

H.T No:

--	--	--	--	--	--	--	--	--	--

R22



**CMR COLLEGE OF ENGINEERING & TECHNOLOGY
(UGC AUTONOMOUS)**

Examination : MBA IV Semester Supplementary Examinations January-2026
Course Name : Production and Operations Management
Course Code : C400315
Branch : Master of Business Administration
Date & Session : 03-01-2026 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 the main objective of operations management? 1 M
2. Summarize Industry 4.0. 1 M
3. What is meant by product design? 1 M
4. Outline one major step involved in process planning. 1 M
5. Recall any two factors influencing plant location. 1 M
6. Outline any two advantages of group technology layout. 1 M
7. What is Johnson's rule used for? 1 M
8. Define priority dispatching rules. 1 M
9. Summarize Materials Management. 1 M
10. What is ABC analysis? 1 M

PART-B

Answer the following. Each question carries TEN Marks.

5x10=50M

- 11.A). Discuss the functional strategies involved in strategic operations management. 10M
- OR**
11. B). Explain the types of production systems with suitable examples. 10M
12. A). Elaborate the process planning steps and the role of a process planning engineer. 10M
- OR**
12. B). Explain lean production system and its benefits in modern manufacturing. 10M
13. A). Illustrate the break-even analysis and its role in plant location decisions. 10M
- OR**
13. B). Explain the different classifications of plant layout and their relative merits and demerits. 10M
14. A). Discuss heuristic procedures and types of schedules used in job shop scheduling. 10M
- OR**
14. B). Explain Johnson's algorithm and its application in sequencing two jobs and multiple machines. 10M
15. A). A company sells widgets at a constant rate of 1,000 units per month. The cost to place an order is \$100, and the annual holding cost per unit is \$2. The annual demand for widgets is 12,000 units. Calculate the Economic Order Quantity. 10M
- OR**
15. B). Explain in detail about materials planning and green purchasing. 10M

H.T No:

--	--	--	--	--	--	--	--	--	--

R22



CMR COLLEGE OF ENGINEERING & TECHNOLOGY (UGC AUTONOMOUS)

Examination : MBA IV Semester Supplementary Examinations January-2026
Course Name : Strategic Investment and Financing Decisions
Course Code : C400410
Branch : Master of Business Administration
Date & Session : 06-01-2026 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 Financial Planning. | 1 M |
| 2. | What are the Applications of Financial Models? | 1 M |
| 3. | What is Risk and Uncertainty? | 1 M |
| 4. | Define Capital Rationing. | 1 M |
| 5. | What is Operating Risk? | 1 M |
| 6. | What is Hire purchase? | 1 M |
| 7. | Define Mergers and Acquisitions. | 1 M |
| 8. | What is Takeover? | 1 M |
| 9. | Recall Hybrid Securities. | 1 M |
| 10. | What is Non-Convertible Debentures? | 1 M |

PART-B

Answer the following. Each question carries TEN Marks.

5x10=50M

- | | | |
|-----------|---|-----|
| 11.A). | What is Strategic Planning and explain the Strategic Planning Process with its objectives? | 10M |
| OR | | |
| 11. B). | Write the Key components of financial planning. | 10M |
| 12. A). | Explain the techniques for Capital Budgeting under Risk and Uncertainty. | 10M |
| OR | | |
| 12. B). | There are two projects A and B. Each involves an investment of Rs. 50,000. The expected cash inflows and the certainly co-efficient are as under: | 10M |

Year	Project A		Project B	
	Cash inflows	Certainly co-efficient	Cash inflows	Certainly co-efficient
1	35,000	0.8	25,000	0.9
2	30,000	0.7	35,000	0.8
3	20,000	0.9	20,000	0.7

Risk-free cutoff rate is 10%. Suggest which of the two projects should be preferred.

(P.T.O.)

13. A). Examine the three financing decisions: "Purchase, Leasing and Hire Purchasing" from taxation point of view. 10M

OR

13. B). SVS Ltd. is planning to install a captive generator set at its plant. The finance manager is asked to evaluate the alternatives either to purchase or acquire generator on lease basis. Buying Initial cost Rs. 5,00,000 Residual value Rs. 1,60,000 Leasing for 5 years Annual lease rentals Rs. 1,50,000 Residual value Rs. 90,000 returned to Lessee in 5 years times Depreciation @ 20%p .a. on written down value. Corporate tax rate 40%. After tax cost of debt is 14%. The time gap between the claiming of the tax allowance and receiving the benefit is one year. Evaluate the lease or buy decision based on the above information. 10M

14. A). Explain different types of mergers. 10M

OR

14. B). XYZ Ltd. is considering merger with ABC Ltd. XYZ Ltd.'s shares are currently traded at Rs. 25. It has 2,00,000 shares outstanding and its profits after taxes (PAT) amount to Rs. 4,00,000. ABC Ltd. has 1,00,000 shares outstanding. Its current market price is Rs. 12.50 and its PAT are Rs. 1,00,000. The merger will be effected by means of a stock swap (exchange). ABC Ltd. has agreed to a plan under which XYZ Ltd. will offer the current market value of ABC Ltd.'s shares: (i) What is the pre-merger earnings per share (EPS) and P/E ratios of both the companies? (ii) If ABC Ltd.'s P/E ratio is 8, what is its current market price? What is the exchange ratio? What will XYZ Ltd.'s post-merger EPS be? (iii) What must the exchange ratio be for XYZ Ltd.'s that pre and post-merger EPS to be the same. 10M

15. A). Elaborate on the various innovative sources of finance in the market. 10M

OR

15. B). Briefly write a note on:
i) Commercial Papers
ii) Non-Convertible Debentures
iii) Deep Discount Bonds
iv) Hybrid Securities 10M

H.T No:

--	--	--	--	--	--	--	--	--	--

R22



CMR COLLEGE OF ENGINEERING & TECHNOLOGY
(UGC AUTONOMOUS)

Examination : MBA IV Semester Supplementary Examinations January-2026
Course Name : International Financial Management
Course Code : C400411
Branch : Master of Business Administration
Date & Session : 08-01-2026 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 the unique feature of international financial management? 1 M
2. Differentiate between nominal exchange rate and real exchange rate. 1 M
3. Why gold standard of exchange rate is not continued for long term? 1 M
4. What is the significance of Bretton Wood's system in the international monetary system. 1 M
5. Write the application of currency options as an hedging instruments. 1 M
6. List out the characteristics of euro credit markets. 1 M
7. What is the relationship between interest rates, inflation and exchange rates with an example? 1 M
8. Write the concept of International Fisher Effect. 1 M
9. What is EXIM policy? 1 M
10. Write a note on various types of bonds available in international markets. 1 M

PART-B

Answer the following. Each question carries TEN Marks.

5x10=50M

- 11.A). Discuss the nature and scope of international financial management. 10M
- OR**
11. B). How is international financial management different from domestic financial management? 10M
12. A). Discuss various accounting components of BOP with examples. 10M
- OR**
12. B). Elaborate the features of flexible exchange rate regime. 10M
13. A). What is Foreign Exchange Market? Explain its functions and structure. 10M
- OR**
13. B). i) Differentiate between direct quote and indirect quote. 5M
ii) Explain the concept and application of cross rates in foreign exchange markets. 5M
14. A). If exchange rate at the end of 2004-05 is Rs.43.91 /US \$ and if the rate of inflation in India and USA during 2005-06 is respectively 7 per cent and 4 per cent. Find (i) Inflation rate differential between the two countries and (ii) the exchange rate at the end of 2005-06. 10M
- OR**
14. B). Examine the concepts and nexuses between International Arbitrage and Interest Rate Parity (IRP) theories in International Finance. 10M

(P.T.O.)

15. A). Explain the different payment methods of international trade. 10M
- OR**
15. B). i) Elaborate the objectives of an effective international cash management system. 5M
ii) Suppose that a foreign project has a beta of 0.85 and risk-free return is 12% and the required rate of return on the market is estimated at 19%. Calculate the cost of capital for the foreign project. 5M



CMR COLLEGE OF ENGINEERING & TECHNOLOGY
(UGC AUTONOMOUS)

Examination	: MBA IV Semester Supplementary Examinations January-2026		
Course Name	: Leadership and Change Management		
Course Code	: C400417		
Branch	: Master of Business Administration		
Date & Session	: 08-01-2026 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 are Lewin's three leadership styles? | 1 M |
| 2. | Explain the focus of Blake and Mouton's Managerial Grid. | 1 M |
| 3. | Define Fiedler's Contingency Model. | 1 M |
| 4. | Distinguish between Leadership and Empowerment. | 1 M |
| 5. | Define the term "diagnosing change situation". | 1 M |
| 6. | Explain the sources of organizational change. | 1 M |
| 7. | What are the influences on organizational structure? | 1 M |
| 8. | Explain the role of HR practices in managing change. | 1 M |
| 9. | Define the term "multiple paths to change". | 1 M |
| 10. | What is the role of action research in OD? | 1 M |

PART-B

Answer the following. Each question carries TEN Marks.

5x10=50M

- | | | |
|-----------|--|-----|
| 11.A). | Explain i) Michigan's study of Leadership and ii) Leadership behavior and attitudes. | 10M |
| OR | | |
| 11.B). | Analyze the leadership styles proposed by Lewin and their impact on organizational behavior. | 10M |
| 12.A). | Distinguish between transformational and transactional leadership styles. | 10M |
| OR | | |
| 12.B). | Elaborate on the principles of servant leadership and its impact on organizational culture. | 10M |
| 13.A). | Explain the Impact of change and Resistance to change on organization with example. | 10M |
| OR | | |
| 13.B). | Elaborate the contingency perspective on change and its application in organizational management. | 10M |
| 14.A). | Identify and explain the relationship between organizational culture and the success of change initiatives with example. | 10M |
| OR | | |
| 14.B). | What are the advantages and disadvantages of using an innovative approach to explain managing change? | 10M |
| 15.A). | Elaborate the theoretical frameworks of Organization Development and explain the current perspectives on OD. | 10M |
| OR | | |
| 15.B). | i) Mention the significance of changing lifestyles. | 4M |
| | ii) Elaborate the concept of operating virtually and its benefits. | 6M |

H.T No:

--	--	--	--	--	--	--	--	--	--

R22



**CMR COLLEGE OF ENGINEERING & TECHNOLOGY
(UGC AUTONOMOUS)**

Examination : MBA IV Semester Supplementary Examinations January-2026
Course Name : Services Marketing
Course Code : C400405
Branch : Master of Business Administration
Date & Session : 08-01-2026 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 are Classifications of Services? 1 M
2. Define Services marketing mix. 1 M
3. What is Customer Satisfaction? 1 M
4. Define Consumer Behavior in Services. 1 M
5. State about service excellence. 1 M
6. Write about physical evidence. 1 M
7. What is Mass Delivery? 1 M
8. State about how does manage demand is done. 1 M
9. What are the challenges for services? 1 M
10. How people are managed in service Industry? 1 M

PART-B

Answer the following. Each question carries TEN Marks.

5x10=50M

- 11.A). Explain the factors that impact the Technology on services with an example. 10M
- OR**
11. B). i) Differentiate between Services and Goods. 5M
ii) Explain the Service marketing triangle. 5M
12. A). Discuss the Consumer Perceptions of Services with an example. 10M
- OR**
12. B). Explain how Customer Relationship is build and Customer feedback is done. 10M
13. A). Discuss about Gap Model of Service Quality with an example. 10M
- OR**
13. B). What are the types of Service Innovation? Explain the mapping patterns of service innovation. 10M
14. A). Explain the role of Employees in services delivery with an example. 10M
- OR**
14. B). Write a short note on Service Blueprinting and Customers roles in Service Delivery. 10M
15. A). Explain the Challenges and Pricing strategies for services. 10M
- OR**
15. B). Discuss the five Categories of strategies to match service promises with delivery. 10M

H.T No:

--	--	--	--	--	--	--	--	--	--

R22



CMR COLLEGE OF ENGINEERING & TECHNOLOGY
(UGC AUTONOMOUS)

Examination : MBA IV Semester Supplementary Examinations January-2026
Course Name : Risk Management and Insurance
Course Code : C400412
Branch : Master of Business Administration
Date & Session : 10-01-2026 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 the term liquidity risk. 1 M
2. List out the various non-insurance methods. 1 M
3. Write a note on principle of indemnity. 1 M
4. Outline the requisites of insurable risks. 1 M
5. Define loss control in risk management. 1 M
6. What is optional loss control? 1 M
7. Who regulates the insurance industry in India? 1 M
8. Give an example of a general insurance policy. 1 M
9. What does alternative risk management mean? 1 M
10. State the purpose of hedging in derivative contracts. 1 M

PART-B

Answer the following. Each question carries TEN Marks.

5x10=50M

- 11.A). Explain the risk management process and how it can be used to mitigate risk. 10M
- OR**
11. B). List and summarize the various risk management methods. 10M
12. A). Elucidate the principles of insurance and discuss how they ensure fairness and legality in insurance contracts. 10M
- OR**
12. B). Describe the roles of agents and brokers in the insurance industry. How do they differ in their representation and responsibilities? 10M
13. A). Outline and explain the different types of loss control strategies available to organizations. 10M
- OR**
13. B). Discuss the concept of risk aversion and how it can impact risk management decisions by individuals and corporations. 10M
14. A). What are the recent amendments in insurance regulations that have impacted the industry? 10M
- OR**
14. B). Analyzing the Growth and Development Role of Insurance in the Economy. 10M
15. A). Evaluate the Pros and Cons of retaining risks within a company's risk management strategy. 10M
- OR**
15. B). Compare and contrast risk retention and risk reduction strategies in corporate risk management. 10M
