



**Semester : 2<sup>nd</sup> Sem. MBA**  
**Batch : 2025-27**  
**Subject : Corporate Finance**  
**Subject Code : MBPC1004**

**Date : 23.04.2026**  
**Class Test : II**  
**Duration : 1 Hr.**  
**Full Marks : 30**

**Section-A**

- 1. Answer any four out of following questions. [4 x 2 = 8]**
- a) What do you mean by leverage? [CO3]
  - b) Define Capital structure? [CO3]
  - c) Write down the concept of “Bird in Hand” theory of dividend? [CO3]
  - d) Outline the criteria of growth firm, normal firm and decline firm? [CO3]
  - e) Give the concept of Gross Working Capital? [CO4]

**Section-B**

- 2. Answer any two questions out of following [2 x 6= 12]**
- a) A firm has sales of Rs. 10, 00,000; variable cost Rs. 7, 00,000 and fixed cost Rs. 2, 00,000 and debt of Rs. 5, 00,000 at 10% rate of interest. Calculate Operating Leverage, Financial Leverage & Combined Leverage. [CO3]
  - b) Explain Net Income Approach with an example. [CO3]
  - c) Briefly discuss factors affecting dividend policy of a company? [CO3]

**Section-C**

- 3. Answer any one out of following questions. [1 x 10= 10]**
- a) A. The following information is available in respect of a firm [CO3]
    - Capitalization rate = 10%
    - Earnings per share = Rs. 50
    - Assumed rate of return on investment
      - (i) 12%
      - (ii) 8%
      - (iii) 10%

Show the effect of dividend policy on market price of shares applying Walter’s approach when dividend payout ratio is (a) 0% (b) 40% (c) 100%.
  - b) Explain factors affecting working capital requirement of a firm? [CO4]

|                  |  |  |  |  |  |  |  |  |  |  |
|------------------|--|--|--|--|--|--|--|--|--|--|
| Registration No. |  |  |  |  |  |  |  |  |  |  |
|------------------|--|--|--|--|--|--|--|--|--|--|



**BIJU PATNAIK INSTITUTE OF INFORMATION TECHNOLOGY  
& MANAGEMENT STUDIES, BHUBANESWAR**

**Semester : 2<sup>nd</sup> Sem. MBA**

**Batch : 2025-27**

**Subject : Human Resource Management**

**Subject Code : MBPC1006**

**Date : 23.04.2026**

**Class Test : II**

**Duration : 1 Hr.**

**Full Marks : 30**

**Section-A**

1. **Answer any four out of following questions.** [4 x 2 = 8]
- a) Differentiate between wage and salary. [CO3]
  - b) How does halo effect impact performance appraisal? [CO3]
  - c) What do you understand by performance appraisal? [CO3]
  - d) Outline the benefits of graphical rating scale. [CO3]
  - e) Name few modern methods of appraisal. [CO1]

**Section-B**

2. **Answer any two out of following questions.** [2 x 6= 12]
- a) What is the importance of potential appraisal? How does it differ from performance appraisal? [CO3]
  - b) Discuss the importance of job evaluation. Discuss any method of job evaluation with example. [CO3]
  - c) What are the various components of compensation you will consider while designing the compensation package. [CO4]

**Section-C**

3. **Answer any one out of following questions.** [1 x 10= 10]
- a) Explain different theories of wage [CO1]
  - b) Explain 360-degree appraisal and its benefits. Do you think 360-degree appraisal is better over traditional techniques? Justify [CO3]

*All the Best*

|                  |  |  |  |  |  |  |  |  |  |
|------------------|--|--|--|--|--|--|--|--|--|
| Registration No. |  |  |  |  |  |  |  |  |  |
|------------------|--|--|--|--|--|--|--|--|--|



**BIJU PATNAIK INSTITUTE OF INFORMATION TECHNOLOGY  
& MANAGEMENT STUDIES, BHUBANESWAR**

**Semester : 2<sup>nd</sup> Sem. MBA**  
**Batch : 2025-27**  
**Subject : Business Research**  
**Subject Code : MBQT1002**

**Date : 24.04.2026**  
**Class Test : II**  
**Duration : 1 Hr.**  
**Full Marks : 30**

**Section-A**

1. **Answer any four out of following questions.** [4 x 2 = 8]
- Distinguish between Z-test and t-test. Indicate the conditions under which each is applied. [CO1]
  - Examine the purpose of Analysis of Variance and compare it with a t-test. [CO2]
  - Describe the Run Test and state its main objective in statistical analysis. [CO3]
  - Discuss the concept of normality and justify the importance of the Normal Distribution assumption in hypothesis testing. [CO1]
  - Explain the concept of the Chi-square test and mention any two of its applications. [CO2]

**Section-B**

2. **Answer any two questions out of following** [2 x 6= 12]
- A groups of 25 men and 15 women queue up to purchase the tickets for the premier show of movie **DHURANDHAR** in the following manner  
W.M,M,M,W,W,M,W,M,W,M,M,W,M,M,M,W,W,W,M,M,M,W,W,M,M,M,M,WM,M,M,M,W  
Test for the randomness of the people in the queue at 5% level of significance with critical value 1.96. [CO3]
  - The following data show the relationship between smoking habit and lung disease:

|             | Disease | No Disease | Total |
|-------------|---------|------------|-------|
| Smokers     | 40      | 60         | 100   |
| Non-Smokers | 30      | 70         | 100   |
| Total       | 70      | 130        | 200   |

Test whether smoking and lung disease are independent using Chi-square test at 5% level. Given:  $\chi^2_{0.05} = 3.84$ . [CO2]
  - Compare parametric and non-parametric tests by highlighting any six key points of difference. [CO1]

**Section-C**

3. **Answer any one out of following questions.** [1 x 10= 10]
- Three groups of students are given coaching by three teachers BRM Sir, GCP Sir and TN Madam. At the end of three months coaching period, they are given a test and their score are as follows:

|     |    |    |    |    |    |    |    |
|-----|----|----|----|----|----|----|----|
| BRM | 80 | 83 | 79 | 85 | 90 | 68 |    |
| GCP | 93 | 65 | 77 | 78 | 88 |    |    |
| TN  | 82 | 84 | 60 | 72 | 86 | 67 | 91 |

Use Kruskal –Wallis test to determine if there is significant difference in the coaching of three teachers. Use  $\alpha=0.05$  with critical value  $\chi^2_{0.05} = 5.991$ . [CO3]
  - A company studies the effect of two factors (Machines and Workers) on output: [CO3]

| Workers / Machines | M1 | M2 | M3 |
|--------------------|----|----|----|
| W1                 | 8  | 7  | 6  |
| W2                 | 5  | 6  | 7  |
| W3                 | 9  | 8  | 7  |

Perform a two-way ANOVA to test:
    - Whether machines differ significantly
    - Whether workers differ significantly
at 5% level of significance.  
Given:  $F_{0.05} (2, 4) = 6.94$



**Semester : 2<sup>nd</sup> Sem. MBA**

**Batch : 2025-27**

**Subject : Cost and Management Accounting**

**Subject Code : MBPC1005**

**Date : 23.04.2026**

**Class Test : II**

**Duration : 1 Hr.**

**Full Marks : 30**

**Section-A**

- 1. Answer any four out of following questions. [4 x 2 = 8]**
- a) Contract costing and Job Costing are the same. Do you agree? Justify your answer. [CO3]
- b) What do you understand by Contribution? [CO3]
- c) Describe angle of incidence in your own words. [CO3]
- d) Define standard costing [CO4]
- e) Are cost control and cost reduction the same? Justify your answer. [CO4]

**Section-B**

- 2. Answer any two questions out of following [2 x 6= 12]**
- a) Explain with examples allocation and apportionment of overheads. [CO2]
- b) What is meant by Marginal Costing? Discuss its nature and scope in the contemporary business environment. [CO3]
- c) From the following particulars calculate (i) Contribution (ii) P/V Ratio (iii) Break Even Point in units and in Rupees. Fixed Expenses = Rs. 1,50,000. Variable Cost = Rs. 10 per unit. Selling Price per unit Rs. 15. [CO3]

**Section-C**

- 3. Answer any one out of following questions. [1 x 10= 10]**
- a) What is CVP analysis? What are the applications of marginal costing techniques in managerial decision making? [CO3]
- b) The Director of Vardhaman Electronics is carrying out a half-yearly performance evaluation of two regional branches, namely Branch North and Branch South. Both branches deal in the same smart-home device, yet they function in different markets and therefore face distinct cost structures. During the period under review, Branch North recorded sales revenue of ₹15,00,000, with a variable production cost amounting to ₹9,00,000 and variable selling expenses of ₹1,50,000, while its fixed operating costs stood at ₹3,00,000. In comparison, Branch South generated sales revenue of ₹12,00,000, incurred a variable production cost of ₹6,00,000 and variable selling expenses of ₹1,20,000, along with fixed operating costs of ₹3,50,000. Based on this information, you are required to evaluate their performance through contribution and Profit/Volume (P/V) ratio, and comment on how effectively they are managing variable costs. [CO4]

|                  |  |  |  |  |  |  |  |  |  |  |
|------------------|--|--|--|--|--|--|--|--|--|--|
| Registration No. |  |  |  |  |  |  |  |  |  |  |
|------------------|--|--|--|--|--|--|--|--|--|--|



**BIJU PATNAIK INSTITUTE OF INFORMATION TECHNOLOGY  
& MANAGEMENT STUDIES, BHUBANESWAR**

**Semester : 2<sup>nd</sup> Sem. MBA**

**Batch : 2025-27**

**Subject : Management Information System**

**Subject Code : MBPC1009**

**Date : 24.04.2026**

**Class Test : II**

**Duration : 1 Hr.**

**Full Marks : 30**

**Section- A**

1. **Answer any four out of following questions.** [4 x 2 = 8]
- a) What do you mean by cross functional enterprise system? [CO2]
  - b) Define “Data Mart” with an example. [CO2]
  - c) What are the disadvantages of ERP? [CO2]
  - d) Write benefits of Supplier Relationship Management. [CO2]
  - e) What is business intelligence and how does it support decision making in organizations? [CO1]

**Section-B**

2. **Answer any two questions out of following** [2 x 6= 12]
- a. Define cloud computing and mention one of its service models. [CO3]
  - b. Describe the Evolution of ERP. [CO2]
  - c. Define Supply Chain Management, describe its types. [CO2]

**Section-C**

3. **Answer any one out of following questions.** [1 x 10= 10]
- a. Explain the components of ERP and CRM. [CO2]
  - b. Discuss in detail the strategic role of a Learning Management System (LMS) in modern education and training. Include its features, types of learning supported, and overall benefits. [CO4]

*All the Best*



**Semester : 2<sup>nd</sup> Sem. MBA**  
**Batch : 2025-27**  
**Subject : Business Analytics**  
**Subject Code : MBPC1008**

**Date : 24.04.2026**  
**Class Test : II**  
**Duration : 1 Hr.**  
**Full Marks : 30**

### Section-A

1. Answer any four out of following questions. [4 x 2 = 8]
- a) What is Euclidean distance in clustering? [CO3]
  - b) Explain Churn Analysis and its importance in retaining customers. [CO4]
  - c) How is standard deviation interpreted in descriptive analytics? [CO2]
  - d) How can you load a .csv file in R? [CO2]
  - e) What are the different data structures in R? [CO2]

### Section-B

2. Answer any two questions out of following [2 x 6= 12]
- a) Discuss the role of R programming in data exploration and analysis. Give an example. [CO2]
  - b) Describe the RFM (Recency, Frequency, and Monetary) model for customer segmentation. [CO4]
  - c) List and explain three key benefits organizations can gain from adopting Big Data analytics. [CO5]

### Section-C

3. Answer any one out of following questions. [1 x 10= 10]
- a) What is Clustering? What are the types clustering explain all the steps involve in K means Clustering algorithm. [CO3]
  - b) What is Time Series analysis? Explain the following components of a time series with suitable examples: [CO3]
    - a) Trend
    - b) Seasonality
    - c) Cyclic Patterns
    - d) Horizontal Patterns
    - e) Stationarity.



**BIJU PATNAIK INSTITUTE OF INFORMATION TECHNOLOGY  
& MANAGEMENT STUDIES, BHUBANESWAR**

**Semester : 2<sup>nd</sup> Sem. MBA**  
**Batch : 2025-27**  
**Subject : Operations Management**  
**Subject Code : MBPC1007**

**Date : 25.04.2026**  
**Class Test : II**  
**Duration : 1 Hr.**  
**Full Marks : 30**

**Section-A**

1. Answer any four out of following questions. [4 x 2 = 8]
- a) What are the control charts for variable? [CO2]
  - b) Distinguish between optimistic time and pessimistic time. [CO2]
  - c) Distinguish between PERT and CPM techniques. [CO3]
  - d) What is Quality management? State any two of its goals. [CO2]
  - e) Define the concept KAIZEN. [CO2]

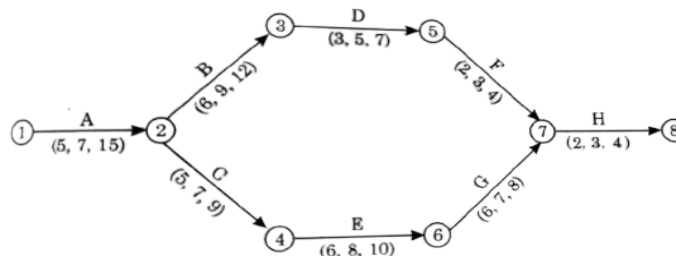
**Section-B**

2. Answer any two questions out of following [2 x 6= 12]
- a) An auto industry purchases spark plugs at the rate of Rs. 25/piece. The annual consumption of spark plug is 18,000 numbers. If the ordering cost is Rs. 250/order and carrying cost is 25 % per annum, what would be EOQ? If the supplier of spark plugs offers a discount of 5 % for order quantity of 3,000 numbers per order, will you accept the discount offer? [CO4]
  - b) Briefly explain the methods of inventory management. [CO2]
  - c) The following data gives the readings for 8 samples of size 6 each in the production of a certain product. Find the control limits using mean chart. Given  $n = 6$  and  $A = 0.483$ . [CO3]

|        |     |     |     |     |     |     |
|--------|-----|-----|-----|-----|-----|-----|
| Sample | 1   | 2   | 3   | 4   | 5   | 6   |
| Mean   | 300 | 342 | 351 | 319 | 326 | 333 |
| Range  | 25  | 37  | 20  | 28  | 20  | 22  |

**Section-C**

3. Answer any one out of following questions. [1 x 10= 10]
- a) Explain the meaning and significance of plant location. Briefly explain the factors which could affect the locational decision to set up a steel plant in Odisha. [CO3]
  - b) The following shows the job of a network along with their time estimates; [CO4]



- i. Find the expected duration and variance of each activity.
- ii. Calculate the earliest and latest occurrence of each event.
- iii. Calculate the variance and standard deviation of project length.

|                  |  |  |  |  |  |  |  |  |  |
|------------------|--|--|--|--|--|--|--|--|--|
| Registration No. |  |  |  |  |  |  |  |  |  |
|------------------|--|--|--|--|--|--|--|--|--|



**BIJU PATNAIK INSTITUTE OF INFORMATION TECHNOLOGY  
& MANAGEMENT STUDIES, BHUBANESWAR**

**Semester : 2<sup>nd</sup> Sem. MBA  
Batch : 2025-27  
Subject : Strategic Management  
Subject Code : MBPC1010**

**Date : 25.04.2026  
Class Test : II  
Duration : 1 Hr.  
Full Marks : 30**

**Section-A**

1. **Answer any four out of following questions.** [4 x 2 = 8]
- a) Outline the advantage of the GE 9 Cell Matrix over the BCG Matrix. [CO3]
  - b) Mention the difference between core competence and competitive advantage. [CO2]
  - c) What are the circumstances under which turnaround strategy is adopted? [CO3]
  - d) Define backward integration. [CO3]
  - e) Differentiate between “threat of substitutes” and “threat of new entrants” as per the Porter’s five forces model. [CO2]

**Section-B**

2. **Answer any two questions out of following** [2 x 6= 12]
- a) Explain Ansoff Matrix with its four strategies. [CO3]
  - b) Discuss Porter’s competitive forces model. [CO2]
  - c) What do you understand by retrenchment strategies? Explain the various kinds of retrenchment strategies. [CO3]

**Section-C**

3. **Answer any one out of following questions.** [1 x 10= 10]
- a) Explain the BCG matrix, highlighting its importance as well as its limitations if any. [CO3]
  - b) Explain Horizontal and Vertical Integration with examples. Discuss advantages and risks of Integration Strategy. [CO3]

*All the Best*

|                  |  |  |  |  |  |  |  |  |  |
|------------------|--|--|--|--|--|--|--|--|--|
| Registration No. |  |  |  |  |  |  |  |  |  |
|------------------|--|--|--|--|--|--|--|--|--|



**BIJU PATNAIK INSTITUTE OF INFORMATION TECHNOLOGY  
& MANAGEMENT STUDIES, BHUBANESWAR**

**Semester : 2<sup>nd</sup> Sem. MBA**  
**Batch : 2025-27**  
**Subject : Int. to AI**  
**Subject Code : MBPC1011**

**Date : 25.04.2026**  
**Class Test : II**  
**Duration : 1 Hr.**  
**Full Marks : 30**

**Section-A**

1. **Answer any four out of following questions.** [4 x 2 = 8]
- a. Explain the learnings from the Smart Speaker case study. [CO3]
  - b. Define the term “AI project pipeline” and list its main components. [CO3]
  - c. Explain Density-based clustering. [CO1]
  - d. Discuss the challenges companies’ face when scaling AI across multiple departments. [CO2]
  - e. Define Synthetic Data and explain why it is used in AI. [CO2]

**Section-B**

2. **Answer any two questions out of following** [2 x 6= 12]
- a. Discuss the regulatory frameworks that should govern the use of AI in public and private sectors. [CO3]
  - b. Discuss the working and applications of a self-driving car with a real-world example. [CO2]
  - c. Explain the challenges faced while building teams for successful AI projects. [CO3]

**Section-C**

3. **Answer any one out of following questions.** [1 x 10= 10]
- a. Analyze the benefits and risks of AI adoption in education, healthcare, and agriculture in developing countries. Describe the steps required to evaluate, plan, and implement this initiative, considering both technical and organizational factors. [CO2]
  - b. Compare and contrast cloud-based and on-premise deployment of AI in terms of scalability, cost, and data security. [CO3]

*All the Best*