MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE

(Deemed to be University under Section 3 of UGC Act, 1956)

MBA I Year I Semester (R25) Regular End Semester Examinations - January 2026
MANAGEMENT AND WORKPLACE BEHAVIOR

Time: 3Hrs   Max Marks: 100

Attempt all the questions. All parts of the question must be answered in one place only.
In Q.no 1 to 5 answer either A or B only. Q.no 6 which is a case study is compulsory.

Q.No.		Question	Marks	CO	BL
Q.1(A)	i)	Explain the levels of Management.	8	1	2
	ii)	Discuss the Roles performed by managers at each level.	8	1	3
		OR			
Q.1(B)	i)	Discuss the importance of Ethics and Social Responsibility in management.	8+8	1	3
	ii)	Analyse a few suitable organizational examples on Ethics and Social Responsibility.			4
Q.2(A)	i)	Explain the Organizing process.	6+10	2	2
	ii)	Analyse different Organizational Structures.			4
		OR			
Q.2(B)	i)	Describe the Controlling process.	8+8	2	2
	ii)	Explain any four Control Techniques used by managers.			3
Q.3(A)	i)	Explain the concept of Motivation.	6+10	3	2
	ii)	Analyse Maslow's and Herzberg's theories in the workplace context.			3
		OR			
Q.3(B)	i)	Discuss Attitudes at the workplace.	8+8	3	2
	ii)	Examine the influence of Attitudes on employee performance.			4
Q.4(A)	i)	Explain the types of Conflicts in organizations.	8+8	4	2
	ii)	Analyse basic Conflict resolution methods			4
		OR			
Q.4(B)	i)	Describe the Managerial Grid Model.	8+8	4	2
	ii)	Evaluate the relevance of Managerial Grid Model Leadership effectiveness.			4
Q.5(A)	i)	Explain the concept of Work–Life Balance.	8+8	5	2
	ii)	Suggest best practices followed by organizations concerning Work Life Balance			4
		OR			
Q.5(B)	i)	Explain Organizational Culture.	6+10	5	2
	ii)	Analyse how Culture can be sustained in organization			4

Q.6   **Case Study**   10+10   4   5

Aparna Mehta became the first woman CEO of a traditional family-owned logistics company in Pune, operating in an industry historically dominated by men. Her appointment initially attracted skepticism among several senior managers who believed leadership in logistics required a forceful, masculine style. Aparna introduced modern leadership and HR practices including collaborative decision-making, competency-based appraisal systems, diversity initiatives, and leadership development programs. Although the company improved operational efficiency and innovation, resistance persisted through informal group politics. Senior male executives formed informal coalitions and questioned her decisions subtly rather than openly. Conflict emerged between older, conservative managers and younger professionals who supported Aparna's progressive ideas. Aparna's leadership reflected elements of Likert's System-4 participative approach and Blake and Mouton's managerial grid, yet acceptance of her leadership remained constantly under scrutiny. She was not merely leading a company — she was challenging long-held gender stereotypes in leadership roles. Her long-term success depended not only on strategic competence but also on transforming organizational culture and group dynamics.

Questions

i) Analyze Aparna's leadership approach using leadership theories and explain how group dynamics, norms, and informal politics influence leadership acceptance in traditional organizations.

ii) Evaluate the organizational interventions required to improve group effectiveness and design a leadership and inclusion program to support women leaders in similar business environments.

END

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MBA I Year I Semester (R25) Regular End Semester Examinations - January 2026
BUSINESS AND REGULATORY ENVIRONMENT

Time: 3Hrs

Max Marks: 100

> Attempt all the questions. All parts of the question must be answered in one place only.
> **In Q.no 1 to 5 answer either A or B only. Q.no 6 which is a case study is compulsory.**

Q.No.	Question	Marks	CO	BL
Q.1(A)	Explain SWOT analysis components and its significance in strategic planning.	16	1	2
	OR			
Q.1(B)	How does environmental analysis help businesses in decision-making and long-term sustainability? Discuss with examples.	16	1	2
Q.2(A)	Outline the role and functions of NITI Aayog in India's economic planning. How is it different from the Planning Commission?	16	2	2
	OR			
Q.2(B)	Explain the objectives of Goods and Services Tax (GST) and its impact on Indian business.	16	2	2
Q.3(A)	Identify the classification of contracts under the Indian Contract Act, 1872.	16	3	3
	OR			
Q.3(B)	Explain Quasi Contracts. Identify the types of quasi-contractual obligations recognized under the Indian Contract Act, 1872.	16	3	3
Q.4(A)	Distinguish between different kinds of agents and analyze their authority with suitable business illustrations.	16	4	4
	OR			
Q.4(B)	Analyze the different modes of dissolution of a partnership firm and examine their legal and economic consequences.	16	4	4
Q.5(A)	Analyze the objectives of the Competition Act, 2002 and examine how it promotes fair competition in Indian markets.	16	5	4
	OR			
Q.5(B)	Examine the duties and liabilities of directors under the Companies Act, 2013. Analyze their significance in protecting stakeholders' interests.	16	5	4
Q.6	**Case Study**	20	2	5

Tata Motors (EV Segment)

Tata Motors has emerged as a leader in India's electric vehicle (EV) segment as part of its long-term sustainability strategy. Rising fuel prices, increasing concerns about climate change, and India's commitment to reduce carbon emissions have created a favorable business environment for EV adoption. Government initiatives such as subsidies under FAME (Faster Adoption and Manufacturing of

Electric Vehicles) schemes, reduced GST on EVs, and incentives for domestic battery manufacturing have further supported this transition.

Tata Motors leveraged its strong brand image, wide dealer network, and technological collaboration within the Tata Group to introduce affordable EV models like electric passenger cars for the mass market. The company also focused on developing indigenous technology to reduce dependency on imports. However, the EV business environment posed several challenges, including high battery costs, limited charging infrastructure, range anxiety among consumers, and evolving safety and environmental regulations.

Social factors such as growing environmental awareness and changing consumer attitudes toward sustainable mobility positively influenced demand. At the same time, economic factors like inflation and income uncertainty affected purchasing decisions. Technological advancements in battery efficiency and digital connectivity became critical for competitive advantage. Tata Motors' EV strategy reflects how businesses must continuously adapt to changes in the external business environment to achieve long-term sustainability and growth.

Questions

i) Assess the economic and environmental factors that encouraged Tata Motors to enter the EV segment.

ii) Examine the role of government policies in shaping the EV business environment in India.

iii) Identify the major challenges faced by Tata Motors in the EV segment due to external environmental factors.

iv) Suggest strategic measures Tata Motors can adopt to ensure sustainable growth in the EV market.

END

Hall Ticket No: ☐☐☐☐☐☐☐☐☐☐

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(Deemed to be University under Section 3 of UGC Act, 1956)

MBA I Year I Semester (R25) Regular End Semester Examinations - January 2026
CORPORATE ECONOMICS AND DECISION MAKING

Time: 3Hrs   Max Marks: 100

Attempt all the questions. All parts of the question must be answered in one place only.
In Q.no 1 to 5 answer either A or B only. Q.no 6 which is a case study is compulsory.

Q.No.	Question	Marks	CO	BL
Q.1(A)	Discuss the relationship of managerial economics with allied areas of management.	16	1	1
	OR			
Q.1(B)	What are the economic principles? Analyze its significance in achieving optimal resource utilization.	16	1	5
Q.2(A)	Examine the law of demand with a diagram and state its exceptions.	16	2	2
	OR			
Q.2(B)	What is elasticity of demand? Explain the various types of elasticity of demand.	16	2	1
Q.3(A)	Analyze the cost-output relationship in the long-run with suitable illustrations.	16	3	4
	OR			
Q.3(B)	Discuss the Cobb-Douglas production function and evaluate its managerial applications.	16	3	5
Q.4(A)	Discuss the various pricing methods with suitable examples.	16	4	1
	OR			
Q.4(B)	Explain the concept and different forms of market structures.	16	4	2
Q.5(A)	Explain the concept of per capita income and its limitations as an economic indicator.	16	5	2
	OR			
Q.5(B)	How changes in national income and inflation affect business strategies? Explain.	16	5	5
Q.6	**Case Study**	20	2	4

A manufacturing firm produces a single product. The following data shows the output and total variable cost of production. The firm's total fixed cost is ₹1,000.

Output (Units)	Total Variable Cost (₹)
0	0
1	400
2	700
3	900
4	1200
5	1600

Questions:

    i)   Calculate Average Fixed Cost (AFC), Average Variable Cost (AVC), Average Total Cost (ATC), and Marginal Cost (MC).

   ii) Prepare a cost table showing AFC, AVC, ATC, and MC.

  iii) Draw the AFC, AVC, ATC, and MC curves on a graph.

  iv) State the relationship between MC and AVC based on the curves.

END

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SET - 1

MBA I Year I Semester (R25) Regular End Semester Examinations - January 2026
STATISTICAL ANALYSIS FOR BUSINESS

Time: 3Hrs   Max Marks: 100

Attempt all the questions. All parts of the question must be answered in one place only.
In Q.no 1 to 5 answer either A or B only. Q.no 6 which is a case study is compulsory.

Q.No.	Question	Marks	CO	BL
Q.1(A)	A company is planning to improve plant safety. For this, accident data for the last 70 weeks was compiled. These data were grouped into the frequency distribution as shown below. Calculate the mean, median and mode of the number of accidents per week. Perform the manual calculations.	16	1	3

No. of Accidents	0-5	5-10	10-15	15-20	20-25
No. of weeks	5	10	25	18	12

OR

Q.No.	Question	Marks	CO	BL
Q.1(B)	The ages of residents of Twin Lakes Retirement Village have this frequency distribution:	16	1	3

Class	Frequency
47–51.9	4
52–56.9	9
57–61.9	13
62–66.9	42
67–71.9	39
72–76.9	20
77–81.9	9

Estimate the median and modal value of the distribution. *(Note: Do Manual Calculations, no need to execute in SPSS)*

Q.No.	Question	Marks	CO	BL
Q.2(A)	It is observed that 50% of mails are spam. There is a software that filters spam mail before reaching the inbox. Its accuracy for detecting a spam mail is 99% and chances of tagging a non-spam mail as spam mail is 5%. If a certain mail is tagged as spam find the probability that it is not a spam mail. Perform both manual calculations and also execute the same in SPSS with steps.	16	2	3

OR

Q.No.	Question	Marks	CO	BL
Q.2(B)	A Gallup survey found that 65% of all financial consumers were very satisfied with their primary financial institution. Suppose that 25 financial consumers are sampled and if the Gallup survey result still holds true today, what is the probability that exactly 19 are very satisfied with their primary financial institution? Perform both manual calculations and also execute the same in SPSS with steps.	16	2	3

Q.3(A)	A Car manufacturing claims that its new car gives a mileage of average of 10 kms per litre of petrol. A sample of 10 cars is taken, and their mileage recorded as follows: 11.2 10.7 11.3 11.0 10.8 10.7 10.6 10.6 10.7 10.4 Is there any statistical evidence to support the claim of the manufacturer about the mileage of its car? *(Note: Execute only in SPSS)*	16	3	3

<div align="center">OR</div>

Q.3(B)	A company is interested in determining whether an association exists between the commuting time of their employees and the level of stress-related problems observed on the job. A study of 116 assembly-line workers reveals the following:	16	3	3

Commuting Time	Stress		
	High	**Moderate**	**Low**
Under 20 min	9	5	18
20 – 50 min	17	8	28
Over 50 min	18	6	7

Test whether there is any relationship between the commuting time and stress at 5% level of significance. *(Note: Execute only in SPSS)*

Q.4(A)	A marketing company wants to investigate the relationship between the price of a product and its sales. They collect data on the price and sales of the product over 10 weeks.	16	4	3

Price	10	12	11	13	10	12	11	13	10	12
Sales	100	90	95	85	100	90	95	85	100	90

Calculate the Spearman's Correlation Coefficient between the price and sales of the product. *(Note: Execute only in SPSS)*

<div align="center">OR</div>

Q.4(B)	The HRD manager of a company wants to find a measure which he can use to fix the monthly income of persons applying for a job in the production department. As an experimental project, he collected data on 7 persons from that department referring to years of service and their monthly income.	16	4	3

Years Of Service	11	7	9	5	8	6	10
Income (Rs in1000's)	10	8	6	5	9	7	11

i. Find the regression equation of income on years of service.
ii. What initial start would you recommend for a person applying for the job after having served in a similar capacity in another company for 13 years? *(Note: Execute only in SPSS)*

| Q.5(A) | A company has devised three training methods to train its workers. It is keen to know which of these three training methods would lead to greatest productivity after training. Given below are productivity measures for individual workers trained by each method. Find out whether the three training methods lead to different levels of productivity at the 0.05 level of significance. (Note: Execute only in SPSS) | 16 | 5 | 3 |

Method 1	30	40	45	38	48	55	52
Method 2	55	46	37	43	52	42	40
Method 3	42	38	49	40	55	36	41

OR

| Q.5(B) | Apply the technique of analysis of variance of the following data showing the yields of 3 varieties of a crop each from 4 blocks, and test whether the average yields of the varieties are equal or not. Also test the equality of the block means. (Note: Execute only in SPSS) | 16 | 5 | 3 |

Varieties	Blocks			
	I	II	III	IV
A	4	8	6	8
B	5	5	7	8
C	6	7	9	5

| Q.6 | A company wants to understand the underlying factors that influence customer satisfaction with their product. They collect data on 20 variables Enter the data in SPSS and perform the appropriate analyses: | 20 | | 4 |

1. Product quality
2. Price
3. Customer support
4. Delivery speed
5. Product features
6. Ease of use
7. Design
8. Value for money
9. Recommendation likelihood
10. Overall satisfaction
11. Packaging
12. Return policy
13. Warranty
14. Technical support
15. Product availability
16. Order tracking
17. Payment options
18. Website usability
19. Store experience
20. Product customization

The company wants to reduce the number of variables and identify the key factors driving customer satisfaction. (Note: Execute only in SPSS)

END

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SET - 2

MBA I Year I Semester (R25) Regular End Semester Examinations - January 2026
STATISTICAL ANALYSIS FOR BUSINESS

Time: 3Hrs

Max Marks: 100

Attempt all the questions. All parts of the question must be answered in one place only.
In Q.no 1 to 5 answer either A or B only. Q.no 6 which is a case study is compulsory.

Q.No.	Question	Marks	CO	BL

Q.1(A)	The North Carolina Consumer's Bureau has conducted a survey of cable television providers in the state. Here are the number of channels they offer in basic service : Perform both manual calculations and also execute the same in SPSS with steps.
	32, 28, 31, 15, 25, 14, 12, 29, 22 ,28, 29, 32, 33, 24, 26, 8, 35.
	  i. Calculate the median number of channels provided
	  ii. Calculate mean number of channels provided.
	  iii. Which value is the better measure of the central tendency of these data?
		16	1	3

OR

Q.No.	Question	Marks	CO	BL
Q.1(B)	The owner of a fast-food restaurant ascertains the ages of a sample of customers. From these data, the owner constructs the frequency distribution. For each class interval of the frequency distribution, determine the class midpoint, the relative frequency, and the cumulative frequency. Also draw Histogram and Frequency polygon for the given data below:*(Note: Only Manual Calculations, no need of execution in SPSS)*	16	1	3

Class Interval	Frequency
0–under 5	6
5–under 10	8
10–under 15	17
15–under 20	23
20–under 25	18
25–under 30	10
30–under 35	4

Q.No.	Question	Marks	CO	BL

Q.2(A)	According to the U.S. Bureau of Labor Statistics, 75% of the women 25 through 49 years of age participate in the labor force. Suppose 78% of the women in that age group are married. Suppose also that 61% of all women 25 through 49 years of age are married and are participating in the labor force.
	  i. What is the probability that a randomly selected woman in that age group is married or is participating in the labor force?
	  ii. What is the probability that a randomly selected woman in that age group is married or is participating in the labor force but not both?
	  ii. What is the probability that a randomly selected woman in that age group is neither married nor participating in the labor force? (Note: Only Manual Calculations)
		16	2	3

Q.2(B)	The average monthly sales of 5000 firms are normally distributed. Its mean and standard deviation are Rs. 36, 000 and Rs. 10, 000 respectively. Find	16	2	3

    i.   The number of firms having sales over Rs. 40, 000

    ii.   The percentage of firms having sales between Rs. 38, 500 and Rs. 41, 000

    iii.   The number of firms having sales between Rs. 30, 000 and Rs. 40, 000

Perform both manual calculations and also execute the same in SPSS with steps.

Q.3(A)	A car manufacturer is procuring car batteries from two companies. For testing whether the two brands of batteries, say 'A' and 'B', had the same life, the manufacturer collected data about the lives of both brands of batteries from 20 cars owners- 10 using 'A' brand and 10 using 'B' brand. The lives were reported as follows :	16	3	3

Battery 'A': 50 61   54 60   52   58   55   56   54   53

Battery 'B':   65 57 60 55 58   59   62   67   56   61

(Note: Execute only in SPSS)

Q.3(B)	A company wants to determine if a new training program is effective in improving employee productivity. She measures the productivity of 12 employees before and after the program. *(Note: Execute only in SPSS)*	16	3	3

Employee	Before	After
1	80	90
2	75	85
3	70	80
4	85	95
5	78	88
6	82	92
7	75	85
8	80	90
9	72	82
10	85	95
11	78	88
12	82	92

Perform a paired t-test to determine if there is a significant difference in productivity before and after the program.

Q.4(A)	An ice cream vendor, catering to the demand of restaurant and residence in his area, was faced with a dilemma for ordering amount of ice cream to take care of the variation in demand on day-to-day basic. He felt that the demand could depend on the temperature during the day. Accordingly, he collected the data about the temperature and sales, as follows. Does the data indicate any direction to the variable? To what extent, the temperature affected the sales? *(Note: Execute only in SPSS)*	16	4	3

Sales of ice-cream (kgs)	223	252	230	195	185	170	272	222	215	235
Average Temperature of the day from 10.00 a.m to 10.00 p.m	27	30	31	28	26	23	32	29	28	30

Q.4(B) A company's past record contain the following data relating to sales revenue and expenditure on advertisements for six years, as follows   16   4   3

Sales Revenue(Rs Crores)	Advertising Expenditure (Rs Crores
125	15
132	16
145	20
150	21
160	23
170	25

Calculate the appropriate regression equation, and estimate the sales in the year when the advertisement expenses are budgeted as Rs 30 Crores *(Note: Execute only in SPSS)*

Q.5(A) Three different methods of teaching Statistics are used on three groups of students. Random samples of size 5 are taken from each group and the results are shown below: *(Note: Execute only in SPSS)*   16   5   3

Group A	Group B	Group C
7	3	4
6	6	7
7	5	7
7	4	4
8	7	8

The grades are on a 10 point scale. Using ANOVA find out whether there is any difference in the teaching methods.

Q.5(B) A leading oil company claims that its engine oil improves engine efficiency. To verify this claim, the company's brand A is compared with three other competing brands B, C and D. The data of the survey consists of the kmpl consumption for a combination of city and highway travel and are as follows. Using ANOVA, find out*(Note: Execute only in SPSS)*   16   5   3

i) Is there any difference in the average mileage for these four brands?
ii) Is there any difference in the average mileage for a combination of city and highway travel?

Mileage	Brand			
	A	B	C	D
1	36	34	33	35
2	29	26	28	27
3	25	24	25	23
4	19	20	18	18

Q.6 A company wants to understand the underlying factors that influence customer satisfaction with their telecom services. They collect data on 25 variables,Enter the data in SPSS and perform the appropriate analyses   20   4

1. Network coverage
2. Call quality
3. Data speed
4. Customer support
5. Billing clarity
6. Plan options

7. Value for money
8. Recommendation likelihood
9. Overall satisfaction
10. Service availability
11. Network reliability
12. Data package options
13. Roaming services
14. SMS services
15. International calling
16. Online payment options
17. Store experience
18. Technical support
19. Service plans
20. Promotions and offers
21. Network speed consistency
22. Call drop rate
23. Customer feedback mechanism
24. Service restoration time
25. Transparency in billing

The company wants to reduce the number of variables and identify the key factors driving customer satisfaction. *(Note: Execute only in SPSS)*

END

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MBA I Year I Semester (R25) Regular End Semester Examinations - January 2026
FINANCIAL ACCOUNTING AND ANALYSIS

Time: 3Hrs   Max Marks: 100

Attempt all the questions. All parts of the question must be answered in one place only.
In Q.no 1 to 5 answer either A or B only. Q.no 6 which is a case study is compulsory.

Q.No.	Question	Marks	CO	BL
Q.1(A)	Define accounting? Discuss the accounting concepts and conventions with examples.	16	1	2
	OR			
Q.1(B)	Journalize the following transaction of Mr. Ramana & Co for the month of December 2025.	16	1	3

1. Mr Ramana Commenced business with capital of Rs. 500000.
2. He bought goods for cash Rs.50000
3. He sold goods for cash Rs.20000
4. He deposited cash in to Union Bank Rs. 150000
5. Mr. Ramana purchased Machinery for Rs.50000 and Furniture for Rs.30000
6. Mr. Ramana draw cash for his personal use Rs.10000.
7. He paid salaries of Rs.25000 and Rent of Rs.15000.
8. Raman received interest Rs. 5000.

Q.No.	Question	Marks	CO	BL
Q.2(A)	Illustrate the capital expenditure and revenue expenditure? Distinguish capital expenditure and revenue expenditure .	16	2	2
	OR			
Q.2(B)	Prepare Trading and Profit and Loss a/c and a Balance Sheet as on 31.3.2023 from the following Trial Balance:	16	2	3

	Rs.	Credit Balances	Rs.
Salaries	6,000	Capital	225,000
Purchases	76,000	Sales	140,000
Wages	8,800	Creditors	22,000
Carriage inwards	400	Bills payable	8000
Office expenses	5500	Bank overdraft	5,000
Commission	600	Discount	3500
Bad debts	1,200		
Debtors	55,000		
Furniture	55,000		
Machinery	112,000		
Bills receivable	17,000		
Insurance	1400		
Opening stock	57,000		
Cash in hand	500		
Cash at bank	3,600		
Carriage outwards	3500		
	403500		**403500**

Adjustments:

1. Closing stock Rs.45,000
2. Outstanding wages Rs.2,000
3. Prepaid insurance Rs.600
4. Depreciate Machinery and Furniture @ 10

Q.3(A)	The Following information belongs to the Elite Electronics Company Ltd.	16	3	4

Sales ₹ 20,00,000

Gross Profit Ratio 25%

Current Ratio 1.5

Quick Ratio 1.25

Stock Turnover Ratio 15 Times

Debtors Collection Period 1.5 months

Fixed Assets Turnover Ratio 1.5 Times

Fixed Assets to Net worth = 0.83 (5/6)

Reserves & Surplus to Capital: 0.33 (1/3)

You are required to prepare a balance sheet with the above data

OR

Q.3(B)	Distinguish between funds flow statement and cash flow statement. Illustrate various sources and applications of funds.	16	3	3
Q.4(A)	Explain the concept of Costing. Describe the Classification of Costs according to nature, function, behaviour, controllability, and time.	16	4	3

OR

Q.4(B)	A firm has a fixed cost of Rs.10,000, selling price per unit is Rs.5 and variable cost per unit is Rs.3. Actual sales and production are 8000 units.	16	4	4

1) Determine break-even point in terms of volume and also sales value
2) Calculate the margin of safety.
3) What should be sales to earn a profit of Rs.8500
4) What should be the profit if sales are Rs. 75000.

Q.5(A)	Explain the procedure of recording transaction in tally accounting package.	16	5	2

OR

Q.5(B)	Discuss the features, merits, and demerits of Computerised Accounting.	16	5	1
Q.6	**Case Study**	20	4	4

The following information pertains to VVR Electronics Company Ltd., a manufacturer of electronic components. The company produced 20,000 units and incurred the following expenditures.

Opening Stock

Raw Materials ₹ 1,20,000

Work in Progress₹ 90,000

Finished Goods in Units 5,000, its Value ₹ 2,65,000

Purchase of Raw Materials ₹ 4,50,000

Carriage Inwards₹ 50,000

Direct Wages ₹ 1,20,000

Direct Expenses ₹ 1,00,000
Indirect Wages ₹ 70,000
Indirect Expenses ₹ 60,000
Manager's Salary ₹ 100,000 (He spent 40% of his time on factory operations, and the rest on administrative duties.)
Admin Staff Salary ₹ 80,000
Interest on Loans ₹ 40,000
Depreciation on Machinery and Land & Buildings ₹ 40,000
Advertisement ₹ 50,000
Carriage Inwards ₹ 40,000
Salesman Commission: ₹ 5 per unit sold.

Closing Stock

Raw Materials ₹ 80,000

Work in Progress ₹ 50,000

Finished Goods in Units 3,000

The company follows the practice of fixing its selling price by adding a 40% margin to cost.

You are required to determine the unit price of the product.

END

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MBA I Year I Semester (R25) Regular End Semester Examinations - January 2026
ENTREPRENEURSHIP AND DESIGN THINKING

Time: 3Hrs

Max Marks: 100

Attempt all the questions. All parts of the question must be answered in one place only.
In Q.no 1 to 5 answer either A or B only. Q.no 6 which is a case study is compulsory.

Q.No.	Question	Marks	CO	BL
Q.1(A)	Explain the significance of entrepreneurship? Discuss the major key concepts influencing 21st Century Entrepreneurs.	16	1	2
	OR			
Q.1(B)	Discuss the motivation theories for entrepreneurs with examples.	16	1	3
Q.2(A)	Explain the process of crafting a comprehensive business plan, detailing its key components to become a successful Entrepreneur?	16	2	3
	OR			
Q.2(B)	Examine recruitment strategies for early-stage ventures, focusing on hiring and retention.	16	2	4
Q.3(A)	Outline the different types of business models and revenue streams, and discuss how innovative business models are developed using suitable examples.	16	3	2
	OR			
Q.3(B)	Discuss market analysis and validation techniques, with suitable examples.	16	3	3
Q.4(A)	Illustrate convergent thinking models, and ideation techniques in detail.	16	4	4
	OR			
Q.4(B)	Elucidate the evolution and critical perspectives of Design Thinking.	16	4	2
Q.5(A)	Determine the Design Thinking mind-set for entrepreneurs, focusing on embracing ambiguity and failure.	16	5	5
	OR			
Q.5(B)	Write about opportunity identification through Design Thinking, explaining problem–solution fit.	16	5	2
Q.6	**Case Study**	20	1	5

Entrepreneurship plays a crucial role in economic development by fostering innovation, employment, and value creation. This case highlights the entrepreneurial journey of AgroNext Solutions Pvt. Ltd., an Indian agri-technology start-up that successfully leveraged science and technology to address critical challenges faced by small and marginal farmers.

AgroNext was founded in 2019 by Mr. Raghav Verma, a young agricultural engineering graduate, who observed persistent problems

during his rural internship—unpredictable crop yields, inefficient irrigation practices, and lack of timely market information. Motivated by a strong need for achievement (McClelland's Motivation Theory) and a desire to create social impact, Raghav decided to start his own venture rather than pursue a conventional corporate career.

The core idea of AgroNext was to provide AI-enabled smart farming solutions using Internet of Things (IoT) sensors and mobile applications. The system collects real-time data on soil moisture, weather conditions, and crop health, enabling farmers to make informed decisions regarding irrigation, fertilizer usage, and harvesting schedules. This reflects key features of entrepreneurship, such as innovation, risk-taking, and proactive decision-making.

From a historical perspective, entrepreneurship in agriculture has evolved from traditional farming practices to technology-driven agribusiness models. AgroNext represents this transition by integrating modern science and technology to enhance productivity and sustainability. The start-up also drew inspiration from successful entrepreneurial stories like Nandan Nilekani (UIDAI) and Elon Musk (Tesla), who demonstrated how technology-driven innovation can solve large-scale societal problems.

Before launching commercially, Raghav undertook a systematic opportunity identification and evaluation process. Market research revealed a large untapped market of small farmers struggling with rising input costs and climate uncertainty. Customer interviews helped identify key needs such as affordability, ease of use, and local language support. Competitive analysis showed limited penetration of affordable smart-farming solutions in rural India, strengthening AgroNext's value proposition.

To assess feasibility and viability, AgroNext conducted technical, financial, and operational evaluations. Technically, pilot projects demonstrated reliable sensor performance. Financial feasibility was tested through cost–benefit analysis, revealing that farmers could reduce water usage by 30% and increase yields by 20%. Operational feasibility was ensured by partnering with local cooperatives for distribution and training. Initial funding was secured through government start-up grants and angel investors.

Questions
  i.   Analyse how entrepreneurial motivation theories and key features of entrepreneurship are reflected in the case of AgroNext Solutions.
  ii. Evaluate the role of science and technology in opportunity identification, feasibility analysis, and business viability in the success of AgroNext Solutions.

END

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE
(Deemed to be University under Section 3 of UGC Act, 1956)

MBA I Year I Semester (R25) Regular End Semester Examinations - January 2026
HUMAN CAPITAL MANAGEMENT

Time: 3Hrs

Max Marks: 100

Attempt all the questions. All parts of the question must be answered in one place only.
In Q.no 1 to 5 answer either A or B only. Q.no 6 which is a case study is compulsory.

Q.No.	Question	Marks	CO	BL
Q.1(A)	Explain the different stages in the growth of Human Resource Management. Illustrate each stage with appropriate examples.	16	1	2
	OR			
Q.1(B)	Trace the evolution of Human Resource Management from the early industrial era to the present day. Explain how changes in industrial relations and management philosophy have influenced the role of HR in modern organizations.	16	1	4
Q.2(A)	Explain the concept of Human Resource Planning. Describe its objectives and discuss the various factors—internal and external—that influence the HR planning process.	16	2	4
	OR			
Q.2(B)	Explain the process of Human Resource Planning in an organization. Analyse the manner in which Human Resource Planning is integrated with other personnel functions.	16	2	4
Q.3(A)	Differentiate between Job Description and Job Specification. Explain their contents and discuss their importance in recruitment and selection decisions.	16	3	2
	OR			
Q.3(B)	Define Job Analysis. Explain the process involved in job analysis and discuss any two methods used for collecting job-related information, highlighting their merits and limitations.	16	3	4
Q.4(A)	Describe the performance appraisal process. Discuss the various methods of performance appraisal and explain their relevance in improving employee performance.	16	4	4
	OR			
Q.4(B)	Examine the concept of training and development within organizations. Critically differentiate between training and development, and between training and education, supporting your answer with appropriate examples.	16	4	2
Q.5(A)	Describe the employee grievance procedure. Explain how effective grievance handling and disciplinary systems contribute to industrial harmony.	16	5	4
	OR			

Q.5(B)	Examine the concept of employee welfare in India. Discuss the various welfare facilities and statutory provisions, and their impact on employee well-being and organizational performance.	16	5	4
Q.6	**Case Study**	20	5	5

Golda Manufacturing, a medium-sized industrial company, has been facing increasing employee dissatisfaction. Employees have raised concerns about long working hours, inadequate workplace safety, limited welfare facilities (such as canteens, transportation, and health programs), and inconsistent disciplinary actions by supervisors. These issues have led to low morale, rising absenteeism, and reduced productivity.

The HR department observed that many employees were reluctant to report grievances due to fear of retaliation, while supervisors were unsure about applying disciplinary measures consistently. To address these challenges, management plans to:

a. Enhance Employee Welfare: Improve safety measures, health programs, and provide recreational facilities.
b. Formalize Grievance Procedures: Establish a structured grievance redressal system with clear reporting channels and timelines.
c. Implement Transparent Disciplinary Policies: Train supervisors to ensure fair and consistent enforcement of rules.

The goal of these interventions is to improve employee satisfaction, reduce absenteeism, and enhance overall organizational effectiveness.

Questions
i) Identify the key employee welfare, grievance, and disciplinary issues faced by the company.
ii) Suggest suitable measures to improve employee satisfaction, morale, and productivity.

END