Registration No.: | | | | | | | | | | |

Total Number of Pages: 02

Course: MBA
Sub_Code: MBPC3001

3rd Semester Regular Examination: 2025-26
SUBJECT: Digital Marketing
BRANCH(S): MBA, MBA (A & M), FM&HRM, LSCM, RM, BA, FM, GM, HCHM, HRM, MM
Time: 3 Hours
Max Marks: 100
Q.Code: U006
Answer Question No.1 (Part-I) which is compulsory, any eight from Part-II and any two from Part-III.
The figures in the right-hand margin indicate marks.

Part-I

Q1 Answer the following questions: **(2 x 10)**

a) In order to become a digital consumer, you have to buy a product online. Do you agree?
b) What do you mean by Click-through Rate (CTR)?
c) Differentiate between market place and market space.
d) What do you understand by Search Engine Marketing?
e) Who are digital natives?
f) What do you understand by CX in digital marketing?
g) A digital marketer spends Rs.100,000 on a Google Ads campaign and generates Rs. 300,000 in profit from those ads. What is ROI?
h) What is cost-per-impression (CPM)?
i) What is COPE in content marketing?
j) Differentiate between Gen Y and Gen Z?

Part-II

Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) **(6 x 8)**

a) Briefly describe the on page and off page SEO techniques.
b) What is affiliate marketing? Briefly describe its advantages.
c) What do you mean by digital engagement? How does Net Promoter Score (NPS) help to measure digital engagement?
d) How does Gen Y affect the digital marketing landscape?
e) Write a brief note on campaign bid and Ad Rank.
f) Write a short note on Push vs Pull Marketing.
g) Describe the benefits of Paid, Owned, and Earned Media (POEM) framework.
h) Digital marketing is bound to grow. Justify your response with suitable statistics.
i) Write a short note on email marketing.
j) What is inbound marketing? What is its relevance in website planning and development?

k) Briefly describe the 6S digital marketing implementation strategy.

l) Briefly describe banner ads, native ads, interstitial ads, and rich media ads.

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

Q3 What is digital community? Describe the attributes and benefits of a digital community. **(16)**

Q4 What are the different types of mobile marketing? How will you measure the success of your mobile marketing in terms of Active Users, Engagement Rate, Retention Rate, Conversion Rate and Cost Per Acquisition (CPA)? **(16)**

Q5 Critically examine different content marketing strategies with suitable examples. **(16)**

Q6 Explain various web analytics tools like Google Analytics, Audience Analysis, Acquisition Analysis, Behavior Analysis, and Conversion Analysis. **(16)**

Registration No.: | | | | | | | | | | |

Total Number of Pages: 02 **Course: MBA**
Sub_Code: MBPC3002

3rd Semester Regular Examination: 2025-26
SUBJECT: Sales & Distribution Management
BRANCH(S): MBA, MBA (A & M), FM&HRM, LSCM, RM, BA, FM, GM, HCHM, HRM, MM
Time: 3 Hours
Max Marks: 100
Q.Code: U071
Answer Question No.1 (Part-I) which is compulsory, any eight from Part-II and any two from Part-III.
The figures in the right-hand margin indicate marks.

Part-I

Q1 Answer the following questions: **(2 x 10)**

- **a)** Define sales forecasting and state two methods commonly used in practice.
- **b)** What is a sales quota? How does it differ from a sales budget?
- **c)** List two objectives of territory design and why each matter.
- **d)** Mention two key elements of the selling process and their purpose.
- **e)** What is channel conflict? Give one horizontal and one vertical example.
- **f)** Define per dealer stocking and state what an unusually high value might indicate.
- **g)** Differentiate between own sales channel and intermediary-based channel in one key trade-off.
- **h)** What is the objective of logistics planning in one sentence?
- **i)** State two inventory-related decisions that logistics managers routinely make.
- **j)** What is omni-channel distribution? Give one operational implication.

Part-II

Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) **(6 x 8)**

- **a)** Explain the steps in the selling process and map each step to typical salesperson KPIs.
- **b)** Describe a structured approach to sales force recruitment, selection, and onboarding for a consumer durables firm.
- **c)** Compare three compensation plans for salespeople and discuss when each is most appropriate.
- **d)** Design a framework for motivating a sales force operating in a highly seasonal industry.
- **e)** Describe a method to design sales territories that balances workload, potential, and travel time. Also include data inputs which are needed.
- **f)** Describe a process to evaluate sales force performance using both quantitative and qualitative metrics.

g) Build a top-down sales forecasting approach for a new product launch in a known category. Also list down its relevant assumptions and risks.

h) Explain drivers, symptoms, and resolution mechanisms of channel conflict in a multi-tier distribution network.

i) Describe depth vs. width of distribution and how they influence market coverage, cost-to-serve, and brand positioning.

j) Describe on own channel vs. intermediaries for a D2C brand expanding to Tier-2 cities; include cost, control, and speed factors.

k) Describe on the key logistics decisions (inventory placement, transportation mode choice, service levels) for next-day delivery in urban areas.

l) Explain how supply chain management integrates with online retailing; identify two analytics or dashboards you would track.

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

Q3 Explain the objectives and functions of sales management in detail. Describe how sales management interfaces with marketing strategy, operations, and finance, and elaborate on the role of sales analytics in modern sales management. **(16)**

Q4 Describe the selling process comprehensively, detailing each stage from prospecting to follow-up. For each stage, discuss typical activities, success metrics, and common pitfalls. **(16)**

Q5 Describe on sales forecasting methods. Compare qualitative and quantitative approaches, including time-series, causal, and judgmental methods, and discuss data requirements, accuracy considerations, and error diagnostics. **(16)**

Q6 Explain the foundations of supply chain management in the context of online marketing and retailing. Describe in-detail about demand visibility, order orchestration, fulfilment options, reverse logistics, and performance metrics. **(16)**

Registration No.: | | | | | | | | | | |

Total Number of Pages: 02 **Course: MBA**
Sub_Code: MBPC3003

3rd Semester Regular Examination: 2025-26
SUBJECT: Retail Management
BRANCH(S): MBA, MBA (A & M), FM&HRM, LSCM, RM, BA, FM, GM, HCHM, HRM, MM
Time: 3 Hours
Max Marks: 100
Q.Code: U178
Answer Question No.1 (Part-I) which is compulsory, any eight from Part-II and any two from Part-III.
The figures in the right-hand margin indicate marks.

Part-I

Q1 **Answer the following questions:** **(2 x 10)**

a) Differentiate between organized and unorganized retailing.
b) Define any two factors responsible for the growth of organized retail in India.
c) Define non-store retailing.
d) What is understood by category killer in retailing?
e) What is understood by impulse buying in retail?
f) Differentiate between a convenience store and specialty store.
g) Why destination stores are preferred over convenience store?
h) Mention two responsibilities of a store manager.
i) What is signage in retail?
j) Define a private label brand.

Part-II

Q2 **Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)** **(6 x 8)**

a) Explain the role of a retail store manager with real life examples.
b) Describe the factors influencing Retail Consumer Behaviour.
c) Explain various pull and push strategies used by a garment retailer.
d) Critically analyse how technology has facilitated the retail operations in India.
e) Explain how aesthetics influence consumer behaviour in Reliance stores.
f) Discuss the necessary skills required to provide exceptional customer service in a retail store.
g) Explain the different components of retail brand equity.
h) Discuss the factors you consider while opening a departmental store with justification.
i) Illustrate various value-based pricing used by a retailer with suitable examples.
j) Why a retailer evaluates GMROI? What does a high GMROI indicate?
k) Define co-branding. Discuss various branding strategies used by retailers.
l) How analytics is used in retail? Discuss.

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

Q3 Evaluate the role of liberalization, globalization, and FDI in shaping the Indian retail industry. **(16)**

Q4 Discuss the internal and external factors influencing pricing decisions in retailing. **(16)**

Q5 You are going to open a retail food chain in your city, develop a strategic roadmap for building a successful brand for your food chain store within next five years. **(16)**

Q6 Explain with example how retailers can use predictive analytics to personalize customer experiences and improve profitability. **(16)**

Registration No.:

Total Number of Pages: 02

Course: MBA
Sub_Code: MBPC3004

3rd Semester Regular Examination: 2025-26
SUBJECT: Services Marketing
BRANCH(S): MBA, MBA (A & M), FM&HRM, LSCM, RM, BA, FM, GM, HCHM, HRM, MM
Time: 3 Hours
Max Marks: 100
Q.Code: U292
Answer Q1 (Part-I) which is compulsory, any eight from Part-II and any two from Part-III.
The figures in the right-hand margin indicate marks.

Part-I

Q1 Answer the following questions: **(2 x 10)**

- **a)** How remote encounter is different from face-to-face encounter?
- **b)** What are the components of service marketing triangle? Sketch their relationship.
- **c)** What do you mean by zone of tolerance?
- **d)** What constitutes the service blueprint?
- **e)** What do you mean by moments of truth?
- **f)** Differentiate between augmented service and potential service. Give example.
- **g)** What are the additional 'P's in Service Marketing? How do they differentiate products and services?
- **h)** Can service be packaged? Justify your answer.
- **i)** Differentiate between standardization and customization.
- **j)** Define and explain customer life time value.

Part-II

Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) **(6 x 8)**

- **a)** The service scape creates a mood, an attraction or a desire to visit the service provider. Explain with examples.
- **b)** Companies often find pricing of services more difficult than pricing of goods. Explain various approaches for pricing of services.
- **c)** "Matching capacity and demand is difficult in-Service Marketing as services cannot be stored". Explain different strategic approaches for Managing Supply and demand for services.
- **d)** Give three important reasons behind the huge growth of service economy in India with justifications.
- **e)** Why extra 3Ps are required in addition to the traditional marketing-mix for the marketing of services? Explain your answer keeping in view the recent condition of telecommunication services.

f) What is the importance of distribution channel for the marketing of services? Explain different types of channel conflict.

g) Explain the process of service delivery by "Zomato".

h) What is single window service concept? Explain.

i) What do you mean by service encounter? Discuss the various types of service encounters.

j) State the implications of service characteristics in financial sector with suitable examples.

k) Explain the different types of intermediaries in service distribution channel.

l) Why service provider link employee satisfaction and customer satisfaction to company's profit? Justify the inter-relatedness with example.

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

Q3 Draw the Gap Model and explain various types of gaps in delivery of services with suitable examples. Also state the advantages and limitations of the Gap Model. **(16)**

Q4 What is SERVQUAL? Using this scale how can you measure and compare public and private hospitals of your city? Explain appropriate components of each scale. **(16)**

Q5 What do you mean by service blue printing? Map a flow chart or service blue print of an Automated Teller Machine (ATM) for delivery of cash. **(16)**

Q6 "Services are deeds, acts or Performances". Explain the statement in the perspective of Service Marketing. Make a comparative analysis between Goods and Services highlighting the characteristics of services. **(16)**

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Total Number of Pages: 02 **Course: MBA**

Sub_Code: MBPC3005

3rd Semester Regular Examination: 2025-26

SUBJECT: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

BRANCH(S): MBA, FM&HRM, LSCM, RM, BA, FM, GM, HCHM, HRM, MM

Time: 3 Hours

Max Marks: 100

Q.Code: U025

Answer Question No.1 (Part-I) which is compulsory, any eight from Part-II and any two from Part-III.

The figures in the right-hand margin indicate marks.

Part-I

Q1 **Answer the following questions:** **(2 x 10)**

a) How is gambling different from investment?

b) What is a stop order? How does it work?

c) How is Line Chart different from Bar Chart?

d) What is Japanese Candle stick? Explain the underlying concept in detail.

e) What is arbitrage? Explain with an example.

f) What is Aggressive revision policy?

g) Explain Passive revision policy.

h) Distinguish between SML and CML.

i) What is Beta?

j) Explain short Sale with an example.

Part-II

Q2 **Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)** **(6 x 8)**

a) Differentiate between systematic and unsystematic risk.

b) Calculate the expected return and standard deviation of a security having the following probabilities and returns:

State	Probability	Return (%)
Boom	0.3	20
Normal	0.5	10
Recession	0.2	–5

c) The following information is available:
Risk-free rate = 6 %
Market return = 14 %
Beta of security = 1.25
Calculate the expected return of the security using **CAPM.**

d) A company is expected to pay a dividend of ₹4 next year. Dividends are expected to grow at 6 % per annum indefinitely. The required rate of return is 14 %. Find the **intrinsic value of the share**. Assume any data required you feel like using to solve the problem.

e) A portfolio manager holds two stocks X and Y with the following data:
$W_X = 0.4$, $W_Y = 0.6$, $\beta_X = 1.2$, $\beta_Y = 0.8$
Find the portfolio beta.

f) Explain the major assumptions and limitations of the Markowitz Model.

g) Explain the concept of efficient frontier with the help of a diagram.

h) Why is systematic risk un-diversifiable? Give four examples of factors that contribute to systematic risk.

i) Explain with a diagram Support and Resistance Patterns.

j) Explain the characteristics of different types of Speculators.

k) What do you mean by EMH? Explain the different forms of efficiency,

l) How many parameters must be estimated to analyse the risk-return portfolio of a 50-stock portfolio using Markowitz model and Sharpe model?

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

Q3 The following data relate to three mutual funds: **(8 x 2)**

Fund	**Average Return (%)**	**Standard Deviation (%)**	**Beta**
X	18	10	1.2
Y	15	8	0.9
Z	20	12	1.5

Risk free rate is 6% and Market Return is 14%

a) Compute **Sharpe**, **Treynor**, and **Jensen (Alpha)** performance measures for each fund.

b) Rank the funds based on performance and interpret which is better for a moderate-risk investor.

Q4 Describe the portfolio management process. **(16)**

Q5 Critically discuss the role of fundamental and technical analysis in security valuation **(16)**

Q6 a) Explain the concept and calculation of Relative Strength Index (RSI) with a worked example using the following data of closing prices: **(8 x 2)**

Day	**Price (₹)**	**Day**	**Price (₹)**
1	100	6	107
2	102	7	106
3	104	8	108
4	103	9	109
5	105	10	107

b) Discuss how RSI helps investors identify **overbought** and **oversold** conditions.

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Total Number of Pages: 02

Course: MBA
Sub_Code: MBPC3006

3rd Semester Regular Examination: 2025-26
SUBJECT: DERIVATIVES AND RISK MANAGEMENT
BRANCH(S): MBA, FM & HRM, LSCM, RM, BA, FM, GM, HCHM, HRM, MM
Time: 3 Hours
Max Marks: 100
Q.Code: U107
Answer Question No.1 (Part-I) which is compulsory, any eight from Part-II and any two from Part-III.
The figures in the right-hand margin indicate marks.

Part-I

Q1 **Answer the following questions:** **(2 x 10)**

- **a)** Define a derivative and explain its economic purpose.
- **b)** What is Value at Risk (VaR)?
- **c)** State any two advantages of OTC derivatives.
- **d)** What is delta (Δ) in options?
- **e)** Define hedging. How is it different from speculation?
- **f)** What do you mean by mark-to-market in futures trading?
- **g)** Differentiate between a European option and an American option.
- **h)** What is a clearing house? State its role.
- **i)** Define basis risk in futures markets.
- **j)** What is the difference between a forward contract and a futures contract?

Part-II

Q2 **Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)** **(6 x 8)**

- **a)** Explain the features of forward contracts with suitable examples.
- **b)** Discuss operational risk and its management techniques.
- **c)** What is credit default swap (CDS)? Explain its working mechanism.
- **d)** Explain Greeks in options with examples.
- **e)** What is hedging effectiveness? How is it measured?
- **f)** An investor buys a call option on a stock with a strike price = ₹1,200 and pays a premium of ₹60. If at expiry the stock price is ₹1,340, calculate the payoff and net profit.
- **g)** A stock index is currently at ₹6,000. The risk-free rate is 6% p.a. Calculate the 6-month forward price (no dividends).
- **h)** Explain “put–call parity” with a diagram.
- **i)** Differentiate between protective put and covered call strategies.
- **j)** Explain interest rate swaps and outline their applications.

k) Discuss the functions and importance of financial derivatives in modern risk management

l) What is cross-hedging? Explain with an example.

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

Q3 Explain the Black–Scholes Model for option pricing. What are its assumptions, limitations, and applications in Indian market? **(16)**

Q4 Discuss in detail various types of risks faced by financial institutions and explain the tools used for risk measurement and mitigation **(16)**

Q5 A rice mill expects to buy 50 tons of paddy after 3 months. Future contracts are available for 10 tons per contract at ₹35,000 per ton. **(16)**

- How many futures contracts should the mill enter into to hedge the price risk?
- If after 3 months the spot price becomes ₹38,000/ton and the futures price becomes ₹37,500/ton, calculate the effective purchase price for the mill after hedging.

Q6 Explain and illustrate with examples how value-at-risk (VaR), stress testing, and back-testing help in an integrated risk management framework. **(16)**

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Total Number of Pages: 02 **Course: MBA**
Sub_Code: MBPC3007

3rd Semester Regular Examination: 2025-26
SUBJECT: INDIAN FINANCIAL SYSTEMS AND SERVICES
BRANCH(S): MBA, FM & HRM, LSCM, RM, BA, FM, GM, HCHM, HRM, MM
Time: 3 Hours
Max Marks: 100
Q.Code: U224
Answer Question No.1 (Part-I) which is compulsory, any eight from Part-II and any two from Part-III.
The figures in the right hand margin indicate marks.

Part-I

Q1 Answer the following questions: **(2 x 10)**

a) Why the Indian Financial System is considered the backbone of economic growth?
b) Name the major components of the Indian Financial System.
c) What makes cooperative banks vital for rural credit delivery?
d) Mention any two recent reforms in the Indian banking sector.
e) How does digital banking redefine customer experience today?
f) What is the difference between risk pooling and risk transfer in insurance?
g) What is the role of IRDA in India?
h) What is meant by Money market instruments?
i) What role does SEBI play in maintaining market integrity?
j) Why do investors prefer mutual funds over direct stock market investments?

Part-II

Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) **(6 x 8)**

a) Describe the major reforms in the Indian Banking System after liberalization (1991 onwards).
b) Explain different types of deposit and loan products. How do these help banks in mobilizing resources?
c) Illustrate how technology has changed the face of Indian banking through UPI, NEFT, and RTGS.
d) Compare Life Insurance and Non-life Insurance with respect to coverage, benefits, and target customers.
e) Discuss the working of Self-Help Groups (SHGs) in promoting financial inclusion under microfinance.
f) Explain the key instruments and players of the Indian Money Market with recent examples.
g) Discuss the process of issuing an IPO under SEBI guidelines. Give examples of recent IPOs in India.

h) Describe the functions and trading mechanism of the Secondary Market.

i) Explain the importance of online trading and the role of a Demat account in the capital market.

j) Compare mutual fund investments with stock market investments in terms of risk, return, and liquidity.

k) Discuss the key exit routes available to venture capitalists in India.

l) Compare and contrast Leasing and Hire Purchase with examples from business financing practices.

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

Q3 Critically analyze the structure and functioning of the Indian Financial System. How do reforms, innovation, and regulation together ensure financial stability and inclusion? **(16)**

Q4 Evaluate the changing face of the Indian Banking and Insurance sectors. Discuss how regulatory reforms (RBI, IRDAI), digital transformation, and customer-centric strategies are shaping their growth. **(16)**

Q5 Discuss the interrelationship between the Money Market and Capital Market in India. Analyze how their instruments, participants, and functioning influence liquidity, credit flow, and capital formation. **(16)**

Q6 Mutual Funds and Venture Capital play a vital role in mobilizing savings for productive use. Analyze their contribution to entrepreneurship, innovation, and capital market development in India. **(16)**

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Total Number of Pages: 02

Course: MBA
Sub_Code: MBPC3008

3rd Semester Regular Examination: 2025-26
SUBJECT: Project Appraisal and Financing
BRANCH(S): MBA, FM&HRM, LSCM, RM, BA, FM, GM, HCHM, HRM, MM
Time: 3 Hours
Max Marks: 100
Q.Code: U322
Answer Q1 (Part-I) which is compulsory, any eight from Part-II and any two from Part-III.
The figures in the right-hand margin indicate marks.

Part-I

Q1 Answer the following questions: **(2 x 10)**

- **a)** What are the key characteristics of a project?
- **b)** Explain project taxonomy with suitable example.
- **c)** What attributes make good project manager?
- **d)** What is social cost benefit analysis?
- **e)** What are the main components of the capital cost of a project?
- **f)** Explain the need of environment appraisal in project evaluation.
- **g)** What are the major sources of project financing?
- **h)** What is project risk analysis?
- **i)** What is public private partnership and how do they help in project infrastructure development?
- **j)** What is the importance of technical appraisal?

Part-II

Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) **(6 x 8)**

- **a)** Explain the steps involved in project identification and preliminary screening of project ideas.
- **b)** What is zero based project formulation? Explain its advantages over traditional project formulation approaches.
- **c)** Describe the components of detailed feasibility study report and its relevance in project appraisal.
- **d)** Discuss the role of financial institutions in project financing. What are covenants attached to lending?
- **e)** A project has the following capital cost components:
  Land and Site development is Rs. 40 lakhs.
  Building and civil works cost Rs. 120 lakhs.
  Plant and machinery are Rs. 200 lakhs.
  Preliminary expenses are Rs. 10 lakhs.
  Contingencies are 5 % of total basic cost.
  Calculate the total project cost.
- **f)** Explain the components of Social Cost Benefit Analysis and its significance for evaluating public sector project like expansion of a public road from Jayadev Vihar Square, Bhubaneswar to Nandan Kanan Square, Bhubaneswar.

g) A project financing structure includes:
Equity share capital is Rs. 100 lakhs.
Term loan is Rs. 200 lakhs at 10 % interest.
Working capital loan is Rs. 50 lakhs at 12 % interest.
Calculate the weighted Average Cost of Capital (WACC) if the cost of equity is 10%.

h) An infrastructure project under PPP has the following cash flows:
Initial cost Rs. 500 lakhs.
Year1-5 Revenue is Rs. 180 per year.
Year1-5 Operating cost is Rs. 60 Lakhs per year.
Calculate the Annual Net Cash Inflow and the Pay Back period.

i) A project has the following probability of distribution of demand:
High demand is 20,000 units (P = 0.3)
Medium Demand 15,000 unit (P = 0.5)
Low Demand 10,000 units (P = 0.2)
Selling Price is Rs. 200 per unit.
Variable cost Rs. 120 per unit.
Fixed Cost Rs. 8,00,000
Compute the expected annual profit.

j) Discuss the various methods of financial appraisal for the success of a project.

k) Discuss the various techniques of risk analysis in case of a newly started project.

l) Explain the various objectives and methods of project evaluation.

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

Q3 Discuss various types of project appraisal. Explain why a multi-dimensional appraisal approach is essential for sound project evaluation. **(16)**

Q4 Discuss the characteristics and issues related to infrastructure project in India? Explain how project monitoring and control in ensuring successful project implementation? **(16)**

Q5 A project has the following estimated capital costs: **(16)**
Land and development Rs. 80 lakhs.
Building and civil work Rs. 150 lakhs.
Plant and Machinery Rs. 300 lakhs.
Preliminary and pre operative expenses Rs. 20 lakhs.
Contingencies are 7 % of basic cost.
Additional Information:
Working Capital requirements Rs. 75 lakhs.
Margin money for working capital is 25 % of working capital.
Interest during construction is 12 % of sum of capital costs excluding contingencies.
You are required to calculate the total project cost.
Prepare a capital cost sheet showing all the components of costs clearly.

Q6 Why do you consider Project Appraisal is essential for a business enterprise? Explain with arguments. **(16)**

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Total Number of Pages: 02

Course: MBA
Sub_Code: MBPC3009

3rd Semester Regular Examination: 2025-26
SUBJECT: Manpower Planning and Development
BRANCH(S): MBA, FM & HRM, LSCM, RM, BA, FM, GM, HCHM, HRM, IB, MM
Time: 3 Hours
Max Marks: 100
Q.Code: U056
Answer Question No.1 (Part-I) which is compulsory, any eight from Part-II and any two from Part-III.
The figures in the right hand margin indicate marks.

Part-I

Q1 **Answer the following questions:** **(2 x 10)**

- **a)** What is manpower forecasting?
- **b)** Explain the process of job analysis.
- **c)** What do you mean by employee leasing?
- **d)** What is flexi-scheduling?
- **e)** Explain HRD.
- **f)** Distinguish between succession planning and manpower planning.
- **g)** Explain Cohort analysis.
- **h)** What are the benefits of succession planning?
- **i)** Explain the HRD Matrix.
- **j)** What do you mean by outsourcing?

Part-II

Q2 **Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)** **(6 x 8)**

- **a)** Write the factors affecting manpower planning.
- **b)** Write the steps of doing manpower planning.
- **c)** How training is different from development?
- **d)** Explain the usage of analytics in manpower planning.
- **e)** Explain career development planning and its stages.
- **f)** Explain the objective of manpower planning at the micro and macro levels.
- **g)** Explain the steps of manpower forecasting.
- **h)** Explain HRD process model with examples.
- **i)** Discuss the evaluation of HRD Programmes.
- **j)** What are the problems in manpower planning?
- **k)** Explain the linkage of manpower planning with other HR functions.
- **l)** Differentiate between Census analysis and Markov analysis.

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

Q3	Explain the demand and supply forecasting techniques in detail.	**(16)**
Q4	Define and outline the objectives of competency mapping. Write the steps and procedures of conducting it.	**(16)**
Q5	Outline the critical HRD roles and their challenges with respect to the service industry.	**(16)**
Q6	"Human resource planning (HRP) involves a continuous and strategic approach to optimising an organisation's workforce through planning and development.". Comment.	**(16)**

Registration No.: | | | | | | | | | | |

Total Number of Pages: 02 **Course: MBA**
Sub_Code: MBPC3010

3^{rd} Semester Regular Examination: 2025-26
SUBJECT: Performance Management System
BRANCH(S): MBA, FM&HRM, LSCM, RM, BA, FM, GM, HCHM, HRM, IB, MM
Time: 3 Hours
Max Marks: 100
Q.Code: U141
Answer Question No.1 (Part-I) which is compulsory, any eight from Part-II and any two from Part-III.
The figures in the right-hand margin indicate marks.

Part-I

Q1 Answer the following questions: **(2 x 10)**

- **a)** Mention any two types of organizational performance measures.
- **b)** What is the purpose of performance analysis?
- **c)** Define performance appraisal.
- **d)** What is meant by "Do only what you get paid for" syndrome?
- **e)** Why is performance planning important?
- **f)** State any two benefits of performance management.
- **g)** What is performance counselling?
- **h)** Outline two components of a reward system.
- **i)** What is meant by implementing a performance management system?
- **j)** Mention two common obstacles in performance appraisal.

Part-II

Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) **(6 x 8)**

- **a)** Discuss the major principles of performance management with examples.
- **b)** Distinguish between performance appraisal and performance management with examples.
- **c)** Write a note on the Balanced Scorecard and its importance.
- **d)** What is potential appraisal? Discuss its purpose and advantages.
- **e)** Explain the process of analysing performance problems in an organisation.
- **f)** Describe the principles and skills required for effective performance coaching.
- **g)** Discuss the challenges in integrating performance appraisal with other HR functions.
- **h)** Explain the implications of a poorly designed performance management system.
- **i)** Illustrate how performance reviews help in identifying training needs.
- **j)** How does performance coaching differ from mentoring?
- **k)** Explain the legal and ethical issues involved in designing reward systems.
- **l)** Analyse the role of HR in strengthening the performance management system.

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

Q3	Describe the criteria for effective performance measures. Evaluate different types of measures (organizational, team, individual) and explain their relevance in modern organizations.	**(16)**
Q4	Discuss the various traditional methods of performance appraisal. Explain each method with examples and evaluate their strengths and limitations.	**(16)**
Q5	Evaluate the usefulness of technology-enabled performance management systems. Discuss their advantages, limitations, and future trends.	**(16)**
Q6	What is pay-for-performance? Explain the different types of individuals, group, and organisational-level pay-for-performance plans.	**(16)**

Registration No.:

Total Number of Pages: 02

Course: MBA
Sub_Code: MBPC3011

3rd Semester Regular Examination: 2025-26
SUBJECT: HR Analytics and HRIS
BRANCH(S): MBA, FM&HRM, LSCM, RM, BA, FM, GM, HCHM, HRM, IB, MM
Time: 3 Hours
Max Marks: 100
Q.Code: U256
Answer Question No.1 (Part-I) which is compulsory, any eight from Part-II and any two from Part-III.
The figures in the right-hand margin indicate marks.

Part-I

Q1 **Answer the following questions:** **(2 x 10)**

- **a)** Define HR Analytics and state two ways it supports strategic decision-making.
- **b)** What is the LAMP framework in HR Analytics, and why is it important?
- **c)** Differentiate between time-to-fill and time-to-hire with a brief example.
- **d)** What is the purpose of data purification in HR analytics workflows?
- **e)** Explain the difference between reliability and validity in HR data.
- **f)** State two benefits and two challenges of implementing HR Analytics in an organization.
- **g)** What is Employee Net Promoter Score (eNPS) and what does it indicate?
- **h)** Define HRIS and mention two core functions it typically supports.
- **i)** List two information security considerations when implementing HRIS.
- **j)** What is training ROI and why is it an important HR metric?

Part-II

Q2 **Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)** **(6 x 8)**

- **a)** Explain the end-to-end HR Analytics process from defining a problem to delivering insights. Illustrate with a recruitment optimization example.
- **b)** Explain the relationship between HR metrics and HR analytics. How can basic descriptive metrics be developed into predictive insights for better decision-making?
- **c)** Explain and compare retention rate, turnover rate, and turnover cost as key HR metrics. Use hypothetical data to show their calculation and interpret how they reflect employee engagement and organizational stability.
- **d)** What key factors should be analysed before selecting an HRIS, including stakeholders, data flows, integration needs, and compliance requirements?
- **e)** How can training metrics be used to evaluate the effectiveness of a learning program? Discuss.
- **f)** Describe three common data quality issues in HR datasets and propose specific methods to detect and fix each.

g) What are the key steps and pitfalls in HRIS implementation? Propose a phased rollout plan that minimizes risk and supports adoption.

h) Explain how revenue per employee and productivity metrics can be misleading if used in isolation.

i) Describe an approach to build a simple predictive model for employee attrition using HRIS data.

j) Discuss the future trends in HRIS.

k) Discuss how HR managers can use cost-per-hire and time-to-fill data to assess recruitment efficiency and optimize hiring decisions.

l) Describe the four levels of data measurement: nominal, ordinal, interval, and ratio and illustrate each with an example from human resource management.

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

Q3 Explain how an HR analytics strategy can help a mid-sized company reduce employee attrition by 20 % in one year. **(16)**

Q4 Explain how to implement a new HRIS in a company. What main steps and risks should be considered? **(16)**

Q5 Describe how to create an HR dashboard for leaders. What key metrics and features should it include, and how does it help in better decision-making? **(16)**

Q6 Explain how to check if a company's upskilling program gives good returns. What steps and measures would you use? **(16)**

Registration No.: | | | | | | | | | | |

Total Number of Pages: 02

Course: MBA
Sub_Code: MBPC3012

3rd Semester Regular Examination: 2025-26
SUBJECT: INDUSTRIAL RELATIONS AND LABOUR LEGISLATIONS
BRANCH(S): MBA, FM&HRM, LSCM, RM, BA, FM, GM, HCHM, HRM, IB, MM
Time: 3 Hours
Max Marks: 100
Q.Code: U368
Answer Q1 (Part-I) which is compulsory, any eight from Part-II, and any two from Part-III.
The figures in the right hand margin indicate marks.

Part-I

Q1 **Answer the following questions:** **(2 x 10)**

a) Define Industrial Relations.
b) What is meant by Collective Bargaining?
c) State one major objective of the Industrial Relations Code, 2020.
d) What is the difference between Strike and Lock-out?
e) What is a Worker Reskilling Fund?
f) Define Occupational Safety.
g) What is meant by Standing Orders?
h) Define Social Security.
i) What is Minimum Wage?
j) Name four labour codes introduced in India very recently. What are they?

Part-II

Q2 **Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)** **(6 x 8)**

a) Explain the main components of Industrial Relations as per the Industrial Relations Code, 2020.
b) Discuss the significance of Bipartite and Tripartite forums in industrial relations.
c) What is the mechanism for resolution of industrial disputes under the IR Code, 2020?
d) Briefly explain the provisions regarding Voluntary Arbitration.
e) Discuss the provisions related to Lay-off and Retrenchment in certain establishments.
f) Describe Unfair Labour Practices with suitable examples.
g) What are the duties of employers under the Occupational Safety, Health, and Working Conditions Code, 2020?
h) Discuss provisions related to employment of women under the OSH Code, 2020.
i) Explain the major welfare provisions under the Occupational Safety and Health regulations.
j) Describe the functions of Employees' Provident Fund under the Social Security Code, 2020.

k) Discuss the provisions related to Payment of Wages under the Code on Wages, 2019.

l) Explain the provisions for Social Security of Gig Workers and Platform Workers.

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

Q3 Explain in detail the scope and contemporary approaches to Industrial Relations. Discuss how these approaches shape industrial harmony. **(16)**

Q4 Describe in detail the framework of dispute settlement under the Industrial Relations Code, 2020. How effective is it in preventing industrial unrest? **(16)**

Q5 Explain major provisions of the Code on Social Security, 2020. How does it protect organized, unorganized, gig, and platform workers? **(16)**

Q6 Discuss the key provisions of the Code on Wages, 2019. Explain its implications on wage structure and industrial sustainability. **(16)**

Registration No.: | | | | | | | | | | |

Total Number of Pages: 02

Course: MBA
Sub_Code: MBPC3013

3rd Semester Regular Examination: 2025-26
SUBJECT: Supply Chain Management & Logistics
BRANCH(S): MBA, FM&HRM, BA, FM, GM, HCHM, HRM, MM
Time: 3 Hours
Max Marks: 100
Q.Code: U390
Answer Question No.1 (Part-I) which is compulsory, any eight from Part-II and any two from Part-III.
The figures in the right-hand margin indicate marks.

Part-I

Q1 **Answer the following questions:** **(2 x 10)**

- **a)** What is meant by the term exchange points?
- **b)** What do you mean by order fill rate?
- **c)** Is it possible to achieve zero inventories? Why or why not?
- **d)** What is the difference between supply chain and value chain?
- **e)** How supply chain performance is measured?
- **f)** What is the need for integrated supply chain?
- **g)** How is strategic fit achieved?
- **h)** Name the value addition types in supply chain.
- **i)** Differentiate between cycle inventory and safety inventory.
- **j)** What are the causes of bullwhip effect?

Part-II

Q2 **Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)** **(6 x 8)**

- **a)** State the various decision phases involved in Supply Chain.
- **b)** What do you mean by risk pooling? Give some examples.
- **c)** What is bull whip effect? How to minimize the bullwhip effect?
- **d)** What is pricing in supply chain? Why is pricing one of the important factors in SCM?
- **e)** What is 3PL? Explain types of 3PL.
- **f)** Why is trust so important in effective SCM?
- **g)** How does outsourcing increase or decrease the risk of supply chain disruptions?
- **h)** Briefly explain Hub and Spoke Model.
- **i)** What are challenges faced by Reverse logistics?
- **j)** Why have 3PLs become more important in recent years?
- **k)** Why is risk management becoming more important in today's supply chains?
- **l)** Discuss the role of technology in supply chain information. What are its benefits and Its obstacles?

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

Q3		What are the factors involved in network design? Explain.	**(16)**
Q4		Why is CRM important in the effectiveness of a supply chain? Identify a company that you think has a good CRM focus. What reasons would you give for identifying this company	**(16)**
Q5	**a)**	What is vendor relationship Management? Explain its benefits.	**(8)**
	b)	Explain its advantages and disadvantages of vendor managed Inventory.	**(8)**
Q6	**a)**	Briefly explain different types of warehouse operations.	**(8)**
	b)	In your opinion, which company has done a good job of managing their supply chain? Why?	**(8)**

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Total Number of Pages: 04

Course: MBA
Sub_Code: MBPC3014

3rd Semester Regular Examination: 2025-26
SUBJECT: Project Management
BRANCH(S): MBA, FM&HRM, BA, FM, GM, HCHM, HRM, MM
Time: 3 Hours
Max Marks: 100
Q.Code: U397
Answer Q1 (Part-I) which is compulsory, any eight from Part-II, and any two from Part-III.
The figures in the right-hand margin indicate marks.

Part-I

Q1 **Answer the following questions:** **(2 x 10)**

- **a)** Define a project. How is it different from routine operations?
- **b)** What is a Project Life Cycle? Name its major phases.
- **c)** What is the purpose of a Work Breakdown Structure (WBS)?
- **d)** List any two components of a project feasibility study.
- **e)** What is meant by project appraisal?
- **f)** State any two differences between PERT and CPM.
- **g)** What are Key Performance Indicators (KPIs) in project management?
- **h)** Define project risk. Mention any two common risk categories.
- **i)** What is resource levelling in project scheduling? Why is it needed?
- **j)** Explain the concept of Agile Project Management. How it differs from traditional project management.

Part-II

Q2 **Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)** **(6 x 8)**

- **a)** A company is evaluating two project proposals: Project A (₹20 lakh investment, expected return ₹30 lakh in 4 years) and Project B (₹25 lakh investment, return ₹40 lakh in 5 years). Compute the Payback Period for both projects and recommend which project should be selected.
- **b)** Discuss how MIS and KPI design can be integrated into the early stages of project planning to prevent failure during execution. Illustrate with an example of a construction or IT project where improper KPI selection led to poor decision-making, and propose a better KPI framework.
- **c)** A project has the following cost estimates:
  Material Cost = ₹6,00,000
  Labour Cost = ₹3,50,000
  Overheads = 25 % of direct cost
  Compute:
  a) Total project cost
  b) If the project earns ₹15,00,000 revenue, calculate profit and profit margin.
- **d)** A large-scale renewable energy project passes the financial feasibility test but has potential social and environmental concerns. Explain how Social Cost–Benefit Analysis (SCBA) can alter project selection decisions. Discuss at least three indicators within SCBA and illustrate how they may change project viability in real-world conditions.

e) Construct a project network for the activities below and find the Critical Path and total project duration:

Activity	Predecessor	Duration
A	-	4
B	A	6
C	A	5
D	B, C	7
E	C	4
F	D, E	3

f) A project has the following PERT activity time estimates:

Activity	Optimistic (O) duration	Most Likely (M) duration	Pessimistic (P) duration
A	3	6	9
B	4	7	16
C	5	8	17

Calculate for each activity:
a) Expected Time (T_e)
b) Variance
c) Which activity is riskier?

g) A startup wants to implement three simultaneous innovation projects but has limited managerial bandwidth. Explain how project organizational structure choices (functional, matrix, projectized) influence communication, conflict resolution, and speed of execution. Recommend the most suitable structure for an innovation-driven startup and justify your choice with practical reasoning.

h) A software development team wants to adopt Agile Scrum to speed up delivery, but team members are used to traditional sequential (Waterfall) methods. Explain the key differences between Waterfall and Scrum in terms of planning, execution, and customer involvement. Then describe how adopting Scrum ceremonies (Sprint Planning, Daily Scrum, Reviews, Retrospectives) can help the team improve collaboration and reduce delays.

i) A project has the following resource requirements:

Activity	Duration	Resource Required	Predecessor
A	4 days	3 workers	-
B	5 days	4 workers	A
C	6 days	5 workers	A
D	4 days	6 workers	B, C

If only **7 workers** are available at any time, perform **resource leveling** and determine the minimum project duration after leveling.

j) A project is planned to be completed in 24 weeks. After 12 weeks, the project manager finds:
Planned Value (PV) = ₹40 lakh
Earned Value (EV) = ₹30 lakh
Actual Cost (AC) = ₹45 lakh
Compute:
a) CPI, SPI
b) Estimate at Completion (EAC)
c) Is the project performing well? Give an interpretation.

k) A public-sector infrastructure project faces chronic communication delays among multiple vendors and government agencies. Propose a project communication plan that integrates WBS elements, stakeholder mapping, and information flow mechanisms. Explain how this plan reduces ambiguity and enhances coordination.

l) Explain how Project Audits and Lessons Learned Reviews contribute to long-term organizational maturity. Use a scenario (e.g., a failed IT modernization project or a delayed public works project) to demonstrate how systematic closure processes could prevent recurrence of similar failures.

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

Q3 A manufacturing company plans to launch a new eco-friendly product line and is evaluating five potential project ideas. The screening criteria include Strategic Fit (weight 0.30), Cost Efficiency (0.25), Market Potential (0.20), Technology Feasibility (0.15), and Risk Level (0.10). The scores (out of 10) for each project are given below: **(16)**

Project	Strategic Fit	Cost Efficiency	Market Potential	Tech. Feasibility	Risk Level
P1	8	6	9	7	3
P2	6	9	5	8	6
P3	9	8	7	6	4
P4	7	7	9	9	5
P5	5	6	6	5	2

Tasks:

a) Use a **weighted scoring model** to evaluate and rank the projects.
b) Identify which project should be selected and justify the decision.
c) Explain how organizational culture and structure may influence successful project implementation of your recommended project.
d) Draw a **Work Breakdown Structure (WBS)** for the new product development project up to Level–3.

Q4 A complex engineering project suffers from frequent delays due to poor scheduling and lack of team coordination. **(5+5+6)**

a) Explain how network techniques such as PERT and CPM can be used to improve scheduling accuracy.

b) Discuss how Agile practices or daily stand-up meetings can enhance coordination even in a traditionally planned project.

c) Describe three project control tools (e.g., Gantt charts, Earned Value Management, Resource Histograms) and explain how each can be applied to monitor and correct delays.

Q5 A manufacturing company is considering a major expansion project that involves new machinery, training programs, and a redesign of workflows. **(6+5+5)**

a) Explain the key components of a comprehensive project feasibility study (Technical, Financial, Economic, Commercial, Managerial, and Social).

b) Discuss how each component would apply specifically to this expansion project.

c) Propose a risk analysis framework the company should use during appraisal, explaining at least three major risks and methods to evaluate them.

Q6 A complex project consists of the following activities: **(5+5+6)**

Activity	Predecessor	Duration (days)	Normal Cost (₹ lakh)	Crash Cost (₹ lakh)	Crash Duration
A	-	6	4.0	5.5	4
B	A	8	6.0	7.2	6
C	A	7	5.0	6.8	5
D	B, C	10	8.0	10.0	7
E	C	9	7.0	9.5	6
F	D, E	5	4.0	5.0	3

The project deadline is **28 days**, but the normal duration is longer.

a) **Tasks:**
Construct the project network and determine:
- Critical path
- Normal project duration

b) Identify the activities to crash and compute the **minimum cost to meet the 28-day deadline**, showing calculations step-by-step.

c) After project execution begins, the following Earned Value data is available at mid-point:
- PV = ₹22 lakh
- EV = ₹18 lakh
- AC = ₹25 lakh

Compute:
- CPI, SPI, EAC using CPI-based forecasting
- Interpret whether the project is in trouble and what corrective actions should be taken.

Registration No.: | | | | | | | | | | |

Total Number of Pages: 02

Course: MBA
Sub Code: MBPC3015

3rd Semester Regular Examination: 2025-26
SUBJECT: OPERATIONS STRATEGY
BRANCH(S): MBA, FM&HRM, BA, FM, GM, HCHM, HRM, MM
Time: 3 Hours
Max Marks: 100
Q.Code: U425
Answer Question No.1 (Part-I) which is compulsory, any eight from Part-II and any two from Part-III.
The figures in the right-hand margin indicate marks.

Part-I

Q1 **Answer the following questions:** **(2 x 10)**

- **a)** What does MRP stand for in operations strategy?
- **b)** What is strategic consistency?
- **c)** What is forward integration?
- **d)** What is manufacturing architecture?
- **e)** What is service strategy?
- **f)** What do you mean by operations discipline?
- **g)** What is flexible capacity?
- **h)** What is cost leadership in operations strategy?
- **i)** What is process mapping?
- **j)** What is capacity cushion?

Part-II

Q2 **Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)** **(6 x 8)**

- **a)** What are the various steps involved in formulating an operation strategy?
- **b)** Explain the strategies housing companies use to reduce construction cycle time.
- **c)** What is benchmarking and how it is used in operations strategy?
- **d)** What is service development? Explain its various steps.
- **e)** Mention six differences between order qualifiers and order winners.
- **f)** What is operations leverage? Discuss its role in capacity planning.
- **g)** What are the various models used by a company to gain competitive advantages?
- **h)** How do companies reposition themselves in the value chain during innovation and digital transformation?
- **i)** What is the role of capacity planning in service operations?
- **j)** What is operational performance evaluation? Explain the various tools used in it.
- **k)** What is the role of lead time in operations strategy? Explain in detail.
- **l)** What is strategic alignment in operations strategy?

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

Q3	What do you mean by operations strategy? Discuss the relationship between corporate strategy and operational strategy with suitable example.	**(16)**
Q4	What are the various stages in the formulation, substitution, and implementation of operations strategy? How can they be integrated?	**(16)**
Q5	Discuss the various capacity expansion strategies. Explain the relationship between demand forecasting and capacity expansion decisions.	**(16)**
Q6	Explain the concept of supply network strategy. What are the various components and significance in achieving the competitive advantages?	**(16)**

Registration No.: | | | | | | | | | | |

Total Number of Pages: 02

Course: MBA
Sub_Code: MBPC3016

3rd Semester Regular Examination: 2025-26
SUBJECT: Total Quality Management
BRANCH(S): MBA, FM&HRM, BA, FM, GM, HCHM, HRM, MM
Time: 3 Hours
Max Marks: 100
Q.Code: U440
Answer Q1 (Part-I) which is compulsory, any eight from Part-II, and any two from Part-III.
The figures in the right-hand margin indicate marks.

Part-I

Q1 Answer the following questions: (2 x 10)

- **a)** Define Quality. What are the key aspects of quality?
- **b)** Differentiate between Quality Control and Quality Assurance.
- **c)** What is Continuous Process Improvement? How is it achieved?
- **d)** What is the role of Quality Assurance in TQM?
- **e)** What is internal failure cost?
- **f)** What is statistical process control?
- **g)** What is process capability?
- **h)** What is Six Sigma?
- **i)** What is the difference between product quality and process quality standards?
- **j)** What are the requirements of ISO 9001?

Part-II

Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) (6 x 8)

- **a)** Explain the concept of Quality Management and its importance in organizations.
- **b)** Describe Deming's 14 Points for Quality Management. How can they be implemented in an organization?
- **c)** Discuss the relationship between Quality, Price, and Value. How do organizations balance these factors to achieve customer satisfaction?
- **d)** Explain the concept of Total Quality Management (TQM). What are its core concepts, and how can organizations implement TQM?
- **e)** Discuss the internal and external failure costs and their impact on organizations.
- **f)** Describe the X-bar and R charts and their use in monitoring process variation.
- **g)** Discuss the concept of Kaizen and its role in continuous improvement.
- **h)** Explain the OC curve and its use in acceptance sampling.
- **i)** Describe the principles of Total Productive Maintenance (TPM) and its benefits.
- **j)** Discuss the importance of Quality Benchmarking in process improvement.

k) Describe the steps involved in Failure Mode and Effect Analysis (FMEA).

l) Describe the benefits of ISO registration and its impact on organizations.

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four)

Q3 Why is customer orientation important in Total Quality Management (TQM)? How can organizations ensure that they meet customer requirements and expectations? **(16)**

Q4 Explain the concept of quality circles and their role in quality improvement. Discuss the conditions for success of TQM in organizations. **(16)**

Q5 Discuss the concept of Six Sigma and its application in process improvement. Explain the DMAIC methodology and its tools. **(16)**

Q6 What is the role of top management in implementing Total Quality Management (TQM)? What are the key responsibilities of top management in achieving quality excellence? **(16)**