

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

MBA I Year II Semester (R25) Regular End Semester Examinations - June 2026
FINANCE FOR BUSINESS LEADERS

Time: 3Hrs

Max Marks: 100

All parts of a question must be answered in one place only.
Answer one question from each of Units I to V. Q.no 11 which is a case study is compulsory.

Q.No.	Question	Marks	CO	BL
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Unit-I

Q.1. Define financial management. Explain the core finance functions and their significance. 16 M 1 2

OR

Q.2. Explain evolution of finance function and its contemporary role. 16 M 1 2

Unit-II

Q.3. Compare and contrast NPV and IRR with suitable example. 16 M 2 4

OR

Q.4. An enterprise has to decide on either of the following proposals. Assuming a required rate of 10 per cent per annum. Evaluate the investment proposal using NPV method: 16 M 2 4

	Proposal A	Proposal B
Cost of investment	Rs. 20,000	Rs. 28,000
Life (Years)	4	5
Scrape Value	Nil	Nil

Inflows after depreciation and tax (Rs.)

Year	2020	2021	2022	2023	2024
Proposal A	5000	7,000	7,000	6,000	Nil
Proposal B	Nil	10,000	10,000	7,000	7,000

Each project required an additional working capital of Rs.2,000.
Depreciation is provided under straight line method.

Unit-III

Q.5. What is leverage? Explain the effects of operating and financial leverage on profit and capital structure planning. 16 M 3 2

OR

Q.6. The capital structure of XL Ltd., consists of the following securities. 16 M 3 4

10% Debentures Rs. 5,00,000

12% Preference shares Rs. 1,00,000

Equity shares of Rs. 100 Rs.4,00,000

Operating profit (EBIT) of Rs.1,60,000 and the company is in 50 per cent tax bracket.

i) Determine the company's EPS.

ii) Determine the percentage change in EPS associated with 30% increase and 30% decrease in EBIT

iii) Determine the degree of financial leverage.

Unit-IV

- Q.7.** Define dividend? Explain the different types of dividend policies. 16 M 4 2
- OR**
- Q.8.** You are required to determine weighted average cost of capital of ABC Ltd. Using 16 M 4 3
- i) Book value weights and
 - ii) Market value weights

Sources of finance	Book values	Market values	After tax cost
Equity capital	12,00,000	17,00,000	12
Preference share capital	10,00,000	9,50,000	8
Debentures	4,00,000	4,00,000	5

Unit-V

- Q.9.** Define working capital. Explain the factors affecting working capital requirements. 16 M 5 2
- OR**
- Q.10.** You are required to prepare a statement showing the working capital requirements for a level of activity of 30,000 units of out put. The cost structure is given below 16 M 5 4

Particulars	Cost per unit in Rs.
Raw materials	40
Direct labour	10
Overheads	30
Total	80
Profit	20
Selling price	100

Additional information:

- a) Raw materials are held in stock on an average for 2 months
- b) Work in progress (assume 100% completion stage in regard to materials and 50% for labour and overheads) will be a half month production.
- c) Finished goods are in stock an average for a month.
- d) credit allowed to supplies: 1 month.
- e) credit allowed to debtors: 2 months.
- f) Minimum desired balance is Rs. 25,000 is expected to be maintain

Case Study (Compulsory Question)

- Q.11.** XYZ company Ltd. Having capital of Rs.20,00,000, equity shares of Rs.100 each for its expansion program needs further capital of Rs.20,00,000 for which the following alternative plans are available. 20 M 4
- i) Raise entire amount by issue of new equity capital
 - ii) Raise through issue 50% equity capital and 50% as 10 % debt capital
 - iii) Raise through issue 50% equity capital and 50% as 10 % preference share capital
- The present EBIT is Rs.80,000 and tax rate is 40% calculate the EPS and suggest the company which financial plan is adopted and why?

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MBA I Year II Semester (R25) Regular End Semester Examinations - June 2026

MARKETING STRATEGY AND PLANNING

Time: 3Hrs

Max Marks: 100

All parts of a question must be answered in one place only.

Answer one question from each of Units I to V. Q.no 11 which is a case study is compulsory.

Q.No.	Question	Marks	CO	BL
Unit-I				
Q.1.	Discuss the Extended Marketing Mix (7Ps) and its significance in service marketing with appropriate examples.	16 M	1	2
OR				
Q.2.	a) Explain the Segmentation, Targeting, and Positioning (STP) process. b) Discuss how STP contributes to marketing success.	16 M	1	2
Unit-II				
Q.3.	Identify the various stages of the Product Life Cycle and explain the challenges faced by marketers at each stage.	16 M	2	2
OR				
Q.4.	A company intends to introduce a eco-friendly product. Apply the stages of the New Product Development process to ensure a successful market launch.	16 M	2	3
Unit-III				
Q.5.	Compare the outcomes of various pricing methods under different market conditions with relevant examples.	16 M	3	4
OR				
Q.6.	Demonstrate how legal and ethical regulations influence pricing decisions using a suitable example.	16 M	3	3
Unit-IV				
Q.7.	Analyze the different channel flows involved in delivering products to end consumers.	16 M	4	4
OR				
Q.8.	Examine the key components of a Go-to-Market (GTM) strategy and explain how they contribute to successful market entry in detail.	16 M	4	5
Unit-V				
Q.9.	Assess how the 5 M's of advertising can be used to launch a new product.	16 M	5	5
OR				
Q.10.	a) Evaluate the strengths and limitations of social media platforms as marketing communication tools. b) Analyze the unique characteristics of rural markets and their implications for marketing strategy development.	16 M	5	5

Uber is one of the world's leading ride-hailing platforms, connecting passengers with drivers through a mobile application. The company operates in numerous cities and relies heavily on technology and data analytics to manage its services efficiently. One of the key features of Uber's pricing model is dynamic pricing, commonly referred to as surge pricing.

Dynamic pricing is designed to balance demand and supply in real time. During normal hours, Uber charges standard fares based on distance, travel time, and other service-related factors. However, during peak hours, festivals, concerts, sporting events, heavy rainfall, or traffic congestion, the demand for rides often exceeds the number of available drivers. To address this imbalance, Uber increases fares temporarily.

For example, during a major music concert in Mumbai, thousands of attendees attempted to book rides simultaneously after the event ended. Due to the limited availability of drivers in the area, Uber's system automatically increased fares by applying a surge multiplier. While some customers were willing to pay the higher fares for immediate transportation, others postponed their trips or explored alternative transportation options.

Uber argues that surge pricing benefits both riders and drivers. Higher fares encourage more drivers to become available in high-demand locations, thereby reducing waiting times and improving service availability. The pricing mechanism also helps allocate rides more efficiently when demand exceeds supply.

However, surge pricing has often attracted criticism from customers. Many passengers perceive the increased fares as unfair, especially during emergencies, adverse weather conditions, or public events. Social media platforms frequently witness customer complaints regarding excessively high ride charges during peak periods.

From a business perspective, dynamic pricing enables Uber to optimize revenue while ensuring service continuity. The strategy also helps prevent situations where customers are unable to find rides due to driver shortages. Nevertheless, the company must carefully manage customer perceptions to avoid dissatisfaction and damage to its brand reputation.

As competition in the ride-hailing industry intensifies, Uber must continuously evaluate its pricing policies to balance profitability, driver incentives, customer satisfaction, and long-term customer loyalty.

Questions

- a) Analyze the advantages and challenges of Uber's dynamic pricing strategy during peak demand periods. (10 Marks)
- b) Evaluate the impact of surge pricing on customer satisfaction, driver availability, and Uber's business performance. (10 Marks)

*****End*****

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MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE

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MBA I Year II Semester (R25) Regular End Semester Examinations - June 2026**PRODUCTION AND OPERATIONS MANAGEMENT**

Time: 3Hrs

Max Marks: 100

All parts of a question must be answered in one place only.

Answer one question from each of Units I to V. Q.no 11 which is a case study is compulsory.

Q.No.	Question	Marks	CO	BL
Unit-I				
Q.1.	Analyze the three levels of management and categorize the specific types of decisions (Strategic, Tactical, and Operational) made at each level.	16 M	1	4
OR				
Q.2.	Classify and explain the five basic types of Manufacturing Systems. Provide a real-world industry example for each system.	16 M	1	3
Unit-II				
Q.3.	Categorize the various types of Material Handling Equipment and explain their specific applications (usability) in different industrial environments.	16 M	2	2
OR				
Q.4.	Appraise the strategic necessity of conducting a Plant Location Study. Outline the systematic steps involved in selecting an optimal site for a new industrial facility.	16 M	2	5
Unit-III				
Q.5.	Define the concepts of Line Balancing and Takt time. Analyze the core mechanics of assembly-line balancing and deconstruct the operational steps required to achieve it. Examine how fluctuations in Takt time impact workstation configuration and overall line efficiency.	16 M	3	4
OR				
Q.6.	Explain the 5S framework as a strategic tool for workplace organization. Analyze how each distinct 'S' mechanism actively deconstructs and eliminates specific operational wastes on the shop floor.	16 M	3	4
Unit-IV				
Q.7.	Define the concept of Job Design. Explain the classical and behavioral approaches to job design, and analyze how the strategic application of these models improves employee retention within an organization.	16 M	4	4
OR				
Q.8.	Define Maintenance Management and explain its core operational necessity. Discuss its primary objectives and differentiate among three distinct types of maintenance strategies. Analyze how equipment cost and production system classification dictate the choice of these strategies, explaining which environment is best suited for each approach.	16 M	4	4
Unit-V				
Q.9.	What is inventory holding cost, and what specific cost components are included in calculating it? Analyze how a stockout scenario impacts a company's financial and operational performance.	16 M	5	4
OR				

Q.10.	Explain the concepts of ABC and VED analysis. Analyze how an integrated ABC-VED matrix helps an operations manager establish meaningful and selective control over material supply and inventory levels.	16 M	5	4
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Case Study (Compulsory Question)

Q.11.	<i>Custom-Craft Furniture</i> is a premium workshop that has spent ten years making high-end, custom wooden dining tables. They currently use a Process Layout, where the workshop is divided into specialized departments: Cutting, Sanding, Polishing, and Assembly. Skilled carpenters move from one station to another depending on the unique design of each custom table. They make about 300 custom tables per year. Because of a new home-office trend, Custom-Craft has just signed a massive contract with a major online store to produce a simple, standardized computer desk called the "Eco-Desk." The contract requires them to deliver 5,000 desks per year. While the owner is excited, the Workshop Manager is worried. Trying to make these 5,000 standard desks using their old Process Layout is causing major problems: • High Work-in-Process (WIP) Inventory: Cut wooden planks are piling up in huge stacks on the floor, waiting between the Cutting and Sanding departments. • Long Lead Times: It takes 5 days to finish one simple desk because parts spend too much time sitting around or being moved across a crowded workshop. • High Unit Costs: Highly skilled, expensive carpenters are spending their time doing basic, repetitive assembly work, making the desk too expensive for the retail market.	20 M	2	4
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The Production Engineer suggests building an assembly line using a Product Layout just for the "Eco-Desk," while moving the original custom table business into a small, efficient corner using a Cellular (Hybrid) Layout.

Questions:

- a. Analyze why the current Process Layout, which worked perfectly for 300 custom tables, is failing to handle the new 5,000-unit "Eco-Desk" contract. Point out at least two specific operational problems mentioned in the text.
- b. The owner is worried that running two different layouts (Product and Cellular) under one roof will be too complicated. Justify why a Cellular Layout is a better choice for the custom tables than keeping the old, messy Process Layout.

End

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MBA I Year II Semester (R25) Regular End Semester Examinations - June 2026**STRATEGIC MANAGEMENT****Time: 3Hrs****Max Marks: 100**

All parts of a question must be answered in one place only.

Answer one question from each of Units I to V. Q.no 11 which is a case study is compulsory.

Q.No.	Question	Marks	CO	BL
UNIT-I				
Q.1.	Compare and contrast the different approaches to Strategic Decision Making in organizations.	16 M	1	2
OR				
Q.2.	Illustrate the concept of Strategic Flexibility with real-world examples and explain why it is critical today.	16 M	1	3
UNIT-II				
Q.3.	Explain the BCG Matrix and classify the four quadrants with examples of products in each category.	16 M	2	2
OR				
Q.4.	Apply the TOWS Matrix to a company of your choice to generate strategic alternatives.	16 M	2	3
UNIT-III				
Q.5.	Demonstrate how Growth, Stability, and Retrenchment strategies can be applied to different organizational scenarios.	16 M	3	3
OR				
Q.6.	Analyze the strategies suitable for firms operating in Hyper-Competitive and Turbulent industries.	16 M	3	4
UNIT-IV				
Q.7.	Demonstrate how organizational structure and design affect the successful implementation of strategy.	16 M	4	3
OR				
Q.8.	Analyze the role of organizational culture and leadership in driving effective strategy execution.	16 M	4	4
UNIT-V				
Q.9.	Evaluate the ethical dilemmas organizations encounter during strategy execution in cross-border contexts.	16 M	5	3
OR				
Q.10.	Formulate a comprehensive corporate evaluation and feedback system for an Indian MNC expanding globally.	16 M	5	4

Case Study (Compulsory Question)

Q.11. Kodak's Strategic Failure in a Disruptive Market

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M &
 5

Eastman Kodak, once the undisputed global leader in photographic film and cameras, dominated the photography industry for over a century. In the 1990s, digital photography began to emerge as a disruptive technology, fundamentally altering the competitive landscape. Ironically, it was Kodak itself that invented the first digital camera prototype in 1975, yet the company failed to commercialize it, fearing cannibalization of its highly profitable film business. Kodak's leadership continued to invest heavily in film-based products and delayed committing resources to the digital transition. As competitors like Sony, Canon, and Fujifilm aggressively adopted digital strategies, Kodak's market share eroded rapidly through the early 2000s. The company pursued a stability strategy when radical transformation was required, clinging to its core competency in film chemistry. Multiple restructuring attempts were made — including layoffs of over 50,000 employees between 1997 and 2011 — but none addressed the fundamental strategic misalignment. Kodak attempted a late pivot into digital printing and commercial imaging, but by then competitor positioning was firmly established. In January 2012, Eastman Kodak filed for Chapter 11 bankruptcy protection, marking one of the most dramatic corporate declines in business history. The Kodak case is now regarded as a textbook example of the dangers of strategic inertia, poor industry foresight, and the failure to adapt to technological disruption.

- a. Identify the corporate-level strategy Kodak followed during the digital disruption era and analyze why it proved to be inadequate given the changing industry environment.
- b. Evaluate how Kodak could have applied a Hybrid Business Model or Growth Strategy to avert its decline, and propose an alternative strategic path the company should have taken.

***** End *****

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MBA I Year II Semester (R25) Regular End Semester Examinations - June 2026**BUSINESS DATA ANALYTICS**

Time: 3Hrs

Max Marks: 100

All parts of a question must be answered in one place only.

Answer one question from each of Units I to V. Q.no 11 which is a case study is compulsory.

Q.No.	Question	Marks	CO	BL
UNIT-I				
Q.1.	Define Business Performance Management (BPM). Explain how BPM supports planning, monitoring, and decision making in organisations with suitable examples.	16 M	1	3
OR				
Q.2.	Discuss briefly the Key components of Business Intelligence (BI) with a suitable diagram. How do these components contribute to organisational performance?	16 M	1	2
UNIT-II				
Q.3.	What is a Pivot Table? Explain how managers can use Pivot Tables to explore and interpret data effectively.	16 M	2	2
OR				
Q.4.	Explain the concept of Sales and Marketing analytics. Discuss its applications and importance in improving business Performance.	16 M	2	4
UNIT-III				
Q.5.	Define data. Explain different types of data and their characteristics with suitable examples.	16 M	3	2
OR				
Q.6.	Describe the concepts of Descriptive and Inferential Statistics with suitable examples. Discuss their significance in business analysis and strategic decision making.	16 M	3	1
UNIT-IV				
Q.7.	Discuss in detail moving average and exponential smoothing methods with suitable examples and applications.	16 M	4	4
OR				
Q.8.	Describe Time Series Analysis and explain its significance in business forecasting. Support your answer with examples from sales or production data.	16 M	4	2
UNIT-V				
Q.9.	What is Machine Learning? Discuss the different types of Machine Learning concepts with suitable examples.	16 M	5	2
OR				
Q.10.	Perform clustering using K-Means and explain how it helps in customer segmentation.	16 M	5	4

Case Study (Compulsory Question)

Q.11. The Production of a certain commodity (in '000 tons) in a particular industry during the years 2010-2019 is given in the table below: 20 M 3 5

Year	Production (in '000 tons)
2010	80
2011	84
2012	80
2013	88
2014	98
2015	92
2016	84
2017	88
2018	80
2019	100

- Draw a suitable graph for the above given dataset.
- Apply the least squares technique to fit a linear trend to the given dataset. Obtain the trend equation and represent it graphically.
- Compute the trend values for the years 2010-2019 and estimate the production of commodity during the years 2019, if the present trend continues.

End

Hall Ticket No:

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Question Paper Code: 25MCMBATC12

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE

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MBA I Year II Semester (R25) Regular End Semester Examinations - June 2026**BUSINESS DATA ANALYTICS**

Time: 3Hrs

Max Marks: 100

All parts of a question must be answered in one place only.

Answer one question from each of Units I to V. Q.no 11 which is a case study is compulsory.

Q.No.	Question	Marks	CO	BL
UNIT-I				
Q.1.	What is a Data Warehouse? Explain its role and significance in Business Intelligence systems with suitable examples.	16 M	1	2
OR				
Q.2.	Explain the concept of Business analytics and why it is important in modern business decision making.	16 M	1	3
UNIT-II				
Q.3.	Apply Financial Analytics using Excel Pivot Tables to analyze billing, service usage, and insurance coverage. Discuss how insights can improve financial decision-making in healthcare.	16 M	2	4
OR				
Q.4.	Explain the concept of production and operation analytics. Discuss its applications and importance in improving business performance.	16 M	2	3
UNIT-III				
Q.5.	Discuss in detail the role of data visualization in business decision-making using Excel.	16 M	3	1
OR				
Q.6.	Distinguish between structured, unstructured and semi structured data with suitable examples and applications.	16 M	3	2
UNIT-IV				
Q.7.	Build a linear regression model to analyze seasonal sales trends, explaining how independent variables such as time, promotions, or pricing influence dependent variables like revenue.	16 M	4	3
OR				
Q.8.	Explain time series analysis and its importance in business decision-making.	16 M	4	1
UNIT-V				
Q.9.	Define Machine Learning and explain its various types with suitable examples and applications.	16 M	5	2
OR				
Q.10.	Provide an example of how clustering can uncover hidden purchasing trends, and explain the role of visualization tools in interpreting cluster results for actionable business strategies.	16 M	5	4

Case Study (Compulsory Question)

- Q.11.** A hospital wants to study patient billing and insurance coverage. Using Excel, import patient data including age, treatment type, billing amount, and insurance provider to identify trends and support in decision making. 20 M 2 5
- a) Create Pivot Tables to analyse patient billing based on treatment type and insurance coverage.
 - b) Use Charts to Visualize key patterns in the data and discuss the role of healthcare analytics in identifying cost drivers, improving patient care, and negotiating effectively with insurers.
 - c) Explain how managers can use analytical insights to develop affordable treatment packages for patients.
 - d) Suggest recommendations for integrating analytics into hospital decision-making process.

SET-1

Hall Ticket No:

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Question Paper Code: 25MCMBATC13

MADANAPALLE INSTITUTE OF TECHNOLOGY & SCIENCE, MADANAPALLE

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MBA I Year II Semester (R25) Regular End Semester Examinations - June 2026**BUSINESS RESEARCH AND ECONOMETRICS**

Time: 3Hrs

Max Marks: 100

All parts of a question must be answered in one place only.

Answer one question from each of Units I to V. Q.no 11 which is a case study is compulsory.

Q.No.	Question	Marks	CO	BL
UNIT-I				
Q.1.	Explain hypothesis formulation and discuss the significance of literature review in research.	16 M	1	3
OR				
Q.2.	Explain the significance of business research in managerial decision making. Discuss the major steps involved in the business research process.	16 M	1	2
UNIT-II				
Q.3.	Explain the assumptions of the Ordinary Least Squares (OLS) method. Discuss the problems caused by heteroscedasticity and multicollinearity.	16 M	2	4
OR				
Q.4.	Define econometrics and explain its significance in economic and business decision making.	16 M	2	2
UNIT-III				
Q.5.	Explain different types of research designs with suitable business examples.	16 M	3	2
OR				
Q.6.	Explain rating scales and ranking scales. Discuss reliability and validity in measurement of variables.	16 M	3	3
UNIT-IV				
Q.7.	Estimate a Vector Auto Regression (VAR) model using the supplied multivariable time series dataset (Determinants of economic growth).	16 M	4	4
OR				
Q.8.	Develop ARMA and ARIMA model for the given non-stationary time series data. Perform model identification, estimation and forecasting for future periods.	16 M	4	2
UNIT-V				
Q.9.	Explain the components of a research report and discuss the guidelines for preparing a good research report.	16 M	5	2
OR				
Q.10.	Discuss research ethics and explain the consequences of plagiarism in academic and business research.	16 M	5	4

Case Study (Compulsory Question)

Q.11. A researcher is studying the macroeconomic determinants of economic growth using panel data collected from the World Development Indicators. The dataset consists of annual observations for India, over the period 1776 to 2025.

20

4

The variables included in the dataset are:

1. Gross Domestic Product (GDP) (constant 2015 US\$)
2. Foreign Direct Investment (FDI), net inflows (% of GDP)
3. Inflation, consumer prices (annual %)
4. Gross Capital Formation (% of GDP)
5. Rural Population

The researcher aims to analyse how these macroeconomic variables influence GDP across countries and over time using time series data techniques.

2

1. Construct a correlation matrix for all variables and interpret the relationship between GDP and the independent variables. (6 Marks)
2. Specify and estimate a multiple regression model using GDP as the dependent variable and FDI, Inflation, Gross Capital Formation, and Rural Population as independent variables. (8 Marks)
3. Examine the presence of multicollinearity among the independent variables using appropriate statistical techniques and interpret the results. (6 Marks)

Hall Ticket No:

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Question Paper Code: 25MCMBATC13

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MBA I Year II Semester (R25) Regular End Semester Examinations - June 2026**BUSINESS RESEARCH AND ECONOMETRICS**

Time: 3Hrs

Max Marks: 100

All parts of a question must be answered in one place only.

Answer one question from each of Units I to V. Q.no 11 which is a case study is compulsory.

Q.No.	Question	Marks	CO	BL
UNIT-I				
Q.1.	Describe the process of problem identification, literature survey and theoretical framework development in research.	16 M	1	3
OR				
Q.2.	Explain the role of information needs and modern technologies such as ERP, SPSS and Neural Networks in business research.	16 M	1	2
UNIT-II				
Q.3.	Describe econometrics? Discuss its importance and scope in economic analysis.	16 M	2	2
OR				
Q.4.	Explain the methodology of econometric research and discuss the desirable properties of estimators.	16 M	2	2
UNIT-III				
Q.5.	Describe the process of questionnaire construction and discuss the guidelines for preparing an effective questionnaire.	16 M	3	3
OR				
Q.6.	Discuss primary and secondary sources of data collection. Explain their merits and limitations.	16 M	3	2
UNIT-IV				
Q.7.	Conduct a Unit Root Test on the given time series data using the Augmented Dickey Fuller (ADF) test. Determine whether the series is stationary and suggest appropriate differencing if required.	16 M	4	4
OR				
Q.8.	Apply the ARCH and GARCH model to the provided financial time series data and examine the presence of volatility clustering. Interpret the estimated coefficients.	16 M	4	3
UNIT-V				
Q.9.	Discuss plagiarism in business research and explain the importance of ethics, objectivity and subjectivity in research.	16 M	5	2
OR				
Q.10.	Explain the importance of oral presentation in research reporting and discuss techniques for handling questions effectively.	16 M	5	3

Case Study (Compulsory Question)

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|--------------|--|-----|---|
| Q.11. | A financial analyst estimated a regression model to explain stock returns using interest rate, inflation and exchange rate data. | 3 | 5 |
| 1. | Conduct multicollinearity testing using suitable indicators and interpret the results. | 6 M | |
| 2. | Perform heteroscedasticity testing on the residuals and interpret whether variance instability exists. | 8 M | |
| 3. | Test for autocorrelation in residuals and suggest suitable remedial measures if problems are identified. | 6 M | |

End