

Registration No.:

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Total Number of Pages: 02

Course: IMBA  
Sub\_Code: IMEV1003

2<sup>nd</sup> Semester Regular/Back Examination: 2025-26

SUBJECT: Business Communication

BRANCH(S): IMBA

Time: 3 Hours

Max Marks: 100

Q.Code: V601

Answer Q1 (Part-I) which is compulsory, any eight from Part-II, and any two from Part-III.  
The figures in the right-hand margin indicate marks.

Part-I

Q1 Answer the following questions:

(2 x 10)

- a) What do CC and BCC stand for in email?
- b) What are the basic steps in writing?
- c) What is persuasion? "This medicine reduces fever by lowering your body temperature and is usually effective within 30 minutes when taken as directed"- Is this sentence persuasive? Why/ Why not?
- d) Fill in the blanks with appropriate prepositions:
  - i) I get paid \_\_\_\_\_ the last day of the month.
  - ii) It's her birthday \_\_\_\_\_ the 16<sup>th</sup>.
  - iii) You can only come in \_\_\_\_\_ a few minutes.
  - iv) It was so hot, I stood \_\_\_\_\_ a cold shower for ten minutes.
- e) Write two advantages and two disadvantages of using AV aids in a presentation.
- f) What is a notice-cum- agenda? Give two reasons justifying its importance.
- g) Give two points to differentiate a functional resume from chronological resume.
- h) What is the format of a formal business letter? Illustrate.
- i) How is leadership evaluated in a GD?
- j) Give two tips to overcome stage fright.

Part-II

Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)

(6 x 8)

- a) Explain the importance of body language in a presentation. Is it also important in a virtual platform? Justify.
- b) Explain how a meeting is to be conducted. Who are the key persons? What are their roles and responsibilities?
- c) Describe briefly the technologies used for virtual communication. Give examples.
- d) You are the Purchase Officer of Sunrise Infra Developers, Rourkela. Last week you received an order of 50 executive office chairs from Orion Furniture that arrived with 12 chairs damaged and 5 of a different model than what you ordered. Draft a routine claim letter to the Sales Manager of Orion Furniture requesting replacement or refund, giving all necessary details (invoice no., date, nature of problem) and suggesting a reasonable deadline for action.

- e) Differentiate between the writing styles of good-news message and bad-news message. Why are these writing styles important?
- f) As Head of the Project Department, you have to coordinate your team's preparation for the upcoming meeting. Draft a group email to all the members explaining the important dates related to the project announcement, commencement, work-in-progress, audits, trials and completion, key documents needed, reports, and presentation each member must prepare, internal deadlines, and cooperation needed to respond to any queries during the meeting.
- g) Explain Netiquette with appropriate examples.
- h) As HR Manager of Nova Tech Solutions, you need to inform all employees about a new policy requiring compulsory completion of an online "Workplace Ethics and Anti-Harassment" training module within the next 30 days. Write an internal memo to all staff explaining the reason for the policy, the deadline, how to access the training, and whom to contact for support.
- i) How far is the use of Artificial Intelligence in the field of Business Communication justified? Argue.
- j) You are the Marketing Executive of GreenDesk Solutions, a company that sells eco-friendly office supplies. A medium-sized corporate office has recently shifted to a new building and may be looking for new vendors. Draft a persuasive sales letter to the Administrative Manager of that company highlighting your key products, discounts, and a special offer to place a trial order.
- k) Why is the Q&A session in a presentation necessary? Explain. Write a short script for a presentation on "BPUT Tech Carnival 2025-26".
- l) What are the stages of an interview? Elaborate.

### Part-III

#### Only Long Answer Type Questions (Answer Any Two out of Four)

- Q3** Assume you are applying for a position in your dream company. Enumerate the steps you will follow for applying? Prepare an appropriate resume, and a covering letter. **(16)**
- Q4** Why is a GD conducted? Explain. Write a short script (200-300 words) on your opinion on the GD topic "Man made God or God made Man". **(16)**
- Q5** You are working as an executive in BrightMart Supermarket. Over the last three months, the Store Manager of the store has noticed several customer complaints about long billing queues in the evening, especially on weekends. There are comments in the feedback about "slow service at checkout" and "not enough staff at the counters after 6 p.m.". Sales figures show that some regular customers have shifted to nearby competitor. The Store Manager has asked you to collect data (informal chats with staff, customer feedback forms, and observation during peak hours) and prepare a short internal business report on the problem of long queues at the billing counters. **(16)**
- Q6** Explain Cross-Cultural Communication. How can the gaps between people of different cultures be bridged in a cross-cultural team? Elaborate. **(16)**

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Course: IMBA  
Sub\_Code: IMEV1004/16IMN202

2<sup>nd</sup> Semester Regular/Back Examination: 2025-26

SUBJECT: Social Psychology

BRANCH(S): IMBA

Time: 3 Hours

Max Marks: 100

Q.Code: V526

Answer Q1 (Part-I) which is compulsory, any eight from Part-II, and any two from Part-III.  
The figures in the right-hand margin indicate marks.

Part-I

Q1 Answer the following questions:

(2 x 10)

- What is psychology?
- What is Freud's "unconscious" processes?
- What is attention shift? Give an example.
- Differentiate between STM and LTM.
- What is Id? How does it work?
- What is Edward Thorndike's contribution is psychology?
- What is cognitive learning?
- Bring out two differences between ego and superego.
- Define programmed learning.
- How is behaviour defined?

Part-II

Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)

(6 x 8)

- What is attention? How is the knowledge of its attributes applied in organisations?
- Bring out the difference between Gestalt school and behavioristic approach. Give suitable examples.
- Explain personality tests in brief.
- Explain different types of sensation. Give examples to show how sensation is linked with perception.
- How can intelligence be measured? Explain with appropriate examples.
- Aarav has prepared very well for a competitive exam and has strong reasoning and vocabulary skills. On the exam day, he starts feeling very anxious, thinks "If I make one mistake, my future is ruined," and cannot concentrate on the questions. Explain how the person's weaker side (IQ or EQ) is affecting his success in studies.
- Explain the causes of forgetting. How can one improve memory?

- h) According to Sigmund Freud, how is personality developed?
- i) Explain importance of social psychology in management.
- j) Individual behaviour and individual's behaviour in a group are different. Do you agree? Give reasons.
- k) You have been appointed as the HR head of a growing company that is facing several problems:
- High employee turnover and low job satisfaction
  - Frequent conflicts between departments
  - Employees are afraid to share new ideas with managers
  - Complaints of bias in promotions and performance appraisal
- Using concepts from social psychology, design a comprehensive action plan to improve the overall functioning of the organisation.
- l) What is memory? What are its stages and types? Explain.

### Part-III

#### Only Long Answer Type Questions (Answer Any Two out of Four)

- Q3 How was the classical conditioning experiment performed? What do you think is the practical application of the theory in organisations? (16)
- Q4 How is personality defined? What are different theories related to personality? Explain. (16)
- Q5 In a medium-sized IT company, the management announces a sudden restructuring. Several teams will be merged, and some roles will be changed, but there is no clear communication about who will be affected. After the announcement, Meera, a project manager, starts feeling intense fear and anger. She keeps thinking, "My job is at risk, and this is unfair". Over the next few weeks, she becomes withdrawn in meetings, stops sharing ideas, and begins to speak negatively about the leadership to her colleagues. Her team members pick up her mood and also become anxious and demotivated, and their project deadlines start slipping.
- a) How did the communication affect Meera?
  - b) Comment on Meera's emotional reaction and behaviour.
  - c) How did it affect her team?
  - d) How could have she constructively responded to this situation?
- Q6 Riya is preparing an important presentation late at night in her shared hostel room. At the start, she is fully focused on designing her slides. After about 15 minutes, she finds that her mind keeps drifting: for a few seconds she thinks about tomorrow's viva, then her attention comes back to the slides. In between, her roommate's phone keeps pinging with WhatsApp messages, and sometimes loud vehicles pass on the road outside, making her turn towards the window. After some time, she opens a social media app "just for a minute" and ends up scrolling for 20 minutes, forgetting about the presentation.
- a) Explain the situation in the context of attention (determinants, shift, fluctuation, and distraction).
  - b) How can Riya minimize distraction?

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Course: IMBA  
Sub\_Code: IMQT1002

2<sup>nd</sup> Semester Regular/Back Examination: 2025-26

SUBJECT: Quantitative Methods-I

BRANCH(S): IMBA

Time: 3 Hours

Max Marks: 100

Q.Code: V388

Answer Q1 (Part-I) which is compulsory, any eight from Part-II, and any two from Part-III.  
The figures in the right-hand margin indicate marks.

Part-I

Q1 Answer the following questions:

(2 x 10)

- What is a Linear Programming Problem (LPP)?
- Describe the feasible region in the graphical method of solving an LPP.
- What is an unbalanced assignment problem? How can it be converted into a balanced one?
- Differentiate between the terms State of Nature and Course of Action in a payoff matrix in decision theory.
- Describe the different types of solutions in the graphical method of an LPP.
- What is meant by a maximization case in a transportation problem?
- Explain slack variables with a simple example.
- Explain a non-degenerate solution in a transportation problem.
- Describe the different decision-making environments with suitable examples.
- What is a payoff matrix? Explain its use in decision-making?

Part-II

Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)

(6 x 8)

- Explain the different steps involved in solving a Linear Programming Problem (LPP) using the graphical method.
- Describe the procedure for converting a Linear Programming Problem into its standard form.
- Explain the steps involved in solving an assignment problem using the Hungarian Technique.
- Solve the given Linear Programming Problem using the graphical method.

$$\text{Maximize } Z = 3X + 5Y$$

Constraints:

$$2X + Y \leq 100$$

$$X + 2Y \leq 80$$

$$X, Y \geq 0$$

- Find the IBFS of the given Transportation Problem using the Least Cost Method.

	D1	D2	D3	D4	Supply
O1	1	2	3	4	6
O2	4	3	2	0	8
O3	0	2	2	1	10
Demand	4	6	8	6	

- f) From the given payoff matrix, determine the best alternative using the Maximax and Minimin criteria.

Alternatives	State of Natures			
	S1	S2	S3	S4
A1	8	0	-10	6
A2	-4	12	18	-2
A3	14	6	0	8

- g) Convert the following Linear Programming Problem into standard form and put it in the matrix form  $AX = B$ .

$$\text{Maximize } Z = 4X_1 + X_2 + 3X_3 + 5X_4$$

$$4X_1 - 6X_2 - 5X_3 - 4X_4 \geq -20$$

$$3X_1 - 2X_2 + 4X_3 + X_4 \leq 10$$

$$8X_1 - 3X_2 + 3X_3 + 2X_4 \leq 20$$

$$X_1, X_2, X_3, X_4 \geq 0$$

- h) A company produces two types of products namely A and B. Because of raw material restrictions, it cannot produce more than 200 tons of product A and 300 tons of product B in a week. There are 40 production hours in a week. It requires 3 and 5 hours to produce a ton of products A and B respectively with corresponding profits of Rs. 10 and Rs. 30 per ton. Formulate the above as a LPP to maximize profit and find the optimum product mix.
- i) Write the mathematical formulation of Assignment problem.
- j) Explain the different steps involved in solving a Linear Programming Problem using the Simplex Method.
- k) What are the different decision-making criteria under conditions of uncertainty?
- l) Explain clearly the term decision in a decision-making problem. What are the basic steps of a decision-making process?

### Part-III

#### Only Long Answer Type Questions (Answer Any Two out of Four)

- Q3 Solve the following LPP using simplex method (16)  
 $\text{Max } Z = 4x_1 + 10x_2$   
 Subject to Constraints  
 $2x_1 + x_2 \leq 50$   
 $2x_1 + 5x_2 \leq 100$   
 $2x_1 + 3x_2 \leq 90$   
 $x_1, x_2 \geq 0$

- Q4 A company needs to transport goods from three sources i.e. Bhubaneswar, Rourkela, and Cuttack to three destinations i.e. Bolangir, Sonepur, and Jharsuguda, the transportation cost (per unit) from each source to each destination, along with supply and demand, is given below: (16)

Sources	Destinations			Supply
	Bolangir	Sonepur	Jharsuguda	
Bhubaneswar	2	2	3	10
Rourkela	4	1	2	15
Cuttack	1	3	1	40
Demand	20	15	30	

Solve the above Transportation Problem (TP) using the MODI (Modified Distribution) Method to obtain the optimal transportation plan that minimizes total cost.

- Q5** A departmental store has four employees Ayush, Aryan, Asutosh, and Atulya- four tasks that need to be performed. Each employee differs in efficiency, and each task has a different level of difficulty. The estimated time (in hours) required by each employee to complete each task is given below: **(16)**

Tasks	Men			
	Ayush	Aryan	Asutosh	Atulya
Task 1	18	26	17	11
Task 2	13	28	14	26
Task 3	38	19	18	15
Task 4	19	26	24	10

Determine the optimal assignment of tasks (one task per employee) such that the total man-hours are minimized.

- Q6** Consider a decision-making problem under uncertainty with the following payoff matrix (profits): **(16)**

Alternatives	States of nature			
	S <sub>1</sub>	S <sub>2</sub>	S <sub>3</sub>	S <sub>4</sub>
A <sub>1</sub>	10	15	8	12
A <sub>2</sub>	7	14	10	9
A <sub>3</sub>	12	9	11	6

- Explain the concept of the Laplace Criterion and apply it to determine the best alternative.
- Describe the Savage (Minimax Regret) Criterion and use it to identify the optimal decision.
- Explain the Hurwicz Criterion with a coefficient of optimism ( $\alpha = 0.6$ ) and determine the most suitable alternative.



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Course: IMBA  
Sub\_Code: IMPC1003/16IMN204

2<sup>nd</sup> Semester Regular/Back Examination: 2025-26

SUBJECT: Basic Financial Accounting-II

BRANCH(S): IMBA

Time: 3 Hours

Max Marks: 100

Q.Code: V673

Answer Q1 (Part-I) which is compulsory, any eight from Part-II, and any two from Part-III.  
The figures in the right-hand margin indicate marks.

Part-I

- Q1 Answer the following questions: (2 x 10)
- What are conditions in which the company can go for a buyback of shares?
  - Write the journal entry for forfeiture of share when securities premium is not received at the time of forfeiture.
  - What does the high inventory turnover ratio indicate?
  - How the trend analysis is helpful in income statement analysis?
  - What are the corresponding IndAS for AS2 and AS10?
  - Explain the term "Fund" in a funds flow statement.
  - Give examples of Divisible profit available to equity shareholders.
  - How can inventories be used as a tool of financial shenanigans?
  - What is listing agreement as per SEBI?
  - What does Schedule III of the Companies Act 2013 deals with?

Part-II

- Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve) (6 x 8)
- Explain how working capital changes can lead to a flow of funds (with a suitable example).
  - Explain the difference between funds flow and cash flow.
  - Explain five most important disclosures that are mentioned in the notes to account section of the annual report of the companies.
  - Give the journal entries for the following:
    - Issue of ₹2,00,000, 10 % debentures of ₹ 100 each at par and redeemable at a premium of 5 %.
    - Issue of ₹ 2,00,000, 10 % debentures of ₹ 100 each at a discount of 5 % but redeemable at a par.
    - Issue of ₹ 2,00,000, 10 % debentures of ₹ 100 each at a premium of 5 % and redeemable at a par.
  - Explain how a company records bogus revenue (financial shenanigans) in the financial statements.
  - Explain various types of solvency ratios in brief.
  - The current ratio is 2.5: 1. Current assets are Rs. 50,000, and current liabilities are Rs. 20,000. How much must be the decline in the current assets to bring the ratio to 2: 1.
  - Give the format of disclosure of share capital as per the Companies Act. 2013.

- i) What do the Auditors Report section of the annual report of companies disclose?  
 j) State the limitations of Financial Analysis.  
 k) From the following information, prepare a comparative statement of Profit and Loss for the year ending 31st March 2024 and 31st March 2025 of Hema Co. Ltd.

Particulars	31-3-2024	31-3-2025
	₹	₹
Revenue from operations	6,00,000	8,00,000
Other Income	60,000	70,000
Purchases of stock-in-trade	3,00,000	5,00,000
Employee benefits expense	1,00,000	1,50,000
Finance costs	30,000	40,000
Depreciation	50,000	60,000
Income tax	30%	30%

- l) Explain the steps involved in horizontal financial statement analysis.

### Part-III

#### Only Long Answer Type Questions (Answer Any Two out of Four)

- Q3** X Ltd. issued for public subscription 40,000 equity shares of Rs. 10 each at premium of Rs. 2 per share payable as under: (16)  
 On application Rs. 4 per share  
 On Allotment Rs. 5 per share (including premium)  
 On Call Rs. 3 per share  
 Applications were received for 60,000 shares. Allotment was made pro-rata to the applicants for 48,000 shares; the remaining applications being rejected. Money overpaid on application was applied towards sums due on allotment. Shri Chitnis, to whom 1,600 shares were allotted, failed to pay the allotment money, and Shri Jagdale, to whom 2,000 shares were allotted, failed to pay the call money. These shares were subsequently forfeited. Record journal entries in the books of the company to record the above transactions.
- Q4** Discuss in detail various disclosures to be made in the annual report of the company regarding important balance sheet items as per the Companies Act 2013. (16)
- Q5** From the following information, prepare the Balance Sheet of BBB Ltd. Showing the details of working: (16)
- |                                   |                     |
|-----------------------------------|---------------------|
| Paid up capital                   | = Rs. 50,000        |
| Plant and Machinery               | = Rs. 1,25,000      |
| Total Sales (p.a.)                | = Rs. 5,00,000      |
| Gross Profit                      | = 25 %              |
| Annual Credit Sales               | = 80 % of net sales |
| Current Ratio                     | = 2                 |
| Inventory Turnover                | = 4                 |
| Fixed Assets Turnover             | = 2                 |
| Sales Returns                     | = 20 % of sales     |
| Average collection period         | = 73 days           |
| Bank Credit to trade credit       | = 2                 |
| Cash to Inventory                 | = 1: 15             |
| Total debt to current Liabilities | = 3                 |
- Q6** Critically evaluate the role of auditors in detecting financial shenanigans. Why do external audits often fail to catch sophisticated fraud (e.g., the Satyam case)? (16)

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Total Number of Pages: 02

Course: IMBA  
Sub Code: IMPC1004

2<sup>nd</sup> Semester Regular/Back Examination: 2025-26

SUBJECT: Marketing Management-I

BRANCH(S): IMBA

Time: 3 Hours

Max Marks: 100

Q. Code: V455

Answer Q1 (Part-I) which is compulsory, any eight from Part-II, and any two from Part-III.

The figures in the right hand margin indicate marks.

Part-I

Q1 Answer the following questions:

(2 x 10)

- Distinguish between Needs, Wants, and Demands with a simple example for each.
- What is the difference between a selling orientation and a marketing orientation?
- What does the term "Marketing Myopia" mean?
- Briefly explain the four types of utilities created by marketing activities.
- Define Market Segmentation and state why it is beneficial for marketers.
- How is a brand's Unique Selling Proposition (USP) related to its Points of Difference?
- List the additional 3 Ps included in the Extended Marketing Mix for services.
- Define Product Positioning and its role in occupying a distinctive place in the consumer's mind.
- Distinguish between Upselling and Cross-selling.
- What the Buyer's Black Box represents in consumer behaviour models?

Part-II

Q2 Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)

(6 x 8)

- Discuss the concepts of Customer Perceived Value, Satisfaction, and Delight. How can a company transition a satisfied customer into a "delighted" loyalist?
- Explain the evolution of marketing from the Production Concept to the Holistic Marketing Concept. Why is the Holistic approach most relevant today?
- Compare the Simple Marketing System with the Modern Marketing System. How do information and communication flows differ between the two?
- Discuss the "Bottom of the Pyramid" concept. How can companies profitably serve the poorest socio-economic groups while remaining socially responsible?
- Why is environmental scanning crucial for a business? Perform a PESTEL analysis for a company in the Electric Vehicle (EV) industry.

- f) What are the criteria for "effective" segmentation? Explain why a segment might be discarded despite being large.
- g) Evaluate the role of Packaging and Labeling as a strategic marketing tool. How do they influence consumer perception at the "moment of truth"?
- h) Describe the stages of the Consumer Buying Decision Process. At which stage does a marketer have the most influence?
- i) Compare and contrast Viral Marketing, Guerrilla Marketing, and Ambush Marketing.
- j) Define Market Share and Market Size. Discuss the strategic importance of growing market share versus growing the total market size.
- k) How do companies use "Points of Parity" (POP) and "Points of Difference" (POD) to create a unique brand image?
- l) Compare Business-to-Business (B2B) and Business-to-Consumer (B2C) markets. What are the key differences in their buying motives and decision-making processes?

### Part-III

#### Only Long Answer Type Questions (Answer Any Two out of Four)

- Q3** How do changes in socio-cultural forces affect businesses? Do some industries get affected more easily than others due to changes in socio-cultural factors? Discuss the regulatory framework and its effect on multinational companies for doing business in India? **(16)**
- Q4** Define the concept of a Target Market and discuss the essential criteria a marketer must evaluate before selecting a specific segment to enter. Once a target is chosen, how does a firm use Positioning and Differentiation to occupy a unique space in the consumer's mind? **(16)**
- Q5** "While both involve purchase decisions, individual buying and organizational buying are governed by different sets of motives and processes." Critically analyze the key differences between Consumer Buying Behaviour and Organizational Buying in terms of market structure, decision-making complexity, and purchase volume. **(16)**
- Q6** Discuss the scope and relevance of the concept of market segmentation. Will the scope change with the opening of Indian economy? As a marketing manager, propose and formulate STP strategy for home fitness kit targeted at women. Discuss the base for your strategy. **(16)**