

**S-1039**

**Sub. Code**

**23MBA1C1**

**M.B.A. DEGREE EXAMINATION, NOVEMBER 2025**

**First Semester**

**Business Administration**

**MANAGEMENT PRINCIPLES AND BUSINESS ETHICS**

**(CBCS – 2023 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 2 = 20)

Answer **all** the questions.

1. What is meant by management?
2. What is meant by Scalar Chain?
3. What is Planning?
4. Write any two features of decision making.
5. What is informal organisation?
6. Define the term organisation chart.
7. What are the different types of leadership.
8. Define the term leadership.
9. What is meant by Business Ethics?
10. Define Moral.

**Part B**

(5 × 5 = 25)

Answer **all** the questions, choosing either (a) or (b).

11. (a) How can management be recognised as a profession?

Or

- (b) Explain the levels of management.

12. (a) Explain the different steps in planning.

Or

- (b) What are the disadvantages of planning.

13. (a) What are the merits of Decentralisation?

Or

- (b) Explain the importance of organisation.

14. (a) What are the qualities of good leadership?

Or

- (b) State the functions of leadership.

15. (a) Explain the characteristics of an Ideal control system.

Or

- (b) Explain the objectives of control.

**Part C**

(3 × 10 = 30)

Answer any **three** questions.

16. Briefly explain about the various approaches of management.
17. Discuss about the various stages involved in the process of decision making.

18. Briefly explain the principles of organisation.
  19. Discuss the different kinds of leadership styles.
  20. Briefly explain the various importance of Ethics in business.
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**S-1040**

**Sub. Code**

**23MBA1C2**

**M.B.A. DEGREE EXAMINATION, NOVEMBER 2025**

**First Semester**

**Business Administration**

**Elective – QUANTITATIVE TECHNIQUES AND  
RESEARCH METHODS IN BUSINESS**

**(CBCS – 2023 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 2 = 20)

Answer **all** questions.

1. State the addition law of probability.
2. What do you mean by the term conditional probability?
3. Define research.
4. State the advantages of primary data.
5. What is editing?
6. What is analysis of variance?
7. What are the uses of multivariate analysis?
8. What is correlation?
9. Define the term research report.
10. List the important parts of the report.

**Part B**

(5 × 5 = 25)

Answer **all** questions choosing either (a) or (b).

11. (a) How does the concept of probability help decision maker to improve the decision?

Or

- (b) Write the parameters of binominal distribution.

12. (a) What are the factors are used to identify the optimal sample size?

Or

- (b) State the importance of null hypothesis.

13. (a) Explain one way classification with example.

Or

- (b) Two housewives, X & Y, asked to express their preference for different kinds of detergents, gave the following replies:

| Detergent | A | B | C | D | E | F | G | H | I | J  |
|-----------|---|---|---|---|---|---|---|---|---|----|
| X         | 4 | 2 | 1 | 3 | 7 | 8 | 6 | 5 | 9 | 10 |
| Y         | 4 | 1 | 2 | 3 | 8 | 7 | 5 | 6 | 9 | 10 |

To what extent the preferences of these two ladies go together?

14. (a) How factor analysis used in market research?

Or

- (b) Illustrate the situations where multiple regression used.

15. (a) Give the reason for preparing executive summary.

Or

- (b) Write factors to be considered for framing the title of the report.

**Part C**

(3 × 10 = 30)

Answer any **three** questions.

16. Explain Baye's theorem with the help of suitable example.
17. Discuss the methods used to collect primary data for research.
18. What are regression coefficients? How do you interpret them?
19. "Determinant analysis is also concerned with simplifying datasets through classification" — Discuss.
20. Highlights the principles of ethics in research.
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**S-1041**

**Sub. Code**

**23MBA1C3**

**M.B.A. DEGREE EXAMINATION, NOVEMBER 2025.**

**First Semester**

**Business Administration**

**MANAGING ORGANISATIONAL BEHAVIOUR**

**(CBCS – 2023 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 2 = 20)

Answer **all** the questions.

1. What is the meaning of organizational behaviour?
2. Write short note on organizational citizenship behaviour.
3. State the meaning of perception.
4. Outline the importance of values in an organization.
5. Write short note on semantic barriers to communication.
6. Give the advantages of informal group in an organization.
7. What is trait?
8. Define conflict.
9. What is stress?
10. Write the meaning of work life balance.

**Part B**

(5 × 5 = 25)

Answer **all** questions. Choosing either (a) or (b).

11. (a) Briefly explain the foundations of individual behaviour.

Or

- (b) Discuss the benefits of organizational citizenship behaviour.

12. (a) Describe the factors influencing perception.

Or

- (b) Explain the Two factor theory.

13. (a) Elaborate the process of communication.

Or

- (b) Briefly explain the stages of group development.

14. (a) State the differences between leaders and managers.

Or

- (b) Discuss the sources of power in an organization.

15. (a) Explain the stressors in the workplace.

Or

- (b) Write detailed note on importance of creating and sustaining organizational culture in an organization.

**Part C**

(3 × 10 = 30)

Answer any **three** questions.

16. Explain the historical background of OB.
  17. Discuss the psycho analytic theory in detail.
  18. Elaborate the guidelines for effective communication.
  19. Briefly explain the Autocratic and Bureaucratic behavioral theories of leadership.
  20. Narrate the framework for knowledge-based enterprise.
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**S-1042**

**Sub. Code**

**23MBA1C4**

**M.B.A. DEGREE EXAMINATION, NOVEMBER 2025**

**First Semester**

**Business Administration**

**ACCOUNTING FOR MANAGERS**

**(CBCS – 2023 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 2 = 20)

Answer **all** questions.

1. Give the golden rules of accounting.
2. What is final account?
3. Mention any two objectives of financial statement.
4. Mention any two advantages of fund flow statement.
5. Define marginal costing.
6. Write a short note on P/V ratio.
7. Write short note on budgetary control.
8. Expand ZBB.
9. Write a short note on cost accounting.
10. Write a short on accounting software.

**Part B**

(5 × 5 = 25)

Answer **all** questions choosing either (a) or (b).

11. (a) Explain the Objectives of Accounting.

Or

- (b) Prepare trading account in the books of Mr. Sanjay for year ended 31<sup>st</sup> December 2017.

| Particulars   | Amount | Particulars       | Amount |
|---------------|--------|-------------------|--------|
| Opening stock | 570    | Purchases         | 15,800 |
| Sales         | 26,200 | Purchases returns | 90     |
| Sales returns | 60     | Closing stock     | 860    |

12. (a) What are the objectives of cash flow statement?

Or

- (b) Calculate cash flow statement from Operating activities:

| Particulars                             | Amount<br>(Rs.) |
|---|-----------------|
| Total sales for the year                | 10,00,000       |
| Total purchases for the year            | 6,50,000        |
| Commission received during the year     | 10,000          |
| Office expenses during the year         | 15,000          |
| Administrative expenses during the year | 20,000          |
| Income tax paid during the year         | 12,000          |

13. (a) Distinguish between marginal costing and absorption costing.

Or

- (b) What are the limitations of marginal costing? Explain it.

14. (a) How to prepare flexible budget? Explain it.

Or

(b) Mention the objectives of budgetary control.

15. (a) Ascertain the cost and selling price from the following:

- ❖ Materials consumed – Rs. 60,000
- ❖ Wages paid – Rs. 90,000
- ❖ Works on cost 50% on wages
- ❖ Office on cost 20% on work cost
- ❖ Selling on cost 10% on work cost
- ❖ Profit 20% on cost.

Or

(b) Explain the techniques of costing.

**Part C**

(3 × 10 = 30)

Answer any **three** questions.

16. From the following balances extracted from the books of Pearl, a trader, prepare trial balance as on 31<sup>st</sup> March, 2017

| Particulars      | Amount | Particulars            | Amount |
|------------------|--------|------------------------|--------|
| Capital          | 44,000 | Interest on investment | 2,000  |
| Bills receivable | 5,000  | Customs duty           | 3,000  |
| Wages            | 800    | Computer               | 20,000 |
| Drawings         | 4,000  | Sales                  | 72,000 |
| Purchases        | 75,000 | Opening stock          | 10,200 |

17. Following is the Balance sheet, Prepare a Funds Flow Statement.

| Liabilities            | 31 <sup>st</sup> December |                 | Assets    | 31 <sup>st</sup> December |                 |
|------------------------|---------------------------|-----------------|-----------|---------------------------|-----------------|
|                        | 2015<br>Rs.               | 2016<br>Rs.     |           | 2015<br>Rs.               | 2016<br>Rs.     |
| Share capital          | 3,00,000                  | 4,00,000        | Machinery | 50,000                    | 60,000          |
| Creditors              | 1,00,000                  | 70,000          | Furniture | 10,000                    | 15,000          |
| Profit and loss<br>a/c | 15,000                    | 30,000          | Stock     | 85,000                    | 1,05,000        |
|                        |                           |                 | Debtors   | 1,60,000                  | 1,50,000        |
|                        |                           |                 | Cash      | 1,10,000                  | 1,70,000        |
|                        | <u>4,15,000</u>           | <u>5,00,000</u> |           | <u>4,15,000</u>           | <u>5,00,000</u> |

18. Describe the various application of marginal costing.

19. Explain briefly about different types of budgets.

20. Describe the accounting disclosure practices in India.

**S-1043**

**Sub. Code**

**23MBA1C5**

**M.B.A. DEGREE EXAMINATION, NOVEMBER 2025.**

**First Semester**

**Business Administration**

**MANAGERIAL ECONOMICS**

**(CBCS – 2023 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 2 = 20)

Answer **all** the questions.

1. Give the definition of Managerial Economics.
2. What do you mean by opportunity cost?
3. Define Elasticity of demand.
4. What is demand forecasting?
5. Distinguish between short run and long run cost.
6. Define Duopoly.
7. What do you mean by Net National Product?
8. State the role of savings in capital mobilization of India.
9. Define Money market.
10. What is meant by Globalisation?

**Part B**

(5 × 5 = 25)

Answer **all** questions. Choosing either (a) or (b).

11. (a) Briefly explain the decision making process.

Or

- (b) Describe the Equi-marginal concept.

12. (a) Why does demand curve slope downwards?

Or

- (b) Write a note on Consumer Equilibrium.

13. (a) Briefly explain Law of Returns to Scale.

Or

- (b) List out the characteristics of perfect competition.

14. (a) Briefly explain the different phases of business cycle.

Or

- (b) Discuss the need for Economic Planning in India.

15. (a) What are the causes of inflation?

Or

- (b) State the important features of FEMA.

**Part C**

(3 × 10 = 30)

Answer any **three** questions.

16. Describe the Discounting principle in Managerial Economics.
  17. Explain the methods of demand forecasting.
  18. Discuss the Economies of scale.
  19. Explain the methods of measuring National Income.
  20. Explain the effects of industrial policy in India.
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**S-1044**

**Sub. Code**

**23MBA1C6**

**M.B.A. DEGREE EXAMINATION, NOVEMBER 2025**

**First Semester**

**Business Administration**

**LEGAL SYSTEMS IN BUSINESS**

**(CBCS – 2023 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 2 = 20)

Answer **all** questions.

1. Define the term Quasi contract.
2. What do you meant by Consideration?
3. What is a Contract of sale?
4. Define goods.
5. Write a short notes on Termination of Agency.
6. What is a Limited liability partnership?
7. What is minimum bonus under the payment of Bonus Act?
8. Write short notes on Bonus.
9. Who is a consumer under the Consumer Protection Act?
10. What is an Industrial Dispute?

**Part B**

(5 × 5 = 25)

Answer **all** the questions, choosing either (a) or (b).

11. (a) Distinguish between Void and Voidable contract.

Or

- (b) How the contracts are classified? Explain each in brief.

12. (a) What are the types of Negotiable Instrument?

Or

- (b) Analyse the salient features of Negotiable Instruments act 1881.

13. (a) Explain briefly the Health provisions under Factories Act, 1948.

Or

- (b) State the objectives of Payment of Wages Act.

14. (a) Distinguish between Partnership and Joint stock company.

Or

- (b) Discuss how would you determine whether a group of persons is a partnership or not?

15. (a) Distinguish between Private company and Public company.

Or

- (b) Write a short notes on :

- (i) Prospectus
- (ii) Incorporation.

**Part C**

(3 × 10 = 30)

Answer any **three** questions.

16. Define Mistake. Explain and illustrate the consequence of a mistake on contracts.
  17. Distinguish between a bill of Exchange and cheque.
  18. Who is consumer? Discuss the rights of consumer granted under Section 6 of the Consumer Protection Act?
  19. Discuss the rights and duties of a principle. How an agency can be determinated?
  20. Define a company and discuss the characteristics of a company.
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**S-1045**

**Sub. Code**

**23MBA1S1**

**M.B.A. DEGREE EXAMINATION, NOVEMBER 2025**

**First Semester**

**Business Administration**

**ENTREPRENEURSHIP DEVELOPMENT**

**(CBCS – 2023 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 2 = 20)

Answer **all** the questions.

1. Who is an entrepreneur?
2. Bring out the types of entrepreneurs.
3. What is licensing?
4. What is innovation?
5. What do you mean by idea generation?
6. Define pre-feasibility study.
7. Define project profile.
8. Describe business plan.
9. Define small business.
10. What is financial appraisal?

**Part B**

(5 × 5 = 25)

Answer **all** the questions, choosing either (a) or (b).

11. (a) Explain the features of entrepreneurial personality.

Or

- (b) Outline the concept of entrepreneurship.

12. (a) Briefly explain the disruptive innovation.

Or

- (b) Discuss the process of technological innovation.

13. (a) What are the marketing strategies involved in entrepreneurship?

Or

- (b) Write detailed note on pricing policy.

14. (a) How do you prepare business plan?

Or

- (b) What is business model canvas? Explain the elements of business model canvas.

15. (a) What are the institutions supporting the entrepreneurs?

Or

- (b) What are the types of incentives available for investors in India?

**Part C**

(3 × 10 = 30)

Answer any **three** questions.

16. Explain any one case history of successful entrepreneur.

17. Give the critical evaluation of technological innovation in Indian firms.

18. Analyze the various stages of screening of opportunities.
  19. Discuss the format for preparing business plan.
  20. Explain the role of government in Motivating entrepreneurship.
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**S-1046**

**Sub. Code**

**23MBA1S2**

**M.B.A. DEGREE EXAMINATION, NOVEMBER 2025.**

**First Semester**

**Business Administration**

**EXECUTIVE COMMUNICATION**

**(CBCS – 2023 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 2 = 20)

Answer **all** the questions.

1. What is meant by communication?
2. What is meant by communication barriers?
3. Define planning.
4. Write a short note on business letter.
5. Write a short note on business report.
6. Mention any two merits of business proposal.
7. How to prepare agenda for meeting?
8. What is meant by group discussion?
9. Where non-verbal communication used?
10. Write a short note on personal appearance.

**Part B**

(5 × 5 = 25)

Answer **all** questions. Choosing either (a) or (b).

11. (a) Explain the elements of communication process.

Or

- (b) Explain the characteristics of effective communication.

12. (a) Briefly explain planning process of business messages.

Or

- (b) Distinguish between letters of application and resume.

13. (a) Mention the objectives of business proposal.

Or

- (b) Explain the various types of business report.

14. (a) Explain the procedure for conducting meeting

Or

- (b) Explain the main objectives of listening.

15. (a) Explain the various types of postures in communication.

Or

- (b) Explain the characteristics of body language skills.

**Part C**

(3 × 10 = 30)

Answer any **three** questions.

16. Describe the factors affecting good communication.
  17. Explain the factors affecting barriers of communication.
  18. Describe the norms for including appendices in report.
  19. Explain the 5p of conducting meeting.
  20. Discuss the skills needed to read non-verbal messages.
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**S-1058**

**Sub. Code**

**23MBA3C1**

**M.B.A. DEGREE EXAMINATION, NOVEMBER 2025**

**Third Semester**

**Business Administration**

**APPLIED OPERATIONS RESEARCH**

**(CBCS – 2023 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 2 = 20)

Answer **all** questions.

1. What are Models of Operations research?
2. State: Operation Research.
3. What are the two methods for solving LPPs involving artificial variables?
4. Identify-Objective function, Linear Structural Constraints and non-negative constraints in the given LPP.

$$\text{Minimize: } Z = x - 3y$$

Subject to constraints

$$3x + 4y \geq 19, \quad 2x - y \leq 9, \quad x \geq 0, y \geq 0$$

5. Write a short note on “Least Cost Method”.
6. Differentiate Unbalance Assignment Problem from Balanced Assignment Problem.
7. Identify the three components of Simple Queuing System?

8. Name the factors that are influencing Inventories.
9. Define: Payoff.
10. What is the use of Rules of Dominance?

**Part B**

(5 × 5 = 25)

Answer **all** questions choosing either (a) or (b).

11. (a) Explain the Scopes of Operation Research.

Or

- (b) What are the Limitations of Operation Research

12. (a) Solve the LPP graphically;

$$\text{Max. } Z = 44x + 55y$$

Subject to the constraints;

$$4x + y \leq 8, x + 3y \leq 9, \quad x \geq 0, y \geq 0$$

Or

- (b) What are Artificial Variable Techniques? Explain them.

13. (a) Find the feasible solution using Least Cost Method for the following Transportation Problem.

| Companies    | Stations |    |    |    |    | Supply |
|--------------|----------|----|----|----|----|--------|
|              | A        | B  | C  | D  | E  |        |
| X            | 1        | 9  | 13 | 36 | 51 | 50     |
| Y            | 24       | 12 | 16 | 20 | 1  | 100    |
| Z            | 14       | 33 | 1  | 23 | 26 | 150    |
| Requirements | 100      | 70 | 50 | 40 | 40 | 300    |

Or

(b) What are the steps involved in stepping stone method for obtaining the optimal solution of a transportation problem?

14. (a) What are the major functions of inventory in an organization?

Or

(b) Draw the network diagram for the following project. Find out the time required to complete the following project and the critical activities.

| Activity | Predecessor Activity | Optimistic time estimate ( $t_0$ days) | Most likely time estimate ( $t_m$ days) | Pessimistic time estimate ( $t_p$ days) |
|----------|----------------------|--|---|---|
| A        | -                    | 2                                      | 4                                       | 6                                       |
| B        | A                    | 3                                      | 6                                       | 9                                       |
| C        | A                    | 8                                      | 10                                      | 12                                      |
| D        | B                    | 9                                      | 12                                      | 15                                      |
| E        | C                    | 8                                      | 9                                       | 10                                      |
| F        | D,E                  | 16                                     | 21                                      | 26                                      |
| G        | D,E                  | 19                                     | 22                                      | 25                                      |
| H        | F                    | 2                                      | 5                                       | 8                                       |
| I        | G                    | 1                                      | 3                                       | 5                                       |

15. (a) Criticize the principle of dominance in the theory of games.

Or

(b) Explain the Assumptions for two-person zero sum game.

**Part C**

(3 × 10 = 30)

Answer any **three** questions.

16. Where are Operations Research is applied especially in functional areas of management?
17. Solve the following LPP by Simplex Method  
Maximise:  $Z = 2x_1 + 3x_2$   
Subject to constraints  
 $x_1 + x_2 \leq 400$ ,  $2x_1 + x_2 \leq 600$ ,  $x_1, x_2 \geq 0$ ,  $x_1, x_2 \geq 0$
18. A work shop contains four persons available for work on the four jobs. Only one person can work on any one job. The following table shows the cost of assigning each person to each job. Assign person to jobs such that the total assignment cost is a minimum using Hungarian Method.

| Persons | Jobs |    |    |    |
|---------|------|----|----|----|
|         | 1    | 2  | 3  | 4  |
| A       | 20   | 25 | 22 | 28 |
| B       | 15   | 18 | 23 | 17 |
| C       | 19   | 17 | 21 | 24 |
| D       | 25   | 23 | 24 | 24 |

19. List any ten Variables that are involved in Queuing Models and express what they denote.
20. Solve the game whose pay-off Matrix is given.

$$\begin{matrix} & & \text{Payer B} \\ & & \begin{matrix} 1 & 2 & 3 \end{matrix} \\ \text{Payer A} & \begin{matrix} 1 \\ 2 \\ 3 \end{matrix} & \begin{bmatrix} -4 & 6 & 3 \\ -3 & 3 & 4 \\ 2 & -3 & 4 \end{bmatrix} \end{matrix}$$

**S-1059**

**Sub. Code**

**23MBA3C2**

**M.B.A. DEGREE EXAMINATION, NOVEMBER 2025**

**Third Semester**

**Business Administration**

**OPERATIONS MANAGEMENT**

**(CBCS – 2023 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 2 = 20)

Answer **all** questions.

1. What are the functions of Operation Management?
2. Differentiate between long-term and short-term issues in Operations Management.
3. What is plant capacity and why is it important?
4. Define Material handling and its significance in facility design.
5. Explain the concept of Reorder Point (ROP) in inventory control.
6. What is Materials Requirement Planning(MRP)?
7. Differentiate between work measurement and work study.

8. What are the objectives of Kaizen in quality improvement?
9. What is Service Encounter and why is it important?
10. Explain the role of Service Facility Layout in service operations.

**Part B**

(5 × 5 = 25)

Answer **all** questions choosing either (a) or (b).

11. (a) Explain the types of production processes with suitable examples.

Or

- (b) How does the Make and Buy decision impact operations strategy?

12. (a) Describe the key factors affecting plant location.

Or

- (b) What are the different types of layouts used in manufacturing facilities?

13. (a) Discuss the significance of ABC classification in inventory control.

Or

- (b) Explain the differences between group replacement and individual replacement strategies.

14. (a) What is the purpose of Control Charts? Explain their types.

Or

- (b) Discuss the Job Sequencing and Scheduling process.

15. (a) What is Waiting Line analysis, and how does it improve service operations?

Or

- (b) Explain the significance of E-Services in modern business operations.

**Part C**

(3 × 10 = 30)

Answer any **three** questions.

16. Discuss the challenges and trends in manufacturing in India.
17. Explain the Multiple Plant Location Decision Process and its importance.
18. Describe the Economic Order Quantity (EOQ) model and its applications.
19. Explain the Six Sigma methodology and its role in quality management.
20. What are the key steps in Designing a Service Organization? Discuss with examples.
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**S-1060**

**Sub. Code**

**23MBA3C3**

**M.B.A. DEGREE EXAMINATION, NOVEMBER 2025**

**Third Semester**

**Business Administration**

**STRATEGIC MANAGEMENT**

**(CBCS – 2023 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 2 = 20)

Answer **all** questions.

1. What is strategic management?
2. Define corporate governance.
3. What are the objectives of corporate policy?
4. Explain the term social responsibility of business.
5. What is environmental scanning?
6. Define SWOT analysis.
7. What is meant by business strategy?
8. Explain the TOWS Matrix in strategy formulation.
9. What is strategic leadership?
10. Define the Balanced Scorecard approach.

**Part B**

(5 × 5 = 25)

Answer **all** questions choosing either (a) or (b).

11. (a) Explain the 7-S Framework in strategic management.

Or

- (b) Discuss the role and functions of the Board of Directors.

12. (a) Explain the characteristics and objectives of business policies.

Or

- (b) Discuss corporate governance and ethical responsibility in business.

13. (a) Describe value chain analysis and its importance in strategy.

Or

- (b) Explain the process of scenario planning in strategic management.

14. (a) Differentiate between corporate strategy and business strategy.

Or

- (b) Explain Strategic Factor Analysis Summary (SFAS) Matrix with an example.

15. (a) Discuss the role of corporate culture in strategy implementation.

Or

- (b) Explain Michael Porter's Framework for Strategic Management.

**Part C**

(3 × 10 = 30)

Answer any **three** questions.

16. Discuss the process of developing a strategic vision and mission. How do they impact business growth?
  17. Analyze the importance of corporate policy in India. How does it affect business decision-making?
  18. Explain the SWOT Audit and Industry Matrix in environmental analysis with an example.
  19. Discuss the different types of competitive strategies with real-world examples.
  20. Explain strategy audit and its significance in performance measurement. How does the Du Pont Control Model help in strategic control?
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**S-1061**

**Sub. Code**

**23MBA3C4**

**M.B.A. DEGREE EXAMINATION, NOVEMBER 2025**

**Third Semester**

**Business Administration**

**INFORMATION SYSTEMS FOR BUSINESS**

**(CBCS – 2023 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 2 = 20)

Answer **all** questions.

1. What are the different types of management decisions?
2. Define MIS and its importance in an organization.
3. What is an Office Automation System (OAS)?
4. Differentiate between Knowledge Work System(KWS) and Transaction Processing System(TPS)
5. What is the purpose of a Production/Operations Information System?
6. Define Accounting Information System (AIS).
7. What is a Data Flow Diagram (DFD)?
8. Explain the concept of Blockchain Technology.

9. What are the benefits of an ERP system?
10. What is an Information System Audit?

**Part B**

(5 × 5 = 25)

Answer **all** questions choosing either (a) or (b).

11. (a) Discuss the classification of systems with examples.

Or

- (b) Explain the relationship between data, information, and decision-making.

12. (a) Compare and contrast MIS and DSS.

Or

- (b) What are the features of an Executive Information System (EIS)?

13. (a) Explain how Financial Information Systems (FIS) support business operations.

Or

- (b) Discuss the role of Marketing Information Systems (MkIS) in an organization.

14. (a) Compare the Agile Model and the RAD Model in system development.

Or

- (b) What is Artificial Intelligence(AI)? How is it used in business applications?

15. (a) Explain the ERP package selection process in an organization.

Or

- (b) Discuss the significance of E-Commerce and E-Business models.

**Part C**

(3 × 10 = 30)

Answer any **three** questions.

16. Describe the structure and activities of an Information System. How does it support management?
17. Explain the Decision Support System(DSS) with real-world applications.
18. Discuss different System Development Life Cycle(SDLC) models with advantages and disadvantages.
19. What is Cybersecurity? How does cryptography help in securing information systems?
20. Explain the role of ERP in modern business and the challenges of ERP implementation.
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**S-1064**

**Sub. Code**

**23MBA3E3**

**M.B.A. DEGREE EXAMINATION, NOVEMBER 2025**

**Third Semester**

**Business Administration**

**Elective – SECURITY ANALYSIS AND PORTFOLIO  
MANAGEMENT**

**(CBCS – 2023 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 2 = 20)

Answer **all** questions.

1. What is Investment?
2. Write a short note on government securities.
3. What are called securities?
4. Expand: (a) BSE; (b) ISE
5. Write a short note on economic analysis.
6. What is financial ratio?
7. What is uptrend?
8. Write any two limitations of technical analysis.
9. What is Modern Portfolio Theory?
10. Define CAPM.

**Part B**

(5 × 5 = 25)

Answer **all** questions choosing either (a) or (b).

11. (a) Explain the types of Investment.

Or

(b) Describe the types of bank deposits.

12. (a) Mention the role of primary Market in investment.

Or

(b) Outline the segments of financial markets.

13. (a) Explain the benefits of Industry analysis.

Or

(b) Describe about Graham's Investor Ratios.

14. (a) Distinguish between fundamental and technical analysis.

Or

(b) Explain the key indicators of trend reversal.

15. (a) Explain the objectives of portfolio management.

Or

(b) Describe the key components of CAPM.

**Part C**

(3 × 10 = 30)

Answer any **three** questions.

16. Discuss in details about post office schemes for investment.
  17. Explain the different methods of floating new issues.
  18. Discuss elaborate about industry life cycle.
  19. Explain the charting methods in technical analysis.
  20. Describe the various steps involved in portfolio revision.
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**S-1065**

**Sub. Code**

**23MBA3A1**

**M.B.A. DEGREE EXAMINATION, NOVEMBER 2025**

**Third Semester**

**Business Administration**

**LEADERSHIP AND TEAM BUILDING SKILLS**

**(CBCS – 2023 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 2 = 20)

Answer **all** questions.

1. Write a short note on contingency theory.
2. What is meant by interpersonal traits?
3. Define leadership ethics.
4. What is laissez-faire leadership?
5. Write a short note on transformational leadership.
6. Mention any two leadership skills.
7. What is lack of trust in team work?
8. What is storming?
9. What are the functional roles in exploring team work?
10. Write a short note on Ego.

**Part B**

(5 × 5 = 25)

Answer **all** questions choosing either (a) or (b).

11. (a) Explain the cognitive traits of leadership.

Or

- (b) How to develop the interpersonal competence in leadership? Explain it.

12. (a) Describe the basic principles of leadership ethics.

Or

- (b) What are the main implications for global leadership? Explain it.

13. (a) Explain the coaching skills of leadership.

Or

- (b) Discuss the strategic based leadership in practice.

14. (a) What are the challenges to teamwork? Explain it.

Or

- (b) What are the characteristics of effective team?

15. (a) Outline the strategies for effective conflict management.

Or

- (b) Describe the steps to build and develop a team.

**Part C**

(3 × 10 = 30)

Answer any **three** questions.

16. Describe the popular models of leadership.
  17. Explain the Leader Behavior in Different Countries.
  18. Discuss briefly about different types of leadership skills.
  19. Explain the different types of team.
  20. Describe the exploring common team roles in team work.
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**S-1066**

**Sub. Code**

**23MBA3S1**

**M.B.A. DEGREE EXAMINATION, NOVEMBER 2025**

**Third Semester**

**Business Administration**

**EMPLOYABILITY SKILLS**

**(CBCS – 2023 onwards)**

Time : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 2 = 20)

Answer **all** questions.

1. What is soft skill?
2. What do you mean by employability skill?
3. What is resilience?
4. What is the meaning of critical thinking?
5. Write short note on self - management.
6. What is team work?
7. What is Etiquette?
8. What do you mean by reference?
9. What arithmetical reasoning?
10. What are the topics asked in the logical reasoning section?

**Part B**

(5 × 5 = 25)

Answer **all** questions choosing either (a) or (b).

11. (a) Write short notes on employability and employment.  
Or  
(b) Discuss the employability skills to be successful in the workplace.
12. (a) Describe the stages of task management.  
Or  
(b) State the significance of contingency management skills in work place.
13. (a) Describe the advantages of team work.  
Or  
(b) Briefly explain various types of non-verbal communication in a workplace.
14. (a) Why is dress and grooming important at the workplace?  
Or  
(b) How will you maintain cleanliness in your working place?
15. (a) What will be the product of all the numbers on a telephone? Give reason.  
Or  
(b) How do you prepare logical reasoning for competitive exams?

**Part C**

(3 × 10 = 30)

Answer any **three** questions.

16. Analyze the differences between Hard skills and soft skills.
  17. How do you embed employability skills? Explain.
  18. Explain the skills that make problem solving easier.
  19. Draft a resume and covering letter for a position of manager in a company.
  20. Which word does NOT belong with the others?
    - (a) Index, Glossary, Chapter, Book
    - (b) Unimportant, Important, Insignificant, Trivial
    - (c) Wing, Fin, Beak, Rudder
    - (d) Hate, Fondness, Liking, Attachment
    - (e) Just, Fair, Equitable, Biased
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