Q. 8 Discuss the role of Project Management Software in planning and execution. Also explain how Agile methodology improves project performance. | CO2 BT6 (10) |

MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)

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

SUBJECT : SALES & DISTRIBUTION MANAGEMENT & B2B

Day : Wednesday
Date : 13-05-2026

S-26009-2026

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) Question 7 from Section II is COMPULSORY. It carries 12 marks.
- 3) Attempt ANY ONE question from rest of the TWO questions in Section II. This question carries 10 Marks.

SECTION – I

- Q.1 Define sales management. Explain the nature and importance of sales management. (07) CO1 BL1
- Q.2 Explain the sales planning process and describe the types of sales forecasts. (07) CO2 BL2
- Q.3 A company wants to divide its market into territories for better coverage. Explain the procedure for designing sales territories and mention how IT can help in territory management. (07) CO2 BL3
- Q.4 Analyze the sales organization structure and the factors affecting staffing, training, and compensation of the salesforce. (07) CO3 BL4
- Q.5 Evaluate the methods used for setting sales quotas and justify which method is most suitable for a competitive market. (07) CO6 BL5
- Q.6 Write Short Notes on ANY TWO of the following : (07) CO1 BL2
- a) Ethical and social responsibilities of sales personnel
 - b) Territorial coverage and sales targets
 - c) Personal selling objectives

SECTION – II

- Q.7 A regional FMCG company, FreshBite Foods, sells snacks and beverages in Maharashtra. Initially, it used only direct sales through a small team of sales executives, but sales remained limited in semi-urban and rural areas. The company then appointed wholesalers in district headquarters and retailers in nearby towns. Later, it added an e-retailing platform to reach urban youth. However, conflicts arose because wholesalers felt the company was selling directly online at lower prices. Retailers also complained that stock availability was irregular and discount policies were not clear. The management now wants to review its channel structure and reduce conflict. (12) CO5 BL4
- a) Analyze the need for multiple distribution channels in FreshBite Foods' case and suggest the most suitable channel mix.
 - b) Examine the reasons for channel conflict in this case and suggest ways to manage it effectively.
- Q.8 Evaluate the role of logistics in supply chain management and explain the factors influencing supply chain decisions. (10) CO6 BL5
- Q.9 Design an effective retailing strategy for a product entering rural Indian markets. (10) CO4 BL6

MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)
M.B.A. Sem-IV :
MM+BA,MM+FM,MM+HRM,MM+IBM,MM+ITM,MM+P&OMS
SUBJECT : INTEGRATED MARKETING COMMUNICATIONS (UE)

Day : Friday
Date : 15/05/2026

S-26010-2026

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) Question no. 7 from Section II is compulsory. It carries 12 marks.
- 3) Attempt any ONE questions from rest of the Two questions in Section -II. These question carries 10 Marks
- 4) Answers to both the sections should be written in **SAME** answer book.

SECTION - I

- | | | CO | BL |
|-------------|---|--------|-----|
| Q. 1 | Elaborate on the importance of Integrated Marketing Communications (IMC) in creating consistent brand communication across different promotional channels. | (07) 1 | BL2 |
| Q. 2 | A smartphone company is launching a new budget-friendly model targeted at college students and young professionals. The marketing team wants the advertisement to highlight product features such as battery life and camera quality while also creating an emotional connection with consumers. As an advertising executive, you are required to use suitable ad appeals to be used in designing an effective ad campaign for the new smartphone. Justify. | (07) 1 | BL3 |
| Q. 3 | A beverage company is launching a new energy drink during the summer season and plans to advertise through television, social media, radio, and outdoor media. The company wants to maintain continuous consumer awareness while maximizing advertising impact during weekends, sports events, and holiday periods. As a media planner, which media scheduling patterns you will use for this campaign Justify. | (07) 2 | BL3 |
| Q. 4 | A health supplement company plans to launch a digital advertising campaign featuring a popular film celebrity who claims that the product provides guaranteed immunity benefits. The company wants to avoid misleading claims and ensure compliance with ASCI guidelines. Which ASCI guidelines should be followed for developing a responsible advertising and endorsement? | (07) 1 | BL3 |
| Q. 5 | Explain the utility of event sponsorships as an effective marketing communication strategy for a particular brand. | (07) 2 | BL2 |
| Q. 6 | Write short notes on ANY TWO of the following: | (07) | |
| a) | Direct Marketing | 3 | BL1 |
| b) | Types of media | 2 | BL1 |
| c) | Objections to advertising | 1 | BL1 |

P.T.O.

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

Day : Monday
Date : 18/05/2026

S-26014-2026

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) Figures to the right indicate **FULL** marks.

SECTION - I

- Q.1** Define Foreign Direct Investment (FDI) with its costs. (07)
- Q.2** Enlist different Principles & Components of Balance of Payment. (07)
- Q.3** State the different tools & techniques of foreign exchange risks management in today's Era. (07)
- Q.4** Discuss the role & objectives of Double Taxation Avoidance Agreement (DTAA). (07)
- Q.5** Describe Consignment Trading & Open Account as settlement methods of International Trade. (07)
- Q.6** Write short notes on any **TWO**: (07)
- a) Buyers Credit
 - b) Foreign Exchange Quotes.
 - c) Tax Heaven

SECTION-II

- Q.7** State the various steps involved in Letter of Credit mechanism. Also describe role played by parties to Letter of Credit. (12)
- Q.8** Describe various Factors affecting Foreign Exchange Rate in globalized world with Examples. (10)
- Q.9** Comment on following: (10)
- A. Domestic Finance & International Finance are same.
 - B. There are no challenges of International Financial Management.

MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)

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

SUBJECT: CORPORATE FINANCE

Day : Wednesday

Date : 20/05/2026

S-26013-2026

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 answerbook.
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 What do you mean by Corporate Finance? Highlight its role in the global economic environment BT1 (7)
- Q. 2 Explain in details the concept of Over capitalization and Under Capitalization. BT2 (7)
- Q. 3 Discuss the characteristics of sound financial planning and elaborate on the factors affecting financial planning. BT6 (7)
- Q. 4 What do you mean by Demerger. Explain its characteristics. BT2 (7)
- Q. 5 Explain the Threats and Opportunities in International Mergers&Acquisitions. BT2 (7)
- Q. 6 Attempt ANY TWO of the following: (Short Notes) (3.5x2)
- a) Valuation of Debentures
 - b) Key motives behind Management Buyout (MBO).
 - c) M&A in the Indian context.

SECTION - II

- Q. 7 Y Ltd Equity Shares is expected to provide a following dividends BT5 (12)

Year	Dividend
1	10
2	13
3	12
4	10
5	15

Share price after 5 years is Rs 150. What price would it sell for now if investors required rate of return is 12% p.a?

Will your answer change if Tenure is 8years?

Q. 8 If Company RAM LTD is acquiring Company LAXMAN LTD with following details

BT3 (10)

Particulars	RAM LTD	LAXMAN LTD
EBIT	10,00,000	20,00,000
TAX	10%	10%
No of Shares	10,000	5,000
Market Price	60	20

Calculate

- 1 Share exchange Ratio based on EPS
- 2 No of shares post acquisition
- 3 Post Acquisition EPS
- 4 Gain or Loss to shareholders of both companies
- 5 Post Acquisition Market Capitalization

Q. 9 A)

BT5 (10)

Calculate value of preference share from following data

Particulars	Details
Dividend	15
Expected Rate of Return in %	7

B)

Calculate Yield of preference share from following data

Particulars	Details
Dividend	12
Market Price of share	240

* * * * *

200526-e-ion-kolhapur

MASTER OF BUSINESS ADMINISTRATION (CBCS - 2022 COURSE)
M.B.A. Sem-IV : SUMMER : 2026
SUBJECT: DIGITAL TRANSFORMATION OF BUSINESS

Day : Friday
Date : 22/05/2026

S-26027-2026

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

NB :

1. Figures to the right indicate FULL marks.
2. Answers 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 Examine how digital strategy has evolved in response to global technological transformation. | BT4 (7) |
| Q. 2 Evaluate ethical and governance challenges in adopting AI and Big Data. | BT5 (7) |
| Q. 3 Examine leadership strategies required to manage digital disruption effectively. | BT6 (7) |
| Q. 4 Evaluate innovation forecasting techniques and their role in strategic planning. | BT5 (7) |
| Q. 5 Analyze best practices and challenges in implementing digital transformation strategies. | BT4 (7) |
| Q. 6 Attempt ANY TWO of the following: (Short Notes) | (3.5x2) |
| a) Digital Innovation | |
| b) Cloud Computing Risks | |
| c) Digital Ecosystem | |

SECTION - II

- | | |
|---|----------|
| Q. 7 Evaluate how organizations can build resilience while adopting new technologies. | BT5 (12) |
| Q. 8 Examine how managers transform communication channels in digital organizations. | BT4 (10) |
| Q. 9 Evaluate AI-driven innovation in business models. | BT5 (10) |

* * * * *