

S-3221

Sub. Code

23MBA2C1

M.B.A. DEGREE EXAMINATION, APRIL 2026

Second Semester

Business Administration

HUMAN RESOURCE MANAGEMENT

(CBCS – 2023 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 2 = 20)

Answer **all** the questions.

1. Specify the objectives of HRM.
2. Define Gig economy.
3. Write brief note on Job description.
4. What are the benefits of Exit Interview?
5. Define the term training.
6. What is knowledge management?
7. What is MBO?
8. What do online PMS mean in a company?
9. What is compensation?
10. State the meaning of productivity — linked bonus.

Part B

(5 × 5 = 25)

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

11. (a) State the scope of Human Resource Policy.

Or

- (b) Why Human Resource planning is important?

12. (a) Explain the purposes of Job analysis.

Or

- (b) What are the benefits of promotion?

13. (a) Specify the limitations of off-the-job training.

Or

- (b) Describe the stages in career development.

14. (a) Discuss the impact of culture and technology on HR practices.

Or

- (b) Briefly explain the critical incident method of performance appraisal.

15. (a) What are the factors deciding compensation of employees?

Or

- (b) What is cost of living index? How it is calculated?

Part C

(3 × 10 = 30)

Answer any **three** questions.

16. Discuss the qualities of human resource manager.
 17. What is employee retention? How to improve the employee retention?
 18. Explain the types of training.
 19. Define the term Hybrid work. Analyze the pros and cons of hybrid work culture.
 20. What are rewards and recognition? Why it is important? Explain in detail.
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S-3222

Sub. Code

23MBA2C2

M.B.A. DEGREE EXAMINATION, APRIL 2026

Second Semester

Business Administration

MARKETING MANAGEMENT

(CBCS – 2023 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 2 = 20)

Answer **all** the questions.

1. What is marketing?
2. State the concept of social media marketing.
3. Who is called as target consumers?
4. List the elements of marketing mix.
5. Give the uses of MIS in marketing.
6. Write the importance of CRM.
7. Define - market segmentation.
8. Define the term Positioning.
9. Name the stages of product life cycle.
10. What is labelling?

Part B

(5 × 5 = 25)

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

11. (a) Briefly explain the current marketing challenges.

Or

- (b) Discuss the concept of marketing.

12. (a) State the factors considered for selection of target consumer.

Or

- (b) Explain the present scenario of retail marketing.

13. (a) What are the key components of MIS?

Or

- (b) Can the CRM system help the growth of business. Explain.

14. (a) Describe the factors influencing consumer behaviour.

Or

- (b) Write in detail the components of marketing strategy.

15. (a) Describe the methods of pricing.

Or

- (b) Briefly explain the process of selection of sales force.

Part C

(3 × 10 = 30)

Answer any **three** questions.

16. Explain the various platforms used in social media marketing and its impact.
 17. Discuss the process of marketing research.
 18. What is sales force automation? Explain the benefits of sales force automation.
 19. What is customer life value? How it is calculated?
 20. Elaborate the process of new product development.
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S-3223

Sub. Code

23MBA2C3

M.B.A. DEGREE EXAMINATION, APRIL 2026

Second Semester

Business Administration

FINANCIAL MANAGEMENT

(CBCS – 2023 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 2 = 20)

Answer **all** the questions.

1. Define Finance.
2. Write a short note on hire purchase.
3. What is capital budgeting?
4. Expand IRR and explain it.
5. What is meant by the cost of debt?
6. Expand: (a) EBIT; (b) EPS.
7. Define capital structure.
8. What is dividend policy?
9. Write a short note on working capital policies.
10. What is meant by cash management?

Part B

(5 × 5 = 25)

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

11. (a) Explain the objectives of financial management.

Or

- (b) Describe the importance of a financial information system.

12. (a) What are the techniques applied in the Investment Appraisal? Explain it.

Or

- (b) Explain the importance of digital currency.

13. (a) Explain the components of the cost of capital.

Or

- (b) Describe the risk factors in leverage.

14. (a) Explain the importance of NOI approaches.

Or

- (b) What is the source of the available dividends? Explain.

15. (a) Prepare an estimate of the working capital requirement from the following information of a trading concern :

- (i) Project annual sales — Rs 6,50,000 units
- (ii) Percentage of net profit on sales — 25%
- (iii) Average credit period allowed to customers — 10 weeks

- (iv) Average credit period allowed by suppliers — 4 weeks
- (v) Average stock holding in terms of sales requirement — 8 weeks

Allow 10% for contingencies.

Or

- (b) Explain the importance of inventory management.

Part C

(3 × 10 = 30)

Answer any **three** questions.

- 16. Explain in detail the source of finance.
- 17. Discuss the various risk analyses in capital budgeting.
- 18. Calculate the operating, financial, and operating leverages from the following information. Sales - Rs 50,000; Variable cost - Rs 25,000; Fixed Costs Rs 15,000; Interest - Rs 5,000.
- 19. A firm has an EBIT of Rs. 4,00,000 and belongs to a risk class of 10%. What is the value of the cost of equity capital if it employs 8% debt to the extent of 30%, 40% or 50% of the total capital fund of Rs. 15,00,000?
- 20. Explain the factors determining working capital requirements.

S-3226

Sub. Code

23MBA2A1

M.B.A. DEGREE EXAMINATION, APRIL 2026

Second Semester

Business Administration

COMPUTING SKILLS

(CBCS – 2023 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 2 = 20)

Answer **all** the questions.

1. What is the definition of MS Excel?
2. Can multiple sheets be added to a single spreadsheet?
3. What is VLOOKUP?
4. Write a short note on a pivot table.
5. What is MS Access?
6. How to import data into MS Access?
7. What are cloud apps?
8. Write a note on Google Sheets.
9. What is meant by Google Forms?
10. Write a short note on public cloud.

Part B

(5 × 5 = 25)

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

11. (a) What are the common MS Excel formulas? Explain any five.

Or

- (b) How to insert and delete rows in the worksheet? Explain it.

12. (a) What are the steps to create charts? Explain it.

Or

- (b) How to use statistical functions in Excel? Explain it.

13. (a) What are the steps to create a database in MS Access? Explain it.

Or

- (b) How to prepare a layout in MS Access? Explain it.

14. (a) Explain the advantages of cloud apps.

Or

- (b) What are the cloud application? Explain it.

15. (a) Explain the benefits of cloud computing.

Or

- (b) Explain the disadvantages of Google Slides.

Part C

(3 × 10 = 30)

Answer any **three** questions.

16. Explain the benefits of using MS Excel.

17. Differentiate between VLOOKUP and HLOOKUP.

18. What are the main components of MS Access? Explain it.
 19. Explain the benefits of Google Drive.
 20. How to create a Google Form in cloud applications? Explain it.
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S-3227

Sub. Code

23MBA2S1

M.B.A. DEGREE EXAMINATION, APRIL 2026

Second Semester

Business Administration

BUSINESS ETIQUETTE

(CBCS – 2023 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 2 = 20)

Answer **all** questions.

1. What are introductory scenarios in business greetings?
2. Write two etiquette points while addressing a group professionally.
3. Write about the business meal etiquette.
4. What is meant by “holding utensils” etiquette?
5. What is the role of active listening in telephone etiquette?
6. What is meant by “Netiquette”?
7. Define multicultural dressing.
8. Mention any two countries for wheel chair users.
9. What is meant by “ethical compass”?
10. Write one cultural highlight each from India and China.

Part B

(5 × 5 = 25)

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

11. (a) What is the protocol of making business introduction and shaking hands?

Or

- (b) Explain the enduring value of business greetings with examples.

12. (a) Write a short note on boardroom planning etiquette before and during meetings.

Or

- (b) Explain the guidelines to be followed by a presenter in formal meetings.

13. (a) Describe the correct etiquette for putting callers on hold and transferring calls.

Or

- (b) What are the steps for handling voicemail and closing a call professionally?

14. (a) Discuss the role of social media in workplace communication and explain it with real time example.

Or

- (b) Explain the guidelines for avoiding harassment and maintaining professionalism.

15. (a) What are the strategies to manage conflicts in a multicultural business environment

Or

- (b) Explain how cultural sensitivity affects onsite business etiquette.

Part C

(3 × 10 = 30)

Answer any **three** questions.

16. Explain in detail the steps in developing a culture of excellence through business etiquette.
17. Discuss the essential of planning a formal business meal, including invitations, seating and table manners.
18. Write a detailed note on internet usage and email etiquette in the workplace.
19. Discuss various disability etiquettes and how they promote inclusiveness in a corporate setup.
20. Analyse the concept of business ethics and explain its advantages and challenges with real-time examples.
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S-3228

Sub. Code

23MBA4C1

M.B.A. DEGREE EXAMINATION, APRIL 2026

Fourth Semester

Business Administration

INTERNATIONAL BUSINESS

(CBCS – 2023 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 2 = 20)

Answer **all** the questions.

1. What are multinational corporations?
2. Write a short note on tariff barriers.
3. What is social structure?
4. Write a short note on culture change.
5. Define International trade.
6. State the Heckscher-Ohlin Theory.
7. What is foreign exchange?
8. Write a short note on SSI.
9. What is meant by trade dispute?
10. Write a short note on customs clearance.

Part B

(5 × 5 = 25)

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

11. (a) Differentiate between international business and domestic business.

Or

- (b) What are the managerial implications of international business? Explain it.

12. (a) Explain the economic and political environment in international business.

Or

- (b) Describe cross-cultural literacy in a business environment.

13. (a) Explain the theory of comparative advantage.

Or

- (b) Expand MIGA and explain its importance in international trade.

14. (a) Expand SEZs and their importance in global trading.

Or

- (b) Describe the functions of the foreign exchange market.

15. (a) Explain contemporary issues in international business.

Or

- (b) State the role of the cleaning procedure in export regulations.

Part C

(3 × 10 = 30)

Answer any **three** questions.

16. Discuss the scope of international business.
 17. Explain the difference in work culture in the business environment.
 18. Expand and explain the following term given below :
 - (a) EFTA
 - (b) CACM
 - (c) BIMSTEC
 - (d) IMF
 19. Discuss the role of EXIM Bank of India in GTIE.
 20. How does the International Chamber of Commerce solve trade disputes? Explain it.
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S-3229

Sub. Code

23MBA4C2

M.B.A. DEGREE EXAMINATION, APRIL 2026

Fourth Semester

Business Administration

**ADVANCED MARKETING RESEARCH AND
CONSUMER BEHAVIOUR**

(CBCS – 2023 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 2 = 20)

Answer **all** the questions.

1. State any two objectives of exploratory research.
2. What is questionnaire construction?
3. What is meant by sample size determination?
4. What is motivation research?
5. Define social class in consumer behavior.
6. What is the Nicosia Model?
7. What is attitude theory in consumer behavior?
8. Mention any two stages of consumer decision making process.
9. Define factor analysis.
10. State two uses of data visualization tools.

Part B

(5 × 5 = 25)

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

11. (a) Describe the role of marketing research in decision making.

Or

- (b) What are the essential steps in questionnaire construction?

12. (a) Write the difference between probability and non-probability sampling.

Or

- (b) Explain the concept of sample size determination.

13. (a) Compare the Engel-Blackwell-Miniard and Howard – Sheth model.

Or

- (b) Explain personal influence and opinion leadership.

14. (a) What are the key individual determinants of consumer behavior?

Or

- (b) Define and Explain post purchase and consumer behavior.

15. (a) What is the factor analysis? Explain its use in marketing research.

Or

- (b) What is the role of data visualization tools in decision making?

Part C

(3 × 10 = 30)

Answer any **three** questions.

16. Explain in detail the various stages in the marketing research process.
 17. Explain the process and importance of motivation research.
 18. Discuss any two models of consumer behavior in detail.
 19. Analyze the importance of self concept and involvement in shaping consumer choices.
 20. Discuss the steps and importance of time series analysis.
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S-3232

Sub. Code

23MBA4E3

M.B.A. DEGREE EXAMINATION, APRIL 2026

Fourth Semester

Business Administration

Elective – CORPORATE FINANCE

(CBCS – 2023 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 2 = 20)

Answer **all** questions.

1. Define finance.
2. Write a short note on Profit maximization.
3. What is the capital market?
4. Write a short note on the stock market.
5. Define the term Investment.
6. What is risk analysis?
7. Expand EXIM with proper meaning.
8. Write a short note on international finance.
9. What is a business venture?
10. Expand FDI with meaning.

Part B

(5 × 5 = 25)

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

11. (a) Explain the goals of the finance function.

Or

- (b) Describe the various reasons for the time value of money concept.

12. (a) Explain the types of capital markets.

Or

- (b) What are the guidelines mentioned by SEBI to invest the stock market? Explain it.

13. (a) Explain the nature of an investment decision.

Or

- (b) Discuss the business failures in Investment decisions.

14. (a) Explain the role of commercial banks.

Or

- (b) Describe the main categories of international sources of finance.

15. (a) Explain the objectives of foreign collaboration.

Or

- (b) What are the standards maintained for minimum taxation of foreign collaboration? Explain it.

Part C

(3 × 10 = 30)

Answer any **three** questions.

16. Discuss the nature of corporate finance.
 17. Explain the basic problems of Industrial finance in India.
 18. Describe the various types of Investment decisions.
 19. Explain the sources of International Financing.
 20. Discuss the various financial institutions that play a vital role in foreign collaboration.
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S-3233

Sub. Code

23MBA4A1

M.B.A. DEGREE EXAMINATION, APRIL 2026

Fourth Semester

Business Administration

STRESS MANAGEMENT

(CBCS – 2023 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 2 = 20)

Answer **all** questions.

1. Write the definition for stress.
2. List the effects of distress.
3. Write short note on general adaptation syndrome.
4. Give brief note on preventive intervention.
5. What are the adverse impacts of improper time management?
6. State the benefits of muscle relaxation technique.
7. What are the physical activities help to reduce the tension?
8. What is the meaning of self-esteem?
9. What is meaning of coping mechanism?
10. What is locus of control?

Part B

(5 × 5 = 25)

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

11. (a) Briefly discuss the occupational stressors with example.

Or

- (b) Write the characteristics of Eustress.

12. (a) Explain the physical symptoms of stress.

Or

- (b) Discuss the emotional signs of stress.

13. (a) How spiritual relaxation helps to reduce the stress?

Or

- (b) How meditation use to reduce the stress?

14. (a) Write in detail the common healthy coping mechanism.

Or

- (b) Explain the appraisal theory coping.

15. (a) Explain Intra personal stress with examples.

Or

- (b) How assertiveness helps to manage the stress

Part C

(3 × 10 = 30)

Answer any **three** questions.

16. Describe the types of stress.

17. Explain the Fight or Flight response in detail.

18. How can you challenge your thinking? Analyze.
 19. Elaborate the stress problem solving sequence.
 20. Discuss the role of personality pattern
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S- 3234

Sub. Code

23MBA4S1

M.B.A. DEGREE EXAMINATION, APRIL 2026

Fourth Semester

Business Administration

ADVANCED SELLING AND NEGOTIATION SKILLS

(CBCS – 2023 onwards)

Time : 3 Hours

Maximum : 75 Marks

Part A

(10 × 2 = 20)

Answer **all** questions.

1. What is sales organisation?
2. What is distributive network relation?
3. What is selling strategy?
4. What is integrative negotiation?
5. Explain the concept of rapport building in negotiation.
6. What is ethics in sales?
7. Define adjournments in negotiation.
8. What is responding to offers in negotiation?
9. What is sales compensation?
10. What is sales budget?

Part B

(5 × 5 = 25)

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

11. (a) What are the types of sales organisation structure?

Or

- (b) Explain the evolution of sales function.

12. (a) Explain pre-approach and post approach in personal selling.

Or

- (b) Describe the selling strategies adopted in sales management.

13. (a) Explain the art of listening skills in negotiation.

Or

- (b) Enumerate the objectives in preparing the negotiation.

14. (a) Discuss the role of nonverbal communication in negotiation.

Or

- (b) What are the spotting signs in negotiation?

15. (a) What are the factors that influence in allocating sales territory?

Or

- (b) Describe sales compensation techniques in sales management.

Part C

(3 × 10 = 30)

Answer any **three** questions.

16. Discuss in detail on the functions of sales executive and relation work with other executives.
 17. Describe conflict and dispute resolution in negotiation strategy.
 18. What are the steps involved in negotiation process? Explain.
 19. Elucidate the advantages of sales force administration.
 20. Explain the importance of training in sales management.
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