CMR COLLEGE OF ENGINEERING & TECHNOLOGY
(UGC AUTONOMOUS)

Examination	:	MBA III Semester Regular & Supplementary Examinations January-2026
Course Name	:	Business Analytics
Course Code	:	C400314
Branch	:	Master of Business Administration
Date & Session	:	02-01-2026 AN Duration: 3 hours Max. Marks: 60

(Note: Assume suitable data if necessary)

PART-A
Answer all TEN questions
Each question carries ONE mark.   10x1=10M

1.	What is data query?	1 M
2.	Compare Structured and Unstructured Data.	1 M
3.	Write about Population and Sample in Statistics.	1 M
4.	Explain any application of random sampling.	1 M
5.	State the significance rank correlation method.	1 M
6.	What is good regression in regression models?	1 M
7.	Define data exploration.	1 M
8.	Mention the techniques used in the data reduction.	1 M
9.	What are pseudo-random numbers?	1 M
10.	How What-If Analysis is used in decision-making?	1 M

PART-B
Answer the following. Each question carries TEN Marks.   5x10=50M

11.A).	How data queries are used for data extraction and manipulation in business analytics?	10M
	OR	
11. B).	Describe Big Data and its characteristics, sources, and applications in business analytics.	10M
12. A).	In what way measure of location and association are used for business decision-making. Explain by using excel.	10M
	OR	
12. B).	Demonstrate probability distribution properties and its importance in business data analytics.	10M
13. A).	Explain Karl Pearson's correlation coefficient with its formula and interpretation.	10M
	OR	
13. B).	Evaluate the applications of discriminant analysis in marketing and finance.	10M
14. A).	Define data mining and explain the scope of data mining.	10M
	OR	
14. B).	Apply the market basket analysis in retail analytics to understand customer purchasing behavior.	10M
15. A).	Discuss the techniques for performing risk analysis, including sensitivity analysis and scenario analysis.	10M
	OR	
15. B).	Compare decision tree analysis with other decision-making techniques like payoff matrices or simulation.	10M

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CMR COLLEGE OF ENGINEERING & TECHNOLOGY
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Examination	:	MBA III Semester Regular & Supplementary Examinations January-2026
Course Name	:	Management Information Systems
Course Code	:	C400312
Branch	:	Master of Business Administration
Date & Session	:	05-01-2026 AN Duration: 3 hours Max. Marks: 60

(Note: Assume suitable data if necessary)

PART-A
Answer all TEN questions
Each question carries ONE mark.   10x1=10M

1.	Define Information Systems in Business.	1 M
2.	What are the Managerial Challenges of IT?	1 M
3.	Recall Business Analytics.	1 M
4.	Define role of IT in Customer Relationship Management.	1 M
5.	Illustrate how you would use the Prototype Model.	1 M
6.	List any two System Development Models.	1 M
7.	Define System Analysis.	1 M
8.	Define Business Process Redesign.	1 M
9.	What is Cyber Space?	1 M
10.	Describe the concept of Phishing in Cyber Crime.	1 M

PART-B
Answer the following. Each question carries TEN Marks.   5x10=50M

11.A). Discuss the various types of information systems used in business and brief on the major managerial challenges involved in managing information systems in organizations.   10M

OR

11. B). Analyze how information systems provide strategic advantages to organizations in a competitive environment and brief on the ethical issues in the use of information systems.   10M

12. A). Examine the role and applications of e-Business systems in modern enterprises and illustrate the importance of CRM and how information systems support it?   10M

OR

12. B). Explain the role of Business Process Reengineering (BPR) and its relationship with information systems and examine BPR impact on managing an organization.   10M

13. A). Illustrate the steps involved in Information System Planning, Acquisition and brief on Iterative Models of system development.   10M

OR

13. B). Analyze the importance and methodology of prototyping in information system development and elaborate on the role of Computer-Assisted Software Engineering (CASE) tools in system development.   10M

(P.T.O..)

14. A). Examine how information system development supports organizational change and illustrate the concept of system development process in detail. 10M

OR

14. B). Evaluate the significance of Agile Systems in the digital firm era and compare them with traditional methods. 10M

15. A). Define cybercrime and explain different types of cybercrimes prevalent in the digital world. 10M

OR

15. B). Examine the role of blockchain technology in enhancing data security and transparency. 10M

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CMR COLLEGE OF ENGINEERING & TECHNOLOGY
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Examination	:	MBA III Semester Regular & Supplementary Examinations January-2026
Course Name	:	Strategic Management
Course Code	:	C400313
Branch	:	Master of Business Administration
Date & Session	:	07-01-2026 AN Duration: 3 hours Max. Marks: 60

(Note: Assume suitable data if necessary)
PART-A
Answer all TEN questions
Each question carries ONE mark.   10x1=10M

1. Write a statement on Vision and Mission.   1 M
2. Define SWOT.   1 M
3. Define GE Model strategy.   1 M
4. What is strategic formulation?   1 M
5. Define Strategy and culture connection.   1 M
6. Write a short note on planning system.   1 M
7. Give a brief note on joint venture.   1 M
8. What are the competitive advantages in diversifying the company?   1 M
9. Define strategic audit.   1 M
10. Give some guidelines on strategic control.   1 M

PART-B
Answer the following. Each question carries TEN Marks.   5x10=50M

11.A). Illustrate the strategic management process through developing Vision, mission, policies and objectives in shaping the company's strategy.   10M

OR

11. B). Discuss the Environmental scanning of industry and competitive analysis in evaluating SWOT & Value Chain Analysis.   10M

12. A). Explain Porter's Five force Model, BCG Matrix, and TOWS.   10M

OR

12. B). What is Strategic Formulation and elucidate the types of strategies in detail?   10M

13. A). Write on Strategic structure, leadership and culture connection for competing in globalizing markets and international economy.   10M

OR

13. B). State the organizational values and their impact on strategy through resource allocation for implementation of planning strategy.   10M

14. A). Classify the turnaround strategy in the change of organizational features through mergers, acquisitions, takeovers and joint venturs.   10M

OR

14. B). Illustrate the diversification strategy why does firms diversify and also discuss on types of diversification strategies on competitive advantages.   10M

(P.T.O..)

15. A). Elucidate the strategic controls for measuring the performance using qualitative and 10M
quantitative benchmarking process.

OR

15. B). Write the guidelines for proper controlling strategic surveillance and corporate evaluation 10M
and feedback in India and International context.

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CMR COLLEGE OF ENGINEERING & TECHNOLOGY
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Examination	:	MBA III Semester Regular & Supplementary Examinations January-2026
Course Name	:	Consumer Behaviour
Course Code	:	C400401
Branch	:	Master of Business Administration
Date & Session	:	09-01-2026 AN Duration: 3 hours Max. Marks: 60

(Note: Assume suitable data if necessary)

PART-A
Answer all TEN questions
Each question carries ONE mark.   10x1=10M

1.	Define consumer behavior.	1 M
2.	State any two factors influencing rural consumer behavior.	1 M
3.	Define cross-cultural consumer behavior.	1 M
4.	Who proposed the Pavlovian model of consumer behavior?	1 M
5.	Define personality in the context of consumer behavior.	1 M
6.	State any one component of consumer attitude	1 M
7.	What do you understand by post-purchase behaviour?	1 M
8.	Name any two stages of the consumer decision-making process.	1 M
9.	Define consumer safety.	1 M
10.	Mention any one responsibility of consumers.	1 M

PART-B
Answer the following. Each question carries TEN Marks.   **5x10=50M**

11.A).	Discuss the consumer research process. Illustrate how marketers use it to understand changing consumer needs in a world of economic instability.	10M

OR

11. B).	Analyze the characteristics and buying behavior of rural consumers in India. Suggest suitable marketing strategies for reaching them effectively.	10M

12. A).	Discuss how culture, subculture, and social class influence consumer behavior with suitable examples.	10M

OR

12. B).	Compare and contrast the Howard–Sheth, EKB, and Economic models of consumer behavior. Highlight their significance for marketers.	10M

13. A).	Explain the motivation process and explain how Maslow's hierarchy of needs influences consumer decision-making.	10M

OR

13. B).	Examine how marketers can change consumer attitudes through communication and persuasion. Support your answer with real-life brand examples.	10M

14. A).	Describe the diffusion of innovation process. How do the categories of adopters differ in their characteristics and purchasing behavior?	10M

OR

14. B).	Evaluate various models of consumer decision-making and evaluate their practical relevance to marketers.	10M

(P.T.O..)

15. A). Discuss the roots and evolution of consumerism. How has the movement influenced   10M
       modern marketing practices?

OR

15. B). Evaluate how marketers can respond ethically to consumer issues. Suggest strategies to   10M
       build trust and long-term relationships with consumers.

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CMR COLLEGE OF ENGINEERING & TECHNOLOGY
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Examination	:	MBA III Semester Regular & Supplementary Examinations January-2026
Course Name	:	Cost and Management Accounting
Course Code	:	C400407
Branch	:	Master of Business Administration
Date & Session	:	09-01-2026 AN Duration: 3 hours Max. Marks: 60

(Note: Assume suitable data if necessary)

PART-A
Answer all TEN questions
Each question carries ONE mark.   10x1=10M

1.	Distinguish between Direct cost and Indirect cost.	1 M
2.	Bring out the classification of cost.	1 M
3.	Explain the treatment of Normal Losses.	1 M
4.	What is meant by Unit cost?	1 M
5.	Write short note on Activity based cost.	1 M
6.	Describe about the margin of safety.	1 M
7.	Explain the zero based budgeting.	1 M
8.	What is meant by activity based budgeting?	1 M
9.	What is Standard costing?	1 M
10.	Discuss about the marginal cost.	1 M

PART-B
Answer the following. Each question carries TEN Marks.   5x10=50M

11.A). Compare Cost accounting with Financial accounting and Management accounting.   10M

OR

11. B). A factory has three production departments A, B and C and two service departments, X   10M
and Y. The total overheads of all departments are given below. The percentage share of
services rendered by each service department to other departments is also given. You are
required to reallocate the service department overheads to production departments and
compute the machine hour rate for overhead absorption. Also compute the cost of a
product manufactured during this period, whose material cost, labour cost and direct
expenses were Rs.5,400, Rs.3,200 and Rs.1,400. Machine hours spent on the product in
A, B and C were 6, 8 and 10 respectively.

	A	B	C	X	Y
Total overheads	4,56,000	2,80,000	3,45,000	1,20,000	80,000
Service Rendered by X	30%	30%	20%	-	20%
Service Rendered by Y	40%	20%	30%	10%	-
Machine Hours	8,400	7,200	6,100	-	-

(P.T.O..)

12. A). Briefly discuss about the treatment of Normal loss, Abnormal loss, Abnormal gain and also about cost sheet.   10M

OR

12. B). Product 'Z' is obtained after it passes through three distinct processes. the following information is obtained from the accounts for the month ending December 31, 2008   10M

	Total	process		
		A	B	C
	Rs	Rs	Rs	Rs
Direct material	7542	2600	1980	2962
Direct wages	9000	2000	3000	4000
Production overhead	9000	--	--	--

1000 units @ Rs. 3 each were introduced to process A. There was no stock of Material or work in progress at the beginning or end of the period. The out put of each process passes direct to the next process and finally to finished stores production overhead is recovered at 100% of direct wages.

The following additional data is obtained

Process	output	% of normal loss	value of scrap per unit
Process A	950	5%	Rs. 2
Process B	840	10 %	Rs. 4
Process C	750	15%	Rs. 5

Compute process accounts.

13. A). The sales turnover and profit during two years were as follows: 10M

Year	Sales (Rs)	Profit (Rs)
2020	1,50,000	20,000
2021	1,70,000	25,000

You are required to calculate
- P/V Ratio
- Break Even Point
- The sales required to earn a profit of Rs. 40,000
- Profit made when sales are Rs. 2,50,000
- Margin of safety at a profit of Rs. 50,000
- Variable cost of the two periods.

OR

13. B). Examine the application of BEP for various business problems and also discuss limitations of BEP.   10M

14. A). A firm currently operating at 40% capacity is manufacturing and selling 9,600 units per annum. The cost structure at this level is given below. The selling price per unit is Rs.35. You are required to prepare flexible budget at 60%, 80% and 100% capacity. (Show total costs and unit costs)   10N

Variable costs	
Direct material	76,800
Direct labour	57,600
Variable overheads	19,200
Semi-Variable costs:	
Repairs (50% variable)	38,400
Maintenance (70% fixed)	57,600
Fixed costs:	
Depreciation	76,800
Rent & Rates	38,400
Other overheads	28,800

OR

14. B). Differentiate between Cost audit and managerial audit.   10M

15. A). A factory mixes 2 kg of material P and 3 kg of material Q to manufacture one unit of its   10M
finished product. The standard prices for P and Q are Rs.15 and Rs.10 per kg. During
March this year, the factory manufactured 500 units of its product using 1,150 kg of P and
1,400 kg of Q. Material P and Q were purchased at Rs.13 and Rs.11 per kg respectively.
Compute Material Cost Variance, Material Price Variance, Material Usage Variance and
Material Mix Variance.

OR

15. B). "Budgetary control is complete different from standard costing". Do you agree with this   10M
statement? Examine the differences between both.

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CMR COLLEGE OF ENGINEERING & TECHNOLOGY
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Examination	:	MBA III Semester Regular & Supplementary Examinations January-2026
Course Name	:	Performance Management
Course Code	:	C400413
Branch	:	Master of Business Administration
Date & Session	:	09-01-2026 AN

Duration: 3 hours **Max. Marks: 60**

(Note: Assume suitable data if necessary)
PART-A
Answer all TEN questions
Each question carries ONE mark. 10x1=10M

1.	Define Performance Management.	1 M
2.	Write a short note on goal theory.	1 M
3.	Describe the performance management planning process.	1 M
4.	Give a statement on creation of PM documentation.	1 M
5.	Elucidate the Team performance management?	1 M
6.	What are the challenges of linking performance and reward?	1 M
7.	Write a statement on Business Process Reengineering.	1 M
8.	Give brief note on Six Sigma practices.	1 M
9.	Abbreviate EFQM.	1 M
10.	What is Process Benchmarking?	1 M

PART-B
Answer the following. Each question carries TEN Marks. 5x10=50M

11.A).	i) Explain the purpose, principles and importance of Performance Management.	5M
	ii) Describe the Organizational justice's theory in application of PM.	5M
	OR	
11. B).	i) State the differentiation of terms related to PM in linkage of PM to other HR process.	5M
	ii) Discuss on control theory and social cognitive theory.	5M
12. A).	i) How does employee engagement and PM are measured.	5M
	ii) Write on employee responsibilities in gathering performance information.	5M
	OR	
12. B).	i) Discuss the PM Process and state the dimensions of PM.	5M
	ii) Classify the Mid cycle review process and End cycle review process.	5M
13. A).	i) Illustrate team performance in learning organizations.	5M
	ii) What are the concepts related to PM in linking performance of pay?	5M
	OR	
13. B).	i) State the performance of learning Organization and virtual teams.	5M
	ii) What are the challenges of linking performance and reward?	5M
14. A).	i) Classify the improving quality of planning and design of PM.	5M
	ii) Explain the MC Kinsey 7's framework.	5M
	OR	
14. B).	i) Describe the improving execution aspects of PM with automation.	5M
	ii) Explain about the Balance score card and HR Scorecard.	5M

(P.T.O..)

15. A). i) Write on human information processing and performance loop.   5M
         ii) What is PM Audit and pathway analysis while diagnostic and benchmarking?   5M

OR

15. B). i) Illustrate performance shaping factors on Yerkes and Donson's Law.   5M
         ii) What is the impact of PM online managers and Employees?   5M

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CMR COLLEGE OF ENGINEERING & TECHNOLOGY
(UGC AUTONOMOUS)

Examination	:	MBA III Semester Regular & Supplementary Examinations January-2026
Course Name	:	Sales and Promotion Management
Course Code	:	C400402
Branch	:	Master of Business Administration
Date & Session	:	12-01-2026 AN Duration: 3 hours Max. Marks: 60

(Note: Assume suitable data if necessary)
PART-A
Answer all TEN questions
Each question carries ONE mark.   10x1=10M

1.	Summarize the concept of promotion.	1 M
2.	Illustrate the concept of advertising.	1 M
3.	What do you mean by the term personal selling?	1 M
4.	What is advertising layout?	1 M
5.	Interpret the concept of sales force management.	1 M
6.	Infer the meaning of selling skills.	1 M
7.	Define product life cycle.	1 M
8.	What is sales promotion?	1 M
9.	What is channel strategy?	1 M
10.	What are franchisers?	1 M

PART-B
Answer the following. Each question carries TEN Marks.   5x10=50M

11.A).	Illustrate the sales promotion, personal selling and public relations with examples.	10M
	OR	
11. B).	What are the objectives of direct marketing? Discuss the advantages of online marketing and Direct marketing.	10M
12. A).	Define the DAGMAR approach and examine the types of advertising used by the companies in detail.	10M
	OR	
12. B).	Analyze the advertising message, advertising objectives and advertising budget.	10M
13. A).	Differentiate between selling skill and selling strategy with example for each.	10M
	OR	
13. B).	Assess the significance of training the sales force in detail.	10M
14. A).	Appraise the various ethical issues in sales promotion with an example.	10M
	OR	
14. B).	Analyze the sales promotion strategies at different stages of PLC and Surrogate selling.	10M
15. A).	Define the channel structure and managing the distribution channels in rural market is challenging. – Justify.	10M
	OR	
15. B).	Comment on the reasons for channel conflict involved in sales and distribution.	10M

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CMR COLLEGE OF ENGINEERING & TECHNOLOGY
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Examination	:	MBA III Semester Regular & Supplementary Examinations January-2026
Course Name	:	Security Analysis and Portfolio Management
Course Code	:	C400408
Branch	:	Master of Business Administration
Date & Session	:	12-01-2026 AN Duration: 3 hours Max. Marks: 60

(Note: Assume suitable data if necessary)

PART-A
Answer all TEN questions
Each question carries ONE mark.   10x1=10M

1.	What is investment?	1 M
2.	What are the objectives of SEBI?	1 M
3.	What is Unsystematic Risk?	1 M
4.	Define Systematic Risk.	1 M
5.	Write about Bond immunization.	1 M
6.	Define Bond Maturity.	1 M
7.	What is Derivative?	1 M
8.	Write about efficient market hypotheses.	1 M
9.	Write about Closed ended Fund.	1 M
10.	What is Net asset value?	1 M

PART-B
Answer the following. Each question carries TEN Marks.   5x10=50M

11.A). Elucidate how the Indian Financial System will boost our Indian Economy. 10M

OR

11. B). Investment differs from gambling and speculation, illustrate with suitable examples. 10M

12. A). Examine the relationship between risk-free rate, market return, and expected return in CAPM, and critically evaluate the assumptions underlying the CAPM. 10M

OR

12. B). Calculate the return and risk of the portfolio under a single index model if the market index is16.4 % and the standard deviation on market index is 14%. 10M

Security	Weights	Alpha	Beta	Residual Varience((σei)2
1	0.2	2.0	1.2	320
2	0.3	1.7	0.8	450
3	0.1	-0.8	1.6	270
4	0.4	1.2	1.3	180

(P.T.O..)

13. A). Define bond and elucidate active and passive bond strategies in detail. 10M

OR

13. B). Suppose a company can issue a 10 % annual coupon, 15-year bond with a face value of Rs 1,000 for Rs 950. What is the yield-to-maturity on this bond? You can use the approximation formula for calculating the yield-to-maturity. 10M

14. A). Define Options and their Types and describe the mechanics of forward and futures trading. 10M

OR

14. B). Examine the role of fundamental Analysis and what are the different analysis in selecting securities for investment? 10M

15. A). Define mutual funds. Outline the classification of mutual funds with example. 10M

OR

15. B). Summarize the Portfolio Performance Evaluation models with suitable examples. 10M

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CMR COLLEGE OF ENGINEERING & TECHNOLOGY
(UGC AUTONOMOUS)

Examination	:	MBA III Semester Regular & Supplementary Examinations January-2026
Course Name	:	Strategic Human Resource Management
Course Code	:	C400414
Branch	:	Master of Business Administration
Date & Session	:	12-01-2026 AN Duration: 3 hours Max. Marks: 60

(Note: Assume suitable data if necessary)
PART-A
Answer all TEN questions
Each question carries ONE mark.   10x1=10M

1.	Identify two barriers to SHRM implementation.	1 M
2.	Write about HR Environment.	1 M
3.	What is Strategic Human Resource Development?	1 M
4.	Explain about Strategic Recruitment.	1 M
5.	How does promotion benefit employees?	1 M
6.	What is outsourcing?	1 M
7.	Define Technical Competency.	1 M
8.	What is meant by Employee Engagement?	1 M
9.	Define Employer Branding.	1 M
10.	Define ISHRM.	1 M

PART-B
Answer the following. Each question carries TEN Marks.   5x10=50M

11.A).	Explain the steps involved in implementing Strategic Human Resource Management.	10M
	OR	
11. B).	Discuss the changing roles of HR professionals in the context of SHRM.	10M
12. A).	Evaluate strategies to manage HR surplus and shortage effectively.	10M
	OR	
12. B).	Analyze the interaction between strategic planning and human resource planning.	10M
13. A).	What are the factors affecting HR policy formulation and implementation? Discuss in detail.	10M
	OR	
13. B).	Examine the barriers to effective HR policy implementation and suggest ways to overcome them.	10M
14. A).	State the recent trends in SHRM and explain their impact on organizational performance.	10M
	OR	
14. B).	Explain various strategies for enhancing employee engagement in a competitive environment.	10M
15. A).	Explain the role of human capital management in improving organizational performance.	10M
	OR	
15. B).	Discuss the features and importance of international strategic HRM in global organization.	10M

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CMR COLLEGE OF ENGINEERING & TECHNOLOGY
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Examination	:	MBA III Semester Regular & Supplementary Examinations January-2026
Course Name	:	Marketing Analytics
Course Code	:	C400403
Branch	:	Master of Business Administration
Date & Session	:	17-01-2026 AN Duration: 3 hours Max. Marks: 60

(Note: Assume suitable data if necessary)

PART-A
Answer all TEN questions
Each question carries ONE mark.   10x1=10M

1.	Define marketing analytics.	1 M
2.	State the primary use of pivot tables in MS Excel.	1 M
3.	Name any two demographic variables and explain.	1 M
4.	What is the function of slicers in Excel?	1 M
5.	What is customer journey mapping?	1 M
6.	List two main parts of a buyer persona.	1 M
7.	What is price elasticity?	1 M
8.	Which Excel tool is used to optimize price in pricing analytics?	1 M
9.	What is cluster analysis?	1 M
10.	Name one model used in measuring advertising effectiveness.	1 M

PART-B
Answer the following. Each question carries TEN Marks.   5x10=50M

11.A).	Differentiate between marketing analytics, marketing research and business intelligence.	10M
	OR	
11. B).	Elaborate on the various levels in marketing analytics.	10M
12. A).	Discuss the application of the Pareto Principle in marketing data analysis. Explain with suitable example by using MS Excel.	10M
	OR	
12. B).	Describe the process of using GETPIVOTDATA, data labels, and data tables in Excel for summarizing marketing data.	10M
13. A).	Discuss the types of metrics used to track customer experience.	10M
	OR	
13. B).	Explain how to calculate Customer Lifetime Value (CLV) using Excel, including sensitivity analysis.	10M
14. A).	Describe how to estimate linear and power demand curves using Excel.	10M
	OR	
14. B).	Discuss different types of price bundling and their applications in marketing with suitable examples.	10M
15. A).	Explain how conjoint analysis and decision trees are used for market segmentation.	10M
	OR	
15. B).	Write about media selection models, including Monte Carlo simulation and quantity discounts.	10M

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CMR COLLEGE OF ENGINEERING & TECHNOLOGY
(UGC AUTONOMOUS)

Examination	:	MBA III Semester Regular & Supplementary Examinations January-2026
Course Name	:	Financial Analytics
Course Code	:	C400409
Branch	:	Master of Business Administration
Date & Session	:	17-01-2026 AN Duration: 3 hours Max. Marks: 60

(Note: Assume suitable data if necessary)
PART-A
Answer all TEN questions
Each question carries ONE mark.   10x1=10M

1.	Define horizontal analysis.	1 M
2.	Define solvency ratio.	1 M
3.	Recall the meaning of Future Value in time value of money.	1 M
4.	State the formula for Holding Period Return.	1 M
5.	List the concept of Net Present Value (NPV) in capital budgeting.	1 M
6.	Identify the formula for Accounting Rate of Return (ARR).	1 M
7.	Recall the purpose of the Capital Asset Pricing Model (CAPM).	1 M
8.	Define technical analysis in stock valuation.	1 M
9.	Define bond duration.	1 M
10.	State the meaning of the term structure of interest rates.	1 M

PART-B
Answer the following. Each question carries TEN Marks.   5x10=50M

11.A). Explain various types of financial ratios and interpret their significance in evaluating a company's performance using real-time data.   10M

OR

11. B).   10M

Particulars	Amount (₹)
Net Profit Before Tax	1,50,000
Depreciation	30,000
Increase in Accounts Receivable	-20,000
Increase in Accounts Payable	10,000
Purchase of Equipment	-50,000
Sale of Land	40,000
Issue of Equity Shares	60,000
Repayment of Bank Loan	-30,000
Dividend Paid	-20,000

Prepare a cash flow statement using spreadsheet data and categorize the flows into operating, investing, and financing activities.

(P.T.O..)

12. A). Explain the concepts of annuity and perpetuity and illustrate how to compute their values   10M
with examples.

OR

12. B).

Month	Security Return (Rs)	Market Return (Rm)
1	6%	4%
2	8%	6%
3	10%	7%
4	5%	3%
5	12%	9%

10M

Calculate the beta of a security and explain how it reflects systematic risk in portfolio
management.

13. A). Examine the limitations of traditional capital budgeting tools and demonstrate how   10M
spreadsheet models can be used to enhance decision-making.

OR

13. B). Discuss various steps in Decision Tree Analysis.   10M

14. A). Illustrate the role of the Security Market Line (SML) in stock valuation and apply the   10M
CAPM equation to assess a stock's expected return for the given data.
Risk-free rate, Rf=5%
Expected market return, Rm=12%
Stock beta β=1.3

OR

14. B). "Explain how to construct a covariance matrix for a portfolio and describe how it affects   10M
the assessment of portfolio risk".

15. A). Describe how the expected return of a bond is calculated in single-period and multi-period   10M
frameworks and explain the key assumptions that each approach relies on.

OR

15. B). Explain the process of valuing a bond with irregular cash flows using spreadsheet tools   10M
and discuss common practical challenges faced during this valuation.

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CMR COLLEGE OF ENGINEERING & TECHNOLOGY
(UGC AUTONOMOUS)

Examination	:	MBA III Semester Regular & Supplementary Examinations January-2026
Course Name	:	HR Analytics
Course Code	:	C400415
Branch	:	Master of Business Administration
Date & Session	:	17-01-2026 AN

Duration: 3 hours   Max. Marks: 60

(Note: Assume suitable data if necessary)

PART-A
Answer all TEN questions
Each question carries ONE mark.   10x1=10M

1.	Write about the concept of HR Analytics.	1 M
2.	Discuss the Key Influencers of HR Analytics Process.	1 M
3.	Name any three key metrics of HR Analytics.	1 M
4.	Define Ordinal Scale of Data.	1 M
5.	Write about the Recruitment Channel Analysis.	1 M
6.	What are HR analytics for performance appraisal?	1 M
7.	Summarize the Slicing and Dicing of HR Data.	1 M
8.	Mention the Pivot Table Applications in HR Analytics.	1 M
9.	Discuss about Factor Analysis.	1 M
10.	Relate the application of Regression in Predictive HR Analytics.	1 M

PART-B
Answer the following. Each question carries TEN Marks.   5x10=50M

11.A).	Summarize the Importance, Scope and benefits of HR Analytics.	10M
	OR	
11. B).	Analyse the significance of Big Data Era in HR Analytics linking to business outcomes.	10M
12. A).	Identify the different Methods of Capturing Data.	10M
	OR	
12. B).	Describe the elements of Data Examination & Purification.	10M
13. A).	Explain HR Analytics for Recruitment & Selection, Performance Appraisal using MS Excel.	10M
	OR	
13. B).	Explain HR Analytics for Compensation Management, Training & Development using MS Excel.	10M
14. A).	Examine the key features of Power BI and its applications in HR Analytics.	10M
	OR	
14. B).	Illustrate the usage of HR Dashboards using MS Excel.	10M
15. A).	Explain the concept of Correlation and its applications in HR Analytics.	10M
	OR	
15. B).	Explain the Comparison of Means and Analysis of Variance for Employee Satisfaction with examples.	10M

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