

PANJAB UNIVERSITY, CHANDIGARH



(Established under the Panjab University Act VII of 1947-
Enacted by the Government of India)

PROSPECTUS

PU- MBA ENTRANCE TEST-2025 TO BE HELD ON
27-07-2025 (Sunday)
10:00 a.m. to 12:00 noon

For admission to:

Centre for Distance and Online Education (CDOE), Panjab University,
Chandigarh.

Last date for submission of information on the website to generate the
login & password: 17-07-2025 (Thursday)

Website: <http://mbacdoe.puchd.ac.in>

Fee (Non-refundable):
General Category Rs. 2710/-
SC/ST/PwD Category Rs. 1355/-

PANJAB UNIVERSITY ANTHEM

<p> तमसो मा ज्योतिर्गमयः तमसो मा ज्योतिर्गमयः तमसो मा ज्योतिर्गमयः तमसो मा ज्योतिर्गमयः पंजाब विश्वविद्यालय तेरी शान-ओ-शौकत सदा रहे मन में तेरा आदर मान और मोहब्बत सदा रहे पंजाब विश्वविद्यालय तेरी शान-ओ-शौकत सदा रहे तू है अपना भविष्य विधाता पंख बिना परवाज़ सिखाता जीवन पुस्तक रोज़ पढ़ा कर सही गलत की समझ बढ़ाता जीवन पुस्तक रोज़ पढ़ा कर सही गलत की समझ बढ़ाता तेरी जय का शंख बजायें रौशन तारे बन जायें वखरी तेरी शोहरत तेरी शोहरत सदा सदा रहे पंजाब विश्वविद्यालय तेरी शान-ओ-शौकत सदा रहे पंजाब विश्वविद्यालय तेरी शान-ओ-शौकत सदा रहे तमसो मा ज्योतिर्गमयः तमसो मा ज्योतिर्गमयः </p>	<p> Tamso ma jyotirgamaya Tamso ma jyotirgamaya Tamso ma jyotirgamaya Tamso ma jyotirgamaya Panjab vishaw vidyalaya Teri shaan-o-shauqat sada rahe Mann mein tera aadar maan Aur mohabbat sada rahe Panjab vishaw vidyalaya Teri shaan-o-shauqat sada rahe Tu hai apna bhavishya vidhata Pankh bina parwaaz sikhata Jeevan pustak roz padha kar Sahi galat ki samajh badhata Jeevan pustak roz padha kar Sahi galat ki samajh badhata Teri jai ka shankh bajayein Roshan tare ban jaayein Vakhari teri shohrat Teri shohrat sada sada rahe Panjab vishaw vidyalaya Teri shaan-o-shauqat sada rahe Panjab vishaw vidyalaya Teri shaan-o-shauqat sada rahe Tamso ma jyotirgamaya Tamso ma jyotirgamaya </p>
--	--

CONTENTS

Contents	Page No.
Schedule for Entrance Test and Admission	04
Important Notes	05
Fake & De-recognised Universities and Institutes	06
Information Regarding seats/ Enquiries regarding admission	07
Seats: General and Reserved	08-10
Additional Seats	10-11
Introduction	12-13
Eligibility conditions / Scheme of Test / Fee Structure	14-15
General Rules for Entrance Test	15-18
General Instructions for giving answers on OMR Sheet	19
Sample Questions	20-25
Faculty for MBA	26

SCHEDULE FOR ENTRANCE TEST AND ADMISSION

MBA – 2025

1.	Date of Availability of MBA Online Prospectus and Entrance Test Form on the website of Panjab University	12-06-2025 (Thursday)
2.	Last date for submission of information on the website to generate the Login ID and Password	17-07-2025 (Thursday)
3.	Last date for deposit of fee through Online Mode	17-07-2025 (Thursday)
4.	Last date for uploading of photograph, signature with rest of the information on the website	17-07-2025 (Thursday)
5.	Last date for submission of printout of form alongwith required documents for claiming the concession of Entrance Test Fee for SC/ST/PwD/PU Employee to Assistant Registrar, CET Cell, Aruna Ranjit Chandra Hall, Panjab University, Chandigarh-160014 by registered post/speed post or by hand.	17-07-2025 (Thursday)
6.	<u>Availability of Admit Card Online</u> Admit Card will be available for downloading from the website by the candidate using his/her own Login ID and Password. There will be no physical communication for this purpose.	21-07-2025 (Monday)
7.	Candidates who have not completed their form but have paid their requisite fee, can complete their form by paying (from 10:00 a.m. to 4:00 p.m.) late fee of Rs. 500/-	24-07-2025 (Thursday)
8.	Final date by which Admit Card/ roll Nos. Will be issued manually by CET Cell to the candidates who have completed their form by paying late fee of Rs. 500/-	24-07-2025 (Thursday)
9.	Date & Time of Entrance Test	27-07-2025 (Sunday)
10.	Centre for the Entrance Test	Chandigarh & Ludhiana*
11.	Uploading of Answer Key (at http://exams.puchd.ac.in/show-noticeboard.php) and inviting Objections (through e-mail only to arcet@pu.ac.in)	27-07-2025 (Sunday)
12.	Last date of submission of objections to the Answer Key	29-07-2025 (Tuesday)
13.	Uploading of the response to the Objections and inviting Cross-objections (through e-mail only)	01-08-2025 (Friday)
14.	Last day of submission of Cross-objections to the Answer key	03-08-2025 (Sunday)
15.	Date of declaration of result and available at http://results.puchd.ac.in	07-08-2025 (Thursday)
16.	Date of Availability of Online Admission-cum- Examination Forms at http://mbacdoe.puchd.ac.in (to be filled only by the candidates who qualify Exam)- Uploading documents and Fee Receipt	Notified later on
17.	Last date of submission of Online Admission-cum- Examination Forms	Notified later on
18.	Documents to be attached with the hard copy of the Admission-cum-Examination Form	Notified later on
19.	Dates of Physical Counselling**: CDOE – 9:00 a.m. onwards	Notified later on
20.	In case of vacant seats Second counselling will be held and notified Availability of Online Admission –cum-Examination Form for second counselling; Last date of submission of Online Admission-cum-Examination Form for Second Counselling:	Notified later on
21.	Prospectus Fee	Rs. 2710/- (General Category) Rs. 1355/- (SC/ST/PwD Category) (50% concession to the wards of P.U. regular employees under Class B/C as per the Senate decision vide Para xxxiii dated 14-07-2007)

**If the no. of candidates exceeds 40.*

Venue for Physical Counselling** : CDOE Auditorium, 4th Floor.
Detailed schedule will be notified on
<http://mbacdoe.puchd.ac.in>

IMPORTANT NOTES

1. The Fee for MBA Entrance Test is Rs. 2710/- (Rs. 1355/- for SC/ST/PwD). The fee for the Entrance Test once paid shall not be refunded.
2. Class B/C Regular Employee of PU must send the copy of printout of their Entrance Test Form along with Performa for claiming 50% concession to P.U. Regular Employees ("B" and "C" Class) duly signed by Head/Chairperson to Assistant Registrar, CET Cell, Aruna Ranjit Chandra Hall, Panjab University, Chandigarh-160014 by registered post/speed post or by hand on or before 17-07-2025 (Thursday) up to 4:00 p.m.
3. Only the candidates who have passed or are appearing in the qualifying examination for the Course can apply for the Entrance Test.
4. The Entrance Test will be of 100 marks consisting of multiple-choice questions. There shall be no negative marking for wrong answers.
5. The admission of a candidate for the Entrance Test shall be provisional and shall stand cancelled if he/she fails to satisfy the requisite eligibility conditions by the date fixed for the purpose by the University.
6. The result of the Entrance Test will be available on <http://results.puchd.ac.in>. No separate Result Card will be issued.
7. The University will publish Merit List of the candidates on the basis of attainment of minimum marks of 20% (General Category) and 15% (SC/ST/BC/PwD) in the Entrance Test.
8. Candidates securing equal marks shall be bracketed together. Their inter-se merit will be determined by the Institution in accordance with the following criteria:
 - (i) A candidate getting higher percentage of marks in the qualifying examination shall rank higher in order of merit.
 - (ii) That if the marks in qualifying examination are also the same then the candidates obtaining more marks in the immediate lower examination, shall rank higher in order of merit.
 - (iii) That if two or more candidates secure equal marks in (i) & (ii) above, candidate senior in age shall rank higher in the order of merit.
9. Special arrangements for amanuensis (writer of answer):

A candidate may be allowed help of an amanuensis (writer) if he/she is:

 - (i) Blind
 - OR
 - (ii) Permanently disabled from writing with his/her own hand.
 - (iii) Temporarily disabled from writing on account of fracture of the right or left arm, forearm or dislocation of a shoulder elbow or wrist etc. The candidate shall produce a certificate from a Professor of the speciality concerned of a Medical College and where there is no Medical College, from the Chief Medical officer of the District concerned to the effect that the candidate is unable to write his/her answer-books because of the temporary disablement.
 - (iv) The PwD candidate/s who wants to appear with his/her own scribe must contact Assistant Registrar, CET Cell one week prior of the entrance test.
10. 40 minutes extra would be given to the visually handicapped/persons with disability (PwD).
11. Qualifying an Entrance Test does not entitle a candidate to seek admission in a course. The candidate will have to fill up and submit an Admission Form at <http://mbacdoe.puchd.ac.in>, and has to meet the eligibility requirements of the course.

Fake & Derecognized Universities and Institutes

The candidates who have passed/appeared in the qualifying examination from any of the following Universities (declared as fake by the UGC) are not eligible to appear in the Entrance Tests, as these Institutions have been derecognized by the Panjab University.

- 1 Andhra Pradesh Christ New Testament Deemed University, #32-32-2003, 7th Lane, Kakumanuvarithoto, Guntur, Andhra Pradesh-522002 and another address of Christ New Testament Deemed University, Fit No. 301, Grace Villa Apts., 7/5, Srinagar, Guntur, Andhra Pradesh-522002
- 2 Andhra Pradesh Bible Open University of India, H.No. 49-35-26, N.G.O's Colony, Visakhapatnam, Andhra Pradesh-530016
- 3 Delhi All India Institute of Public & Physical Health Sciences (AIIPHS) State Government University, Office Kh. No. 608-609, 1st Floor, Sant Kripal Singh Public Trust Building, Near BDO Office, Alipur, Delhi-110036
- 4 Delhi Commercial University Ltd., Daryaganj, Delhi.
- 5 Delhi United Nations University, Delhi
- 6 Delhi Vocational University, Delhi
- 7 Delhi ADR-Centric Juridical University, ADR House, 8J, Gopala Tower, 25 Rajendra Place, New Delhi - 110 008
- 8 Delhi Indian Institute of Science and Engineering, New Delhi
- 9 Delhi Viswakarma Open University for Self-Employment, Rozgar Sewasadan, 672, Sanjay Enclave, Opp. GTK Depot, Delhi-110033
- 10 Delhi Adhyatmik Vishwavidyalaya (Spiritual University), 351-352, Phase-I, Block-A, Vijay Vihar, Rithala, Rohini, Delhi-110085
- 11 Karnataka Badaganvi Sarkar World Open University Education Society, Gokak, Belgaum, Karnataka
- 12 Kerala St. John's University, Kishanattam, Kerala
- 13 Kerala International Islamic University of Prophetic Medicine (IIUPM), Kunnamangalam Koshikode, Kerala-673571
- 14 Maharashtra Raja Arabic University, Nagpur, Maharashtra
- 15 Puducherry Sree Bodhi Academy of Higher Education, No. 186, Thilaspeth, Vazhuthavoor Road, Puducherry-605009
- 16 Uttar Pradesh Gandhi Hindi Vidyapith, Prayag, Allahabad, Uttar Pradesh
- 17 Uttar Pradesh Netaji Subhash Chandra Bose University (Open University), Achaltal, Aligarh, Uttar Pradesh
- 18 Uttar Pradesh Bhartiya Shiksha Parishad, Bharat Bhawan, Matiyari Chinhat, Faizabad Road, Lucknow, Uttar Pradesh – 227 105
- 19 Uttar Pradesh Mahamaya Technical University, PO - Maharishi Nagar , Distt. Gb Nagar , Opp. Sec 110 , Sector 110 , Noida – 201304
- 20 West Bengal Indian Institute of Alternative Medicine, Kolkatta.
- 21 West Bengal Institute of Alternative Medicine and Research, 8-A, Diamond Harbour Road, Builtech inn, 2nd Floor, Thakurpurkur, Kolkatta – 700063

The Examinations conducted by the following Universities stand de-recognized by Panjab University, Chandigarh.

1. E.I.I.L.M. University, Jorethang, Sikkim w.e.f. the session 2014-15.
2. C.M.J. University, Shillong, Meghalaya, w.e.f. the session 2016-17.

INFORMATION REGARDING SEATS

Seats :	MBA
Admission Procedure	500 Through Entrance Test

Important Note:- After the declaration of the result, the successful candidates will have to follow the procedure for admission to MBA . If successful candidates do not follow this procedure, they will not be granted admission.

At the time of declaration of result the detail of this procedure will be available at <http://mbacdoe.puchd.ac.in>

The procedure will involve filling and submitting admission form, counselling, examination form etc. and payment of tuition fees etc.

The admission will be as per reservation policy of the University as per Handbook of Information, 2025 but no reservation is available in CDOE for Sports Category

General	SC	ST	BC	Defence	Persons with Disability	Riot/Terrorist Victim	Freedom Fighter	Total
	15%	7.5%	5%	5%	5%	2%	2%	
292.5 (293)	75	37.5 (38)	25	25	25	10	10	501

If the fraction is 0.5 or more, it shall be rounded off to 1; if it is less than 0.5, it shall be ignored. This shall, however, not affect the total number of seats in the open category. To ensure this, if the total number of seats after making this adjustment, exceeds the prescribed number fixed for the course, the necessary additional seats shall be created with the prior permission of the D.U.I. / Vice-Chancellor. Such seats, if created, shall be treated as additional only for the year in question.

The eligibility of a candidate will be provisional at every stage of the admission process. It will be the responsibility of the candidate to ensure his/her eligibility and fulfillment of various conditions for admission as prescribed in the Rules/Regulations of the Panjab University, Chandigarh. Admission will be cancelled at any stage in case the candidate is not found eligible.

The following functionaries may be contacted only in case of extreme urgency enquiry from 10.00 a.m. to 4.00 p.m. (on working days only):

1. Centre for Distance and Online Education	0172-2534301, 2534308, 2534323
2. Assistant Registrar (C.E.T.)	0172 – 2534829
3. Office Superintendent	0172-2534829, 9814666346
4. Dealing Official (CET)	9872414298
5. Controller of Examinations	0172 – 2534811
6. Main Enquiry Office	0172 – 2534818, 2534866, 18001802065

I Seats: General and Reserved

- 1) 50% of the seats in each course shall be treated as belonging to the General Category.
- 2) 46.5% seats shall be treated as belonging to the Reserved Category, as per details given below:

- (i) 15% for candidates belonging to the Scheduled Castes.
- (ii) 7.5% for candidates belonging to the Scheduled Tribes.
- (iii) 5% for candidates belonging to the Backward Classes

Provided that the reservation in (i) and (ii) can be inter-changeable, i.e. if sufficient number of applicants is not available to fill up the seats reserved for Scheduled Tribes, they may be filled up by suitable candidates from Scheduled Castes, and vice versa.

The above reservation shall be subject to the following conditions:

- a. the number of students admitted on merit of General Category shall not be included in the number of seats reserved;
- b. members of Scheduled Castes / Scheduled Tribes/ Backward Classes shall be allowed a concession of 5% marks for admission to the courses in which a certain percentage of minimum marks has been prescribed provided they have obtained minimum pass marks prescribed by the regulations;
- c. in case the seats earmarked for Scheduled Castes/Scheduled Tribes remains unfilled, a further relaxation in marks may be given, in order of merit inter-se amongst the candidates themselves, so that all the reserved seats are filled by candidates belonging to these categories; and
- d. a Scheduled Caste/Scheduled Tribe person on migration from the State of his origin will not lose his status as Scheduled Caste / Scheduled Tribe but he/she will be entitled to the concessions/benefits admissible to the Scheduled Castes / Scheduled Tribes from the State of his origin and not from the State where he has migrated. [Regulation 29.1, P.U. Cal. Vol. 1, 2007 (Page 168)].

(iv) 5% seats will be horizontally reserved for persons or class of Persons with Disability (PwD)* out of which 1% each shall be reserved for persons suffering from the disabilities specified under the RPWD 2016 Act:

(v) 5% seats will be horizontally reserved for persons or class of Persons with Disability (PwD)* out of which 1% each shall be reserved for persons suffering from the disabilities specified under the RPWD 2016 Act:

A) Physical Disability

a. Locomotor disability

- i) Leprosy cured persons
- ii) Cerebral palsy
- iii) Dwarfism
- iv) Muscular dystrophy
- v) Acid attack victims

b. Visual Impairment

- i) Blindness
- ii) Low Vision

c. Hearing Impairment

- i) Deaf
- ii) Hard of Hearing

d. Speech and language disability

B) Intellectual disability

- i) Specific learning disabilities
- ii) Autism spectrum disorder

*

Claimant in this category should be capable of pursuing the course for which the admission is sought. The Persons with Benchmark Disability (as per section 2 (r) of the Rights of Persons with Disabilities [RPWD] Act 2016 should have a minimum of 40% disability duly certified by the Medical Board of District/State/UT/Medical Institution of National Importance. Such certificate shall be further certified by the Medical Board of the Panjab University Health Centre.

- C) Mental behavior (Mental Illness)
- D) Disability caused due to
 - a. Chronic neurological conditions due to:
 - (i) Multiple sclerosis
 - (ii) Parkinson's disease
 - b. Blood Disorder
 - (i) Haemophilia
 - (ii) Thalassemia
 - (iii) Sickle Cell disease
- E) Multiple Disabilities (Deaf Blindness)
- F) Any other category as may be notified by the Central Government (the Schedule of RPWD Act 2016).

a) If 5% of reservation of seats comes to 0.5 to 0.9, it shall be treated as one seat. However, if after calculating seats on the basis of 5%, the number of seats is divisible by 5, equal distribution of seats will be made for all the five categories. If after the division, any remainder is left, it shall be distributed on the basis of inter-se merit amongst all the five categories. If the seats after calculating on the basis of 5% comes to less than 5 it shall be distributed on the basis of inter-se merit amongst all the five categories.

b) In the absence of availability of candidates in any of the categories, the seats shall be interchanged inter-se.

c) If seats reserved for Persons with Bench mark Disabilities remained unfilled, these shall be treated in the sanctioned strength of seats for General Category.

Applicants under the Reserved Category of Persons with Bench mark Disabilities shall be allowed a relaxation of 5% marks for calculation of merit in seeking admission to the courses in which a certain percentage of minimum marks has been specified, provided they have obtained minimum pass marks prescribed by the University regulations.

The candidate under the Reserved Category of Persons with Bench mark Disabilities shall be allowed an upper age relaxation of 5 years for admission, in the courses wherever upper age restriction is applicable. A claimant who fraudulently avails or attempts to avail any benefit meant for persons with benchmark disability shall be punishable with imprisonment for a term which may extend to 2 years or with fine which may extend to one lakh rupees or with both.

- (v) 5% for candidates belonging to Defence (for all the under-mentioned categories taken together) for candidates who fall in one of the following categories (which are given there in order of precedence) :-
 1. Son/Daughter/ Spouse of such Defence personnel and CAPF personnel¹ who died in action. (Only those who were wholly dependent on such personnel shall be considered).
 2. Son/Daughter/Spouse as are wholly dependent on such Defence Personnel and CAPF Personnel who were incapacitated²/died while in service.
 3. Defence and CAPF personnel who were incapacitated while in service.
 4. Son/daughter/spouse of ex-servicemen³ who are wholly dependent on them.
 5. Son/daughter/spouse of serving Defence personnel and CAPF who are wholly dependent on them.
 6. Ex-Servicemen
 7. Serving Defence personnel CAPF personnel

CAPF earlier known as Para-military forces, includes Assam Rifles (AR), Border Security Force (BSF), Central Industrial Security Force (CISF), Central Reserve Police Force (CRPF), Indo Tibetan Border Police (ITBP), National Security Guard (NSG), Sashastra Seema Bal (SSB) etc.

Incapacitation will mean incapacitation leading to the discharge of the person by concerned authorities

3. Ex-serviceman means a person who has served in any rank whether as a combatant or non-combatant in the regular Army, Navy and Air Force of the Union of India or in CAPF

i) Who retired from the service after earning his/her pension; or

ii) Who has been boarded out of the service on medical grounds attributable to military service/CAPF or Circumstances beyond his control and awarded medical or other disability pension; or

iii) Who has been released from the service as a result of reduction in establishment or

iv) Who has been released from the service after completing the specific period of engagement, (otherwise than at his own request, or by way of dismissal, or discharge on account of misconduct or inefficiency) and has been given gratuity.

Territorial Army Personnel of the following categories shall also be considered as ex-servicemen:-

(a) Pension holders for continuous embodied service.

(b) Disabled Territorial Army Personnel with disability attributable to military service.

(c) Gallantry award winners

(d) For admission to evening courses, categories 2, 4 and 5 above will not be considered since the term 'wholly dependent' will exclude such persons as are 'employed' or 'self-employed'.

- (vi) 2% for Sons/ Daughters / Husband / Wife / Brothers / Sisters of persons killed/incapacitated in November, 1984 riots and of persons killed / incapacitated in terrorist violence in Punjab and Chandigarh. A Certificate from the District Magistrate to this effect must be submitted by the candidate. Migrant Card alone is not enough.
- (vii) 2% for the Children/Grand Children of Freedom Fighters who have been sanctioned pension by Central/State Govt. or awarded Tamra Patra by Government of India (Syndicate Para 15, dated 30-5-1997) or those who have been certified to be Freedom Fighters by the Central/State Govts.
- (viii) Any other statutory reservation as prescribed by the Govt. of India, if any.

Additional Seats :-

(a) Wards of Kashmiri Migrants and Kashmiri Pandits/Kashmiri Hindu Families (Non-Migrants living in Kashmiri Valley) (*Syndicate Para-4 dated 13.07.2020*)

- (i) Relaxation in cut-off percentage upto 10% Subject to minimum eligibility requirements.
- (ii) Increase in intake capacity upto 5% course-wise.
- (iii) Reservation of at least one seat in merit quota in technical/professional institutions.
- (iv) Waiving off domicile requirements.

Documents required:

- A candidate seeking admission against this seat is required to produce a certificate from an authorized Government Officer (i.e. Relief Commissioner / Deputy Commissioner of the concerned district / area) to the effect that the candidate is a ward of Kashmiri displaced person.
- Proof of current residence (such as Ration Card/ Photo Identity Card issued by the Election Commissioner / Driving License / Aadhaar Card / Passport etc.)
- The admission of a candidate against this category shall be provisional subject to verification of his / her above mentioned certificates by the competent authority.

(b) One Girl Child out of the only two girl Children

1. Two additional seats per unit per course subject to maximum limit of four (4) out of the two girl children from the session 2015-16 are created for admission to a given course in the Panjab University Teaching Departments, Regional Centres and its affiliated Colleges provided they are otherwise eligible from all angles. The additional seats will be only for those girl Children who are either a single girl child of her parents or one amongst the only two girl Children with no male Child. The additional seat will be available to only one of the two girl children of a couple.

2. A certificate is to be obtained from the parents of the girl children declaring therein that the benefit of this scheme is being claimed for only One Girl Child out of the two girl Children and the parent shall not claim the same for the 2nd girl child elsewhere in future. The specimen of the certificate is enclosed.

(c) Cancer/ AIDS / Thalassemia:

One additional seat each for the student suffering from Cancer / AIDS / Thalassemia has been allowed for admission in each course in the Panjab University Teaching Departments, Regional Centres and its affiliated Colleges subject to the condition that the candidate seeking admission under each of these categories is otherwise eligible from all angles. The claimant candidate will have to submit a certificate as a proof of from the National Medical Institute like PGI, AIIMS etc. in support of his/her claim.

(d) Two Additional Seats for Rural Area Students

Only those candidates will be considered in this category, who have passed their Matriculation and +2 examination from those rural schools that do not fall in the area of the Municipal Corporation/Municipal Committee/ Small Town/Notified Area/Cantonment Area. A candidate claiming such benefit will have to produce a certificate from the D.E.O./Principal of the concerned institute of the area certifying that the school

from where the candidate has passed the Matriculation and +2 examination, falls within the aforesaid rural area.

(e) **One Additional seat for Border Area Students**

The Border area students shall mean those candidates who have passed their Matriculation from a School situated in Border Area and +2 from a School situated in any other area. A candidate claiming such benefit will have to produce a certificate from the Tehsildar or the Principal/Headmaster/Head of the School certifying that the School from where the candidate has passed the matriculation, falls within the aforesaid rural area.

(f) **One Additional seat for Transgender**

One additional seat has been created for transgender students from the session 2024-25 onwards in each course in the Panjab University Teaching departments, Panjab University Regional Centres, Panjab University Constituent Colleges and the Colleges affiliated to the University, subject to the following eligibility conditions, provided the concerned Regulatory Body permits –

- (i) the candidate seeking admission is otherwise eligible as per Panjab University Rules.
- (ii) the claimant candidate will have to submit a validated Transgender Certificate from the Ministry of Social Justice and Empowerment or Certificate of Identity as well as Identity Card issued by the District Magistrate as per the format given under The Transgender Persons (Protection of Rights) Rules, 2020 read with the Transgender Persons (Protection of Rights) Act, 2019.

- (g) **Two seats for Orphan Children (One Male and One Female)** in each programme of study, both at Undergraduate and Postgraduate level who have been rendered orphan. These two seats will be supernumerary. In case there is no eligible candidate available to fill the seat of male candidate, seat may be filled up from among the female eligible candidates, and vice-versa, so that the seats are filled from the needy portions of society.

The Student seeking admission shall have to submit / upload certificate from a Govt. recognised Orphanage / Charitable Home or Death certificate of both the parents.

INTRODUCTION

CENTRE FOR DISTANCE AND ONLINE EDUCATION, PANJAB UNIVERSITY, CHANDIGARH.

The Centre for Distance and Online Education (Formerly known as Department of Correspondence Studies), Panjab University was established in 1971. The objective was to take university based education beyond the four walls of the University. It continues to do so and fulfils a prime social responsibility of providing education at the door step for those who are unable to access formal education. Started as a Directorate, it is now a full-fledged Department of the University with due representation on all University bodies. Supported by a well qualified, research oriented faculty and efficient staff, CDOE offers 29 courses i.e. Undergraduate, Postgraduate, Diploma and Professional Courses.

The method of instruction includes hard (printed) / soft copy of the study material in Self Learning Mode, Personal / Online Contact Programme/ Personal counseling for the students as per schedule for each semester. CDOE also offers a variety of student support services which include a well equipped Library, postal library facilities, an Educational Media Centre, Laboratories, a Computer Lab and subsidized hostel facility for outstation students during Personal Contact Programme (PCP, wherein presence is not compulsory). CDOE also involves the students in co-curricular activities and brings them together on a common platform despite their diverse locations.

It has a richly stocked library with approx. 100000 books of text, reference and general on its shelves. In addition, 80 journals, magazines and newspapers are subscribed to local students can read in the library and also borrow books for those residing outside Chandigarh, the library maintains postal service. The students residing at Ludhiana or within a radius of 60 Km. from it can avail library facility at the Panjab University Extension Library, Ludhiana.

This Programme was started by CDOE in 2009 to meet the increasing demand of MBA Aspirants, both from working executives and fresh graduates who want to learn while they earn. This programme gives such people an opportunity to enhance their knowledge and skills. They can combine their practical experience with the conceptual inputs given during the course which enhances their career prospects and career progression as well.

CURRICULUM*:

The curriculum of MBA through distance mode is relevant to the changing business scenario and caters to the needs of all the aspiring learners. (The detailed curriculum is available on the Panjab University web site :

1. Syllabus MBA <http://puhcd.ac.in/syllabus.php>
2. Introductory – MBA
[https://drive.google.com/file/d/INGeHLcuQ8acU5Fow46XfU1AsbZmZd8e/view?usp=share link](https://drive.google.com/file/d/INGeHLcuQ8acU5Fow46XfU1AsbZmZd8e/view?usp=share_link)

The students are given the choice of opting any one Specialization in the third and fourth semesters from the syllabus which are:

- | | |
|----------|---|
| Group A: | Entrepreneurship and General Management |
| Group B: | Finance |
| Group C: | IT & Operations |
| Group D: | Marketing |
| Group E: | Human Resource Management (HRM) |

TENURE: The MBA Programme shall be of 2 years duration (4 Semesters), including Summer Training after second semester (6-8 weeks).

EVALUATION: Each Semester end evaluation will be of 100 marks in the proportion of 70:30.

70 marks for the external examination.

30 marks for the internal assessment*based on submission of assignments and other activities (attendance, presentation, MCQ Online etc.).

Candidates who fail to submit the assignments by due dates notified by the department in each semester will be awarded zero marks in Internal Assessment.

* The course curriculum of MBA is the same as being run by Panjab University in Regular Mode from the academic session 2022 onwards.

ELIGIBILITY CONDITION FOR MBA

- (i) A Bachelor's Degree in any discipline of the Panjab University or a degree of any other University which has been recognized by the Syndicate as equivalent thereto with not less than 50% marks in the aggregate;
Provided that in case of candidates having Bachelor's degree of the University through Modern Indian Language [Hindi/Urdu/Punjabi (Gurmukhi Script)] and/or in a Classical Language (Sanskrit/Persian/Arabic) or degree of any other University obtained in the same manner recognized by the Syndicate, 50% marks in the aggregate shall be calculated by taking into account full percentage of marks in all the papers in Language excluding the additional optional paper, English and the elective subject taken together.
- Or
- (ii) A pass in final examination conducted by the Institute of Chartered Accountants of India or England / Institute of Cost and Works Accountants of India or England and/ Institute of Company Secretaries of India.
- Or
- (iii) AMIE examination with 50% marks or more after having passed the diploma examination with 60% marks or above and have at least 5 years research/teaching or professional experience.

Concession of 5% marks will be given in the eligibility requirements for SC/ST/BC/PwD candidates.

SCHEME OF ENTRANCE TEST

The Entrance Test will carry 100% weightage and will be of two hours duration consisting of 100 questions. It will consist of multiple-choice questions having four responses A, B, C & D.

The components of the test will include:

- (i) Data interpretation and problem solving;
- (ii) Numerical Ability;
- (iii) Verbal Ability/ Reasoning; and
- (iv) General English & Comprehension.

There will be 25 questions in each section. There shall be no negative marking for wrong answers.

(Sample questions can be seen on Page Nos. 20- 25 of the Prospectus)

FEE STRUCTURE (Subject to revision of fee, if any, by University)

The candidates qualifying the Entrance Test should deposit a fee of Rs. 34,007/- (approx.) (for first semester) in the form of Bank Draft in favor of the Registrar, Panjab University, Chandigarh payable at Chandigarh at the time of online counseling for securing the seat.

Fee Structure for all the Semesters

Ist Semester:	Rs. 34,007/-	(approx)
IInd Semester:	Rs. 22,275/-	(approx)
IIIrd Semester:	Rs. 31,457/-	(approx)
IVth Semester:	Rs. 22,375/-	(approx)

Exact fees for the session 2025-2026 will be notified at the time of counselling.

(There may be some changes which are applicable only to the students who qualified the qualifying examination from Universities other than Panjab University).

GENERAL RULES (PERTAINING TO ENTRANCE TEST)

1. The result of the Entrance Test shall, *ipso facto*, not entitle a candidate to get admission in an institution/department/centre concerned where he/she intends to seek admission. It will be the responsibility of the candidate to make sure about his/her eligibility and fulfillment of such other conditions as may be prescribed for admission in the rules and regulations of University/Institution concerned. Merely because a candidate is allowed to appear in the Entrance Test does not mean that he/she is eligible and his/ her appearance therein will not stop or debar the university/ institution concerned from satisfying itself about his/her eligibility at any subsequent stage.

Notwithstanding anything contained in this prospectus, the eligibility conditions for admission to any particular course, shall be governed by the respective rules/regulations as enshrined in the P.U. Calendar, volumes I, II and III (latest editions) and / or the general guidelines for admissions/ Handbook of Information-2025 issued by the university and / or decisions of the university senate/ syndicate. In case of any conflict or inconsistency between the prospectus on one hand and the aforesaid Panjab University rules and regulations/ guidelines / Handbook of Information-2025 / decisions of Senate/ Syndicate, on the other, the latter shall prevail.
2. The Entrance Test will be held on 27-07-2025 (Sunday) from 10:00 a.m. to 12:00 noon at Panjab University, CHANDIGARH and Regional Centre Panjab University, Ludhiana (If no. of candidates exceeds 40).
3. Once the candidate has submitted the Online Entrance Test Form, any change in the Form including category once marked, shall not be allowed.
4. A candidate desirous of taking the Entrance Test should submit his/her fee through Online Mode latest by 17-07-2025 (Thursday).
5. Last date for completing the Entrance Form including uploading of photograph, signature with rest of the information is 17-07-2025 (Thursday).
6. The fee for the Entrance Test once paid shall not be refunded / transferred / adjusted.
7. The medium of Entrance Test shall be ENGLISH only.
8. Special arrangements for amanuensis (writer of answer):
A candidate may be allowed help of an amanuensis (writer) if he/she is:
(i) Blind
OR
(ii) Permanently disabled from writing with his/her own hand.
(iii) Temporarily disabled from writing on account of fracture of the right or left arm, forearm or dislocation of a shoulder elbow or wrist etc. The candidate shall produce a certificate from a Professor of the speciality concerned of a Medical College and where there is no Medical College, from the Chief Medical officer of the District concerned to the effect that the candidate is unable to write his/her answer-books because of the temporary disablement.
9. 40 minutes extra would be given to the visually handicapped/persons with disability (PwD).
10. Every candidate is required to hand over both the OMR Answer Sheet and the Question Booklet to the Centre Superintendent/Invigilator when the time allowed for the Entrance Test

is over, even if she/he has not attempted any question. No page/part of the Question Booklet/ OMR Answer Sheet is to be removed/ torn/taken out of the Test Centre under any circumstances, failing which the candidate shall be straight disqualified from the Entrance Test.

11. The use of calculators is not allowed.
12. The University will provide logarithmic table. Borrowing or carrying the log table or other such material is not allowed.
13. No candidate shall be allowed to leave the examination hall/room before the expiry of the time allotted for the respective paper.
14. Rough work, if any, is to be done only in the space provided in the Question Booklet and nowhere else. No rough work shall be done on the OMR Answer Sheet under any circumstances.
15. Any candidate who carries any telecommunication equipment such as pager, cellular phone, wireless set, Bluetooth device, etc. inside the examination hall shall be expelled from the examination hall & disqualified.
16. If any candidate who submits multiple Online Entrance Test Forms for the same Course his/her candidature shall be considered only on the basis of one Form.
17. The candidates must bring their own stationary items such as Black Gel Pen. Borrowing of material inside the Test Centre is strictly prohibited.
18. There shall be *no re-evaluation/re-checking/re-assessment* of answer-sheets under any of the circumstances. Request for seeing the Question Booklet / Answer Sheets by the candidates shall not be entertained at all. The evaluation once done by the University shall be absolutely final.
19. If a candidate wishes to verify his/her result, he/she will be provided a photocopy of his/her answer sheet on payment of Rs. 10,000/- within 10 days after the declaration of the entrance test result and the office should process the whole procedure within three working days. In case, a discrepancy is found in the result of the candidate, the result would accordingly be revised and the fee deposited will be refunded.
20. In case of Objective Type question papers, the candidate must ensure that the answers to the questions are attempted on the specifically prescribed OMR Answer Sheet only. No answer attempted on the Question Booklet will be considered for evaluation. Only those questions answered on the OMR sheet shall be taken into account.
21. **RESOLVING OF TIES**
Candidates securing equal marks in the Final Merit List shall be bracketed together. However, their inter-se merit rank shall be determined as under:-
 1. A candidate getting higher percentage of marks in qualifying examination (Bachelors degree) shall rank higher in order of merit.
 2. If the marks, as mentioned in (i) are also the same then the candidate obtaining higher percentage of marks in the immediate lower exam shall rank higher in order of merit.
 3. If two or more candidates secure equal marks in (i) and (ii) above, candidate senior in age shall rank higher in order of merit.
22. The candidates will have to fill and submit an Online Admission-cum-Examination Form at <http://mbacdoe.puchd.ac.in> within the stipulated date and time (without late fee) as prescribed by University.

23. Candidates are not allowed to carry eatables, drinks etc. into the Test Centre. Smoking inside and around the Centre is not permitted.
24. Any candidate who creates disturbance of any kind during examination or otherwise misbehaves in or around the examination hall or refuses to obey the Superintendent/Deputy Superintendent/Assistant Superintendent /any other official on examination duty or changes his/her seat with any other candidate or occupies any seat, other than the one allotted to him/her shall be expelled from the examination hall. ("Expulsion" for this purpose would mean cancellation of the Entire Entrance Test). The Centre Superintendent/Observer/any other authorized University Officer/Official shall be competent to expel a candidate from the examination centre.
25. Any candidate having in his/her possession or accessible to him/her paper/books or notes which may possibly be of any assistance to him/her or is found giving or receiving assistance, or copying from any paper/book or note or from anywhere else or allowing any other candidate to copy from his/her answer book or found writing on any other paper, questions set in the question paper, during examination or using or attempting to use any other unfair means or indulging in any kind of misconduct shall be expelled from the examination hall. ("Expulsion" for this purpose would mean cancellation of the Entire Entrance Test). The Centre Superintendent/Observer/any other authorized University Officer/Official shall be competent to expel a candidate from the examination centre.
26. If any Answer Sheet of a candidate shows or it is otherwise established that he/she has received or attempted to receive help from any source in any manner or has given help or attempted to give help to any other candidate in any manner, the relevant Answer Sheet shall be cancelled. The cancellation of the Answer Sheet shall mean cancellation of all Answer Sheets of the Common Entrance Test. The decision of the Controller of Examinations, Panjab University, Chandigarh in this regard shall be final.
27. If a candidate writes his/her name or puts any kind of identification mark or discloses his/her identity by any method whatsoever on the cover or anywhere else in the Question Booklet/Answer Sheet, the same shall be treated as cancelled. The cancellation of the Answer Sheet shall mean cancellation of all Answer Sheets of the Entrance Test. The decision of the Controller of Examinations, Panjab University, Chandigarh in this regard shall be final.
28. Any person, who impersonates a candidate, shall be disqualified from appearing in any Panjab University examination for a period of five years including this Entrance Test, if that person is a student on the rolls of a recognised School or College or University. But if the person is not on the rolls of a recognised School or College or University, s/he shall be declared as a person not fit and proper to be admitted to any examination of the Panjab University for a period of 5 years. The case, if necessary, shall also be reported to the police for any further action in the matter.
29. If it is found that a candidate has knowingly or willfully concealed or suppressed any information/fact which renders him/her ineligible to take the Entrance Test, his/her result of the Test as also admission to a Institution/Department/Centre of the University, if granted, shall stand cancelled and he/she shall have no claim whatsoever against the Institution/Department/Centre concerned and the case, if necessary shall be reported to the police.
30. If a dispute or controversy of any kind arises before, during or after conduct of Entrance Test, the decision of the Controller of Examinations, Panjab University, in all such cases, shall be final.

31. The candidates shall be admitted to the test only on the production of the Admit Card at the Test Centre. No candidate shall be allowed to take the test without the Admit Card under any circumstances. The candidates must retain the Admit Card with them till the admission process is over, since it will be required again at the time of counselling.
32. The Admit Cards will be issued to the candidates only provisionally, at their sole risk and responsibility subject to the final confirmation of their eligibility at the time of admission. It is further clarified that the candidates shall be taking the test at their own risk and responsibility as far as their eligibility is concerned and the University shall, in no way, be responsible if they are found to be ineligible, later, leading to cancellation of their result or any other consequence(s) emanating from the same.
33. The date by which Admit Card will be available online is 21-07-2025 (Monday). Admit Card required to be downloaded from the website by the candidates using their own Login and Password. There will be no physical communication for this purpose.
34. The result of the Entrance Test will be made available at <http://results.puchd.ac.in> on 07-08-2025 (Thursday).
35. On 27-07-2025 (Sunday) Answer Keys will be put on the website <http://exams.puchd.ac.in/show-noticeboard.php>. The candidates can file their objections regarding discrepancies and accuracy of the key, by e-mail to arcet@pu.ac.in latest by 29-07-2025 (Tuesday). The valid concerns thus expressed will be given due consideration while evaluation.
36. The following functionaries may be contacted only in case of extremely urgent enquiry from 10.00 a.m. to 4.00 p.m. (on working days only, Monday to Friday)
 1. Assistant Registrar (C.E.T.) 0172-2534829
 2. Office Superintendent 0172-2534829, 9814666346
 3. Dealing Official (CET) 9872414298
 4. Controller of Examinations 0172-2534811
 5. P.U., Main Enquiry 0172-2534818, 2534866
18001802065
 6. Chairperson/ Office (CDOE) 0172-2534301
 7. Coordinator MBA 0172-2534323

ADMISSION PROCESS (through Online / Offline Personal Counseling)
Schedule will be notified later on.

GENERAL INSTRUCTIONS FOR GIVING ANSWERS
ON OMR ANSWER SHEET

1. All questions are to be attempted on the Answer-sheet as per instructions printed on the question booklet and OMR answer sheet.
2. The Answer-sheet is designed for computer evaluation. Please follow the instructions given on the Answer-sheet strictly otherwise it may make evaluation by the computer difficult. Any resultant loss to the candidate on the above account i.e., not following the instructions completely, shall be of candidate only.
3. Each question is followed by four answer choices labelled A, B, C and D. Select the answer you think is the best response and darken the bubble bearing the correct response label against the serial number of the question. For example if you think answer to question number 2 is D then mark as follows:

Q. 2 ☐A ☐B ☐C ☒D

The Answer marked as under shall be considered as wrong:

☐A ☐B ☐C ☐D ☐A ☐B ☐C ☐D ☐A ☐B ☐C ☐D ☐A ☐B ☐C ☐D ☐A ☐B ☐C ☐D ☐A ☐B ☐C ☐D

4. For marking answers use Black Ball/Gel Pen only.
5. If you do not want to answer any question, leave all the bubbles corresponding to that question blank.
6. Be very careful in filling in the bubble in the first instance since erasing or changing it will spoil the response and go to the disadvantage of the candidate.
7. In order to open the Question Booklet removes the paper band gently.
8. Write your Roll Number on the answer-sheet as also on the Question Booklet only in the space provided for the purpose and at no other place in the question Booklet and Answer Sheet.
9. For calculations, the use of log tables is permitted. Use of Calculator is not allowed.
10. For rough work, the sheets marked 'ROUGH WORK' at the end of the Question Booklet be used. No rough work shall be done on the Answer-sheet under any circumstances.

SAMPLE QUESTIONS

Component-I: Data Interpretation and Problem Solving:

The Table given below gives information regarding combined receipts and disbursements of Central and State Governments (in Rs. crores) for two years 2007-08 and 2006-07. Read the Information contained in the table and answer the following questions from 1 to 5 :

Item	2007 -08	2006-07
Total Receipts (A+B)	2,92,876	2,67,958
A. Revenue Receipts (1 +2)	2,08,125	1,85,305
1. Tax Receipt (a+b)	1,65,052	1,44,180
(a) Direct Taxes	37,315	31,795
(b) Indirect Taxes	1,27,737	1,12,385
2. Non-tax receipts of which:	43,073	41,125
Interest receipts	10,277	10,109
B. Capital receipts of which:	84,751	82,653
(a) Provident funds	8,987	8,502
(b) Recovery of loans & advances	3,581	5,913
Total Disbursement (A+B+C)	3,00,149	2,74,165
A. Developmental Expenditure (a+b+c)	1,59,135	1,50,855
(a) Revenue	1,22,769	1,13,019
(b) Capital	22,529	23,927
(c) Loans and Advances	13,837	13,909
B. Non-Developmental Expenditure (a+b+c)	1,38,597	1,21,248
(a) Revenue of which:	1,29,517	1,12,821
Interest payments	60,963	51,954
(b) Capital	8,458	7,666
(c) Loans and Advances	622	761
C. Others	2,417	2,062

- The increase in Indirect taxes in 2007-08 over the previous years was
 (A) 18.2% (B) 12.5% (C) 13.7% (D) 15.7%
- Total disbursements in 2007-08 were more than total receipts by
 (A) 7273 (B) 7263 (C) 7723 (D) 2773
- Interest payments were up in 2007-08 over the previous year by
 (A) 14.8% (B) 17.3% (C) 10.3% (D) 13.7%
- Section ABC in the figure represents number of first class students in a class of 800. if the angle ABC is 36° , the number of first class students in the class is :
 (A) 80 (B) 90 (C) 100 (D) 150

5. In the histogram given here the number of students who spend Rs. 400-Rs. 500 on cinema every month is 50. The number of students spending Rs. 600-Rs. 700 is :
- (A) 40 (B) 30 (C) 20 (D) 20

Component -II: Numerical Ability

1. The circumference of a circle is 154 dm.
The area is :
(A) 1888.5 dm² (B) 2200 dm² (C) 8881 dm² (D) None of these
2. How many terms are there in the sequence
1 +5+9+13+ 101?
(A) 25 (B) 23 (C) 26 (D) 24
3. The derivative of 10^x with respect to x is
(A) $x \cdot 10^{x-1}$ (B) $10 \cdot 9^x$ (C) $10^x \log 10$ (D) 10^x
4. By selling a watch for Rs. 144, a man loses 10%. At what price should he sell it in order to gain 15%.
(A) Rs. 180 (B) Rs. 184 (C) Rs. 182.60 (D) Rs. 184.40
5. If the sum of the interior angles of a polygon is double the sum of its exterior angles, then it is a
(A) Hexagon (B) Decagon (C) Pentagon (D) Heptagon
6. A milkman mixes 20 litres of water with 80 litres of milk. After selling one-fourth of this mixture, he adds water to replenish the quantity that he has sold. What is the current proportion of water to milk?
(A) 2:3 (B) 1:2 (C) 1:3 (D) 3:4
7. Deepu, Rahul and Amit start a business by investing Rs 2,700, Rs 8, 100 and Rs 7,200 respectively. At the end of one year, the profit was distributed. If Rahul's share was Rs 3,600, their total profit was
(A) Rs 7,000 (B) Rs 8,000 (C) Rs 9,000 (D) Rs 9,500
8. A tap can empty a tank in one hour and another tap can empty in 30 minutes. If both the taps operate simultaneously, how much time is needed to empty the tank?
(A) 20 minutes (B) 30 minutes (C) 40 minutes (D) 45 minutes
9. If one-fourth of one-fifth of a number is 7, three-fourteenth of that number will be
(A) 42 (B) 60 (C) 30 (D) 70

10. A solid cylinder has a total surface area of 231 cm². Its curved surface area is area. What is the volume of the cylinder?

(A) 154 cm³ (B) 308 cm³ (C) 269.5 cm³ (D) 370 cm³

Component-III: Verbal Ability/Reasoning

1. The conclusion of the statement "The hammer is either in the tool box or in the Kitchen. The Kitchen because it is not in the tool box."

(A) The hammer is either in the tool box (B) or, the hammer is in the Kitchen
(C) It must be in the Kitchen (D) Because it is not in the tool box

2. Which of the pairs of words expresses the relationship that is MOST similar to that of Pedant:
Erudition

(A) Diplomat: Tactless (B) Enemy: Friendly
(C) Rude: Politeness (D) Prude: Modesty

3. Exempt to obliged is as

(A) Affluent to fluent (B) Valiant to mighty
(C) Immune to susceptible (D) Steadfast to reputed

4. Which of the following words is closest in meaning to the word STAGNANT?

(A) Old (B) Prudent (C) Unsteady (D) Sedate

5. Fill in the blank with the most suitable alternative

He shouted_____at the subordinate:

(A) Loud (B) Loudly (C) Loudedly (D) Loudingly

6. What is the missing number in the circle?

(A) 30 (B) 213 (C) 743 (D) 347

7. Select from the four alternative diagrams, the diagram, the one that best illustrates the relationship among the following three classes:

Crow
Birds
Dogs
6J
AB, I

8. In a certain code SCULPTOR is written as TORPLUCS. How will you write ELECTRICITY

(A) CITYELECTRI (B) YTICIRTCELE (C) ITYCIRTCELE (D) TRICITYLECE

9. Look at the following set of data

14.5,15,16.5,17,15,20,25,26,29,40,35,18, 11, 15,29,29,40, 35,29,29, 30,41,29,40

The difference between smallest and largest observations is:

- (A) 29 (B) 30 (C) 31 (D) 20

10. In the data for the above question, the modal observations is less than the largest observation by:

- (A) 12 (B) 10 (C) 11 (D) 13

11. Five persons G, H, I, J and K are standing in a row. G is to the right of I, H is to the left of K, I is to the right of J and H is to the right of G. Who is standing on the extreme left?

- (A) J (B) I (C) H (D) K

Component –IV : General English & Comprehension

Please read the following passage and answer questions 1 to 7 based on it

The now always looks so small, so puny, so unpromising next to the size and performance of maturity. Anything truly new that looks big is indeed to be distrusted. The odds are heavily against its succeeding. And yet successful innovators, as we argued earlier, start small and above, all simple.

The claim of so many businesses, 'Ten years from now, ninety per cent of our revenues will come from products that do not even exist today', is largely boasting. Modifications of existing products, yes; variations, yes; even extensions of existing products into new markets and new end uses with or without modifications. But the truly new venture tends to have a longer lead time. Successful businesses, that are today in the right markets with the right products or services, are likely ten years hence to get three-quarters of their revenues from products and services that exist today, or from their linear descendants. In fact, if today's products or services do not generate a continuing and large revenue stream, the enterprise will not be able to make the substantial investment in tomorrow that innovation requires.

It thus takes special effort for the existing business to become entrepreneurial and innovative. The 'normal' reaction is to allocate productive resources to the existing business, to the daily crisis, and to getting a little more out of what we already have. The temptation in the existing business is always to feed yesterday and to starve tomorrow.

It is, of course, a deadly temptation. The enterprise that does not innovate inevitably ages and declines and in a period of rapid change such as the present, an entrepreneurial period, the decline will be fast. Once an enterprise or an industry has started to look back, turning it around is exceedingly difficult, if it can be done at all. But the obstacle to entrepreneurship and innovation which the success of the present business constitutes is a real one. The problem is precisely that the enterprise is so successful, that it is 'healthy'.

I rather than degenerately diseased by bureaucracy, red tape, or complacency.

This is what makes the examples of existing businesses that do manage successfully to innovate so important, and especially the examples of existing large and fair-sized

businesses that are also successful entrepreneurs and innovators. These businesses show that the obstacle of success, the obstacle of the existing, can be overcome. And it can be overcome in such a way that both the existing and the new, the mature and the infant, benefit and prosper. The large companies that are successful entrepreneurs and innovators—Johnson & Johnson, Hoechst, ASEA, 3M, or the one hundred middle-sized ‘growth’ companies clearly know how to do it.

Where the conventional wisdom goes wrong is in its assumption that entrepreneurship and innovation are natural, creative, or spontaneous. If entrepreneurship and innovation do not well up in an organization, something must be stifling them. That only a minority of existing successful businesses are entrepreneurial and innovative is thus seen as conclusive evidence that existing businesses quench the entrepreneurial spirit. .

1. Johnson and Johnson, Hoechst, ASEA, know how: i. To overcome obstacle of success
ii. To overcome obstacle of existing; iii. To innovate.
 - (A) i and ii only
 - (B) ii and iii only
 - (C) i, ii and iii
 - (D) i and iii only
2. The enterprise that does not innovate
 - (A) Stagnates
 - (B) Ages and declines
 - (C) Does not grow steadily
 - (D) Grows
3. To make substantial investment required for innovation
 - (A) Existing products should generate a continuing and large revenue stream.
 - (B) Entrepreneurs should borrow heavily
 - (C) Entrepreneurs should sell of their existing business
 - (D) Entrepreneurs should generate funds from the capital market
4. The major subject with which the passage is connected is
 - (A) Starting a small business.
 - (B) Entrepreneurship and innovation
 - (C) Expanding a small business
 - (D) Bureaucracy and red tapism.
5. Once an enterprise has started looking back
 - (A) There will be no need to turn it around
 - (B) It can be turned around very easily
 - (C) It can be turned around with great difficulty
 - (D) It can not be turned around at all.

6. The word 'Complacency' in the above passage means
- (A) Carelessness
 - (B) Self satisfaction
 - (C) Ignorance
 - (D) Conspicuous
7. Choose the option in which the usage of the word "FALLOUT" is incorrect
- (A). Nagasaki suffered from the fallout of nuclear radiation.
 - (B) People believed that the political fallout of the scandal would be insignificant.
 - (C). Who can predict the environmental fallout of the WTO agreements?
 - (D) The headmaster could not understand the fallout of several of his good students in the examination.
8. The British retailer, M&S, today formally...— defeat in its attempt to - King's, its US subsidiary, since no potential purchasers were ready to cough up the necessary cash.
- (A) admitted, acquire
 - (B) conceded, offload
 - (C) announced, dispose
 - (D) ratified, auction
9. From the choices given, choose the one which would best replace the underlined part.
Victory is everything in the Indian universe and M.S. Dhoni will be expected to translate his genius to that effect. To contemplate any other option is to contemplate the risk of failure.
- (A) To contemplate any other action is to contemplate the risk of failure.
 - (B) Failure is not an action that can be contemplated.
 - (C) Any other action has the potential of failure.
 - (D) Failure is not an option.
10. Identify the incorrect sentence or sentences.
- P. Harish told Raj to plead guilty.
 - Q. Raj pleaded guilty of stealing money from the shop.
 - R. The court found Raj guilty of all the crimes he was charged with.
 - S. He was sentenced for three years in jail. .
- (A) P and R
 - (B) Q & S
 - (C) P, R and S
 - (D) Q, R and S

CENTRE FOR DISTANCE AND ONLINE EDUCATION
KNOW YOUR FACULTY
DEPARTMENT OF COMMERCE AND MANAGEMENT STUDIES

Director PROFESSOR HARSH GANDHAR

Coordinator, DCMS, CDOE

Prof. (Mrs.) Geeta Mangla Bansal, Ph.D., M.Com. (Gold Medalist), UGC (JRF) MBA (HR)

Assistant Professor

Dr. Rajni Chauhan, M.Com., UGC (NET), C.F.A., Ph.D.