

C-6884

Sub. Code

31011

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

First Semester

Industry Integrated

**MANAGEMENT PRINCIPLES AND ORGANIZATIONAL
BEHAVIOUR**

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. _____ is best describes management?
 - (a) Only an art
 - (b) Only a science
 - (c) A combination of science and art
 - (d) Neither science nor art

2. According to the Scientific Management approach, what is the primary focus of management?
 - (a) Enhancing human relations
 - (b) Maximizing individual creativity
 - (c) Improving productivity through standardized work
 - (d) Adapting management styles to the situation

3. What is the primary purpose of planning in management?
- (a) To reduce the workload of managers
 - (b) To ensure that the organization meets its objectives efficiently
 - (c) To eliminate uncertainty in business
 - (d) To maximize profits in the short term
4. _____ is NOT a type of planning in an organization?
- (a) Strategic Planning
 - (b) Operational Planning
 - (c) Tactical Planning
 - (d) Tactical Execution Planning
5. _____ is a fundamental concept of Organizational Behavior?
- (a) Work-life balance
 - (b) Motivation
 - (c) Financial forecasting
 - (d) Advertising
6. Which model of OB focuses on providing employees with basic needs in exchange for loyalty and hard work?
- (a) Autocratic model
 - (b) Custodial model
 - (c) Supportive model
 - (d) Collegial model

7. _____ is NOT considered an attribute of personality?
- (a) Self-esteem
 - (b) Extraversion
 - (c) Emotional stability
 - (d) Organizational structure
8. Which of the following best describes the concept of attitude?
- (a) A stable set of behaviors
 - (b) An individual's emotional state
 - (c) A learned tendency to respond to a certain way toward objects, people, or situations
 - (d) A result of financial success
9. _____ is a characteristic of informal groups?
- (a) Formed based on official roles and responsibilities
 - (b) Created by an organization's management
 - (c) Emerge naturally due to common interests or relationships
 - (d) Always have a formal structure
10. Which of the following is a major importance of team building in organizations?
- (a) Reduces the need for communication
 - (b) Encourages isolation of individuals
 - (c) Fosters collaboration and enhances overall team performance
 - (d) Discourages conflict among team members

Part B

(5 × 5 = 25)

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

11. (a) Explain the management and its key characteristics.

Or

- (b) What are the primary roles of a manager, and what essential skills are required for effective management?

12. (a) Explain the planning and its purpose.

Or

- (b) Outline the steps involved in the planning process.

13. (a) Explain the organizational behavior and its primary focus.

Or

- (b) Identify and briefly explain any three fundamental concepts of organizational behaviour.

14. (a) Explain the personality and its meaning.

Or

- (b) Discuss the nature of attitudes and their role in shaping behavior.

15. (a) Name and briefly explain any two theories of group formation.

Or

- (b) Explain the conflict and its types.

Part C

(5 × 8 = 40)

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

16. (a) Discuss the key differences between public and private sector enterprises, including their objectives and management styles.

Or

- (b) Explain the importance of organizational culture and the external environment in shaping business operations and decision-making.

17. (a) Explain the nature and purpose of planning in management.

Or

- (b) Describe the planning process in detail.

18. (a) Explain the Organizational Behavior (OB) and its importance.

Or

- (b) Explain the fundamental concepts of Organizational Behavior.

19. (a) Explain the personality and the factors influencing personality development.

Or

- (b) Explain Transactional Analysis (TA) and its ego states.

20. (a) Explain the theories of group formation.

Or

(b) Differentiate between formal and informal groups.

C-6885

Sub. Code

31012

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

First Semester

Industry Integrated

BUSINESS ENVIRONMENT

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. Globalization can be traced back to which period in history?
 - (a) 18th Century
 - (b) 20th Century
 - (c) 15th Century
 - (d) 21st Century

2. The future of globalization will likely see:
 - (a) Complete de-globalization
 - (b) A more fragmented global economy
 - (c) Increased focus on international cooperation
 - (d) Decreased technological advancements

3. The foreign exchange market is primarily concerned with:
 - (a) Borrowing and lending of currencies
 - (b) The trading of national currencies
 - (c) The buying and selling of stocks and bonds
 - (d) International trade of goods and services

4. The World Trade Organization (WTO) primarily aims to:
 - (a) Regulate international financial markets
 - (b) Facilitate trade negotiations and resolve disputes among member nations
 - (c) Ensure free movement of labor across borders
 - (d) Monitor the economic performance of member countries

5. The ASEAN (Association of Southeast Asian Nations) is primarily focused on:
 - (a) Establishing a political union among Southeast Asian nations
 - (b) Promoting economic integration and cooperation within Southeast Asia
 - (c) Creating a common defense policy for member countries
 - (d) Standardizing education systems within the region

6. SAARC (South Asian Association for Regional Cooperation) aims to:
 - (a) Promote military cooperation in South Asia
 - (b) Facilitate cultural exchanges between South Asian nations
 - (c) Encourage economic and regional integration in South Asia
 - (d) Standardize educational systems within South Asia

7. Crisis management in international business primarily involves:
- (a) Preparing for the rise of competitors
 - (b) Managing disruptions and ensuring the business continues to operate smoothly during a crisis
 - (c) Expanding into new markets
 - (d) Launching new products to recover market share
8. Which of the following is a key component of business continuity planning?
- (a) Identifying potential sources of revenue
 - (b) Formulating strategies to maintain operations during emergencies
 - (c) Developing marketing strategies
 - (d) Recruiting new employees
9. What is the primary role of the International Monetary Fund (IMF) in the global economy?
- (a) To provide loans to individuals and companies
 - (b) To promote international trade by offering loans to countries
 - (c) To maintain stability in global financial markets
 - (d) To regulate the global stock exchanges
10. The Balance of Payments (BOP) is an accounting record of:
- (a) Only trade in goods and services
 - (b) A country's exports and imports of capital goods
 - (c) A country's total transactions with the rest of the world
 - (d) A country's total revenues from foreign investments

Part B

(5 × 5 = 25)

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

11. (a) Discuss the impact of globalization on businesses.

Or

- (b) What are the key challenges businesses face in the era of globalization?

12. (a) Explain the function of the foreign exchange market.

Or

- (b) Describe the key political risks businesses may face when operating in foreign markets

13. (a) Discuss the role of the World Trade Organization (WTO) in promoting global trade.

Or

- (b) Outline the significance of regional trade agreements (e.g., NAFTA, EU, ASEAN).

14. (a) Discuss the importance of crisis management in international business.

Or

- (b) What are some sustainable trade strategies that countries under sanctions like Iran use to maintain their trade relationships?

15. (a) Explain the role of the IMF in maintaining global economic stability.

Or

- (b) What are the advantages of using UPI (Unified Payments Interface) in India?

Part C

(5 × 8 = 40)

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

16. (a) Discuss the history and evolution of globalization.

Or

- (b) Examine the challenges of globalization faced by businesses and economies.

17. (a) Evaluate different strategies for managing political risk when operating in high-risk countries.

Or

- (b) Discuss the long-term trends in the foreign exchange market.

18. (a) Analyze the role of the World Trade Organization (WTO) in shaping global trade policies.

Or

- (b) Examine the benefits and drawbacks of bilateral versus multilateral trade negotiations.

19. (a) Analyze the impact of crisis management and business continuity planning on international business operations.

Or

- (b) Evaluate the role of global currency fluctuations in international trade.

20. (a) Discuss the strategic benefits for India in using the Indian Rupee (INR) to trade crude oil in global markets.

Or

- (b) Compare and contrast the benefits of international financial messaging systems such as SEPA, SWIFT, CIPS, and SPFS.
-

C-6886

Sub. Code

31013

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

First Semester

Industry Integrated

ECONOMICS FOR MANAGERS

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. Which of the following best defines the concept of 'scarcity' in economics?
 - (a) The availability of unlimited resources
 - (b) The limitation of resources to meet the unlimited wants
 - (c) The equality of resources and demands
 - (d) The abundance of goods and services in the market

2. What is the main difference between positive and normative economics?
 - (a) Positive economics deals with what should be, while normative economics deals with what is
 - (b) Positive economics is descriptive, while normative economics is prescriptive
 - (c) Positive economics focuses on production, while normative economics focuses on consumption
 - (d) Positive economics involves qualitative analysis, and normative economics involves quantitative analysis

3. _____ is best defines the Law of Demand?
- (a) As price increases, quantity demanded increases
 - (b) As price decreases, quantity demanded decreases
 - (c) As price increases, quantity demanded decreases, all else being equal
 - (d) Price has no effect on quantity demanded.
4. _____ is an exception to the Law of Demand?
- (a) Giffen goods (b) Inferior -goods
 - (c) Normal goods (d) Substitutes
5. What does the Law of Returns to Scale describe?
- (a) The relationship between the total product and labor input
 - (b) The change in output resulting from an increase in all inputs by a given proportion
 - (c) The impact of technological advancements on production
 - (d) The relationship between marginal product and average product
6. _____ is true about Producer's Equilibrium?
- (a) It occurs when the cost of production is minimized
 - (b) It occurs when the marginal cost of production equals average cost
 - (c) It occurs when the producer maximizes profit by setting marginal cost equal to marginal revenue
 - (d) It occurs when total revenue exceeds total cost.

7. In a perfectly competitive market, the price is determined by
- (a) The government
 - (b) The firm's cost structure
 - (c) Market supply and demand forces
 - (d) The monopolist's pricing strategy
8. _____ is a characteristic of a monopoly?
- (a) There are many firms selling identical products
 - (b) Firms are price takers in the market
 - (c) The firm is the sole producer and seller of a product
 - (d) Entry barriers are low
9. Economic welfare refers to
- (a) The total national income of a country
 - (b) The income distribution and the level of satisfaction in a society
 - (c) The income of the government
 - (d) The production of goods and services in the economy
10. _____ an example of a transfer payment in national income accounting?
- (a) Wages paid to a worker
 - (b) Dividend payments to shareholders
 - (c) Unemployment benefits received by individuals
 - (d) Business profits earned by firms

Part B

(5 × 5 = 25)

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

11. (a) Differentiate between positive economics and normative economics with suitable examples.

Or

- (b) Explain the concept of the production possibility frontier (PPF) and its significance in economics.

12. (a) Explain the elasticity of demand. Briefly describe its significance in managerial decision-making.

Or

- (b) Explain the concept of demand forecasting and why it is important for businesses.

13. (a) Explain the law of diminishing marginal utility with an example.

Or

- (b) What is the Equi-marginal utility principle? How does it help consumers maximize satisfaction?

14. (a) What are the key features of perfect competition? How is price determined in this market structure?

Or

- (b) Explain how price and output are determined under monopoly conditions.

15. (a) Explain the national income and its importance in assessing a country's economic performance.

Or

- (b) Explain the concept of economic welfare and how it differs from national income.

Part C

(5 × 8 = 40)

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

16. (a) Discuss the scope and importance of business economics. How does it help in solving practical business problems?

Or

- (b) Compare and contrast accounting profit and economic profit. Why is it important for business managers to understand the difference between the two?

17. (a) Explain the law of demand with a diagram. Discuss the exceptions to the law of demand with suitable examples.

Or

- (b) Discuss the various types of elasticity of demand and their significance in managerial decision-making.

18. (a) Explain the indifference curve and its key properties. How is consumer equilibrium achieved using an indifference curve?

Or

- (b) Discuss the law of variable proportion. Explain the three stages of production with the help of a diagram.

19. (a) Explain how price and output are determined under perfect competition in the short run and long run.

Or

- (b) Describe the characteristics of monopolistic competition. How does product differentiation affect pricing and output decisions in this market structure?

20. (a) Discuss the challenges faced in measuring national income in developing countries.

Or

- (b) What is per capita income? Analyze its advantages and limitations as a measure of economic development and welfare.
-

C-6887

Sub. Code

31014

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

First Semester

Industry Integrated

BUSINESS STATISTICS

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. What is the primary objective of statistics?
 - (a) To simplify the complexity of data
 - (b) To confuse with numerical data
 - (c) To ensure data remains secretive
 - (d) To make data ambiguous

2. Primary data is defined as data that is:
 - (a) Collected from existing records
 - (b) Gathered directly from the source for a specific purpose
 - (c) Purchased from a secondary source
 - (d) Compiled using secondary resources

3. Which of the following is a probability sampling technique?
 - (a) Convenience sampling
 - (b) Simple random sampling
 - (c) Judgment sampling
 - (d) Snowball sampling

4. What is the standard error of a proportion?
 - (a) The standard deviation of sample means
 - (b) The spread of the sample proportions around the population proportion
 - (c) The variance of the population data
 - (d). The range of the sample data

5. What is the null hypothesis (H_0)?
 - (a) A statement that there is no effect or no difference
 - (b) A statement that there is an effect or difference
 - (c) A conjecture that requires no testing
 - (d) A statistical assumption about variability

6. What is a Type I error in hypothesis testing?
 - (a) Rejecting the null hypothesis when it is true
 - (b) Failing to reject the null hypothesis when it is false
 - (c) Accepting the null hypothesis when it is false
 - (d) Rejecting the alternative hypothesis when it is true

7. The sign test is used for:
 - (a) Comparing variances
 - (b) Testing the median of paired samples
 - (c) Testing the mean of paired samples
 - (d) Analyzing correlation

8. Which statistic is used for rank correlation?
 - (a) Spearman's rho
 - (b) Pearson's r
 - (c) Chi-square
 - (d) Mann-Whitney U

9. Correlation measures the:
 - (a) Cause-effect relationship between two variables
 - (b) Degree of association between two variables
 - (c) Variance of one variable
 - (d) Independence of two variables

10. The purpose of regression analysis is to:
- (a) Measure the strength of association between variables
 - (b) Predict the value of a dependent variable based on an independent variable
 - (c) Compute the correlation coefficient
 - (d) Determine variance in a dataset

Part B

(5 × 5 = 25)

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

11. (a) Define statistics. What is the importance of statistics in decision-making?

Or

- (b) Explain the advantages and disadvantages of primary and secondary data.
12. (a) Why is determining sample size important? What factors influence the choice of sample size?

Or

- (b) Discuss the relationship between population parameters and sample statistics.
13. (a) Explain the assumptions of Analysis of Variance.

Or

- (b) In a hospital 480 female and 520 male babies were born in a week. Do these figures confirm the hypothesis that males and females are born in equal number?

14. (a) What is the Mann-Whitney U Test, and when is it used?

Or

- (b) A nutritionist wants to test if a new diet plan significantly impacts weight loss. The weights (in kg) of 10 participants before and after the diet plan are recorded as follows:

Before: 75, 82, 68, 90, 74, 85, 77, 80, 88, 79

After : 73, 80, 67, 89, 72, 84, 78, 79, 87, 78

Use the sign test to determine if there is a significant difference at a 0.05 significance level.

15. (a) What is the difference between simple and multiple regression?

Or

- (b) Given the following data, calculate the Pearson correlation coefficient between X and Y:

X 1 2 3 4 5

Y 2 4 5 4 5

Part C

(5 × 8 = 40)

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

16. (a) Discuss the classification of statistical data with suitable examples.

Or

- (b) Discuss the methods of collecting primary data with examples.

17. (a) Explain the Central Limit Theorem and its implications for sampling distributions.

Or

- (b) Explain different types of probability sampling techniques with examples.
18. (a) Define Chi-Square test, degrees of freedom and levels of significance.

Or

- (b) 200 digits are chosen at random from a set of tables. The frequencies of the digits are as follows:

Digit:	0	1	2	3	4	5	6	7	8	9
Frequency:	18	19	23	21	16	25	22	20	21	15

Use χ^2 test to assess the correctness of the hypothesis that the digits were distributed in equal numbers in the tables from which they were chosen.

19. (a) What is Spearman's Rank Correlation, and how do you interpret the correlation coefficient?

Or

- (b) Test the hypothesis that the median HDL cholesterol levels in adult population of City A and City B are same. Using the following observation and the Mann-Whitney test at 5% level of significance by

City A	42	20	51	39	57	60	23
City B	30	42	25	29	35		

Given that, the critical value of U for $n_1 = 7$; $n_2 = 5$ at 5% level of significance for two-tailed is 5.

20. (a) Explain the components of time series analysis. Discuss how trend, seasonal and irregular variations impact the forecast of future data.

Or

- (b) Given the following sales data, calculate the trend values using the method of moving averages (3 years moving average):

Year	2017	2018	2019	2020	2021
Sales	500	600	700	800	900

C-6888

Sub. Code

31015

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

First Semester

Industry Integrated

ACCOUNTING FOR DECISION MAKING

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. What is the primary objective of financial accounting?
 - (a) Tax calculation
 - (b) Preparation of financial statements
 - (c) Cost estimation
 - (d) Inventory management

2. Which of the following is a fundamental accounting concept?
 - (a) Matching concept
 - (b) Credit worthiness
 - (c) Inventory turnover
 - (d) Product lifecycle

3. Which of the following ratios measures a firm's ability to generate profit from its operations?
- (a) Gross profit ratio
 - (b) Quick ratio
 - (c) Debt-to-asset ratio
 - (d) Inventory turnover ratio
4. What is depreciation?
- (a) The increase in the value of an asset over time
 - (b) The allocation of the cost of an asset over its useful life
 - (c) The profit earned from using an asset
 - (d) The interest paid on a loan
5. Funds from operations are calculated by:
- (a) Adjusting non-operating incomes and expenses to net income
 - (b) Considering only cash transactions
 - (c) Summing up all expenses and revenues
 - (d) Subtracting liabilities from assets
6. In a cash flow statement, repayment of a loan is classified under:
- (a) Operating activities
 - (b) Investing activities
 - (c) Financing activities
 - (d) Non-cash activities

7. What is marginal costing primarily concerned with?
- (a) Fixed costs only
 - (b) Total costs only
 - (c) Variable costs and their impact on profit
 - (d) Allocating costs to products
8. In break-even analysis, the break-even point is reached when:
- (a) Fixed costs = Variable costs
 - (b) Total sales = Total costs
 - (c) Contribution margin = Fixed costs
 - (d) Profit = Total costs
9. What is the primary purpose of a cost sheet?
- (a) To determine sales price
 - (b) To calculate gross profit
 - (c) To summarize total costs incurred in production
 - (d) To allocate overheads to products
10. Direct costs include:
- (a) Factory rent
 - (b) Salaries of supervisors
 - (c) Raw materials
 - (d) Depreciation on machinery

Part B

(5 × 5 = 25)

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

11. (a) Explain the principle of the double-entry system with an example.

Or

- (b) The following balances are extracted from the books of vigneshwaran. You are required to prepare the Trial Balance as on 31.03.2019

Particulars	Rs.	Particulars	Rs.
Purchases	20,000	Miscellaneous income	400
Purchase returns	800	Bills payable	7,000
Sales	30,000	Bills receivables	11,000
Sales returns	1,000	Cash in hand	1,800
Capital	30,000	Sundry creditors	4,000
Interest (Dr)	400	Discount earned	800
Wages	7,000	Sundry debtors	15,000
Rent	800	Commission	1,000
Telephone charges	1,000	Plant & Machinery	8,000
		Cash at bank	6,000

12. (a) Discuss the straight-line method of depreciation and its advantages.

Or

- (b) From the following data relating to the purchase of a firm, prepare trend percentage and Trend Ratios.

Year	2015	2016	2017	2018	2019	2020
Purchase Rs. ('00,000')	1,672	1,789	1,873	1,923	2,123	1,463

13. (a) What are the major limitations of fund flow analysis?

Or

- (b) The balance sheets of Bharat Ltd. At the end of 2018 and 2019 are given below. You are required to prepare a schedule of changes in working capital.

Liabilities	2019	2020	Assets	2019	2020
	Rs.	Rs.		Rs.	Rs.
Share capital	1,00,000	1,50,000	Land	1,00,000	1,00,000
Share premium	-	5,000	Plant at cost	1,04,000	1,00,000
General reserve	50,000	60,000	Furniture at cost	7,000	9,000
P&L A/C	10,000	17,000	Investments at cost	60,000	80,000
5% Debentures	70,000	50,000	Debtors	30,000	70,000
Provision for depre. On plant	50,000	56,000	Stock	60,000	65,000
Provision for depre. On furniture	5,000	6,000	Cash	30,000	45,000
Provision for taxation	20,000	30,000			
Creditors	86,000	95,000			
	<u>3,91,000</u>	<u>4,69,000</u>		<u>3,91,000</u>	<u>4,69,000</u>

14. (a) Explain the concept of break-even analysis with an example.

Or

- (b) Differentiate between marginal costing and absorption costing.

15. (a) Explain the labour variance and its components.

Or

- (b) Discuss the elements of cost and provide examples for each element.

Part C

(5 × 8 = 40)

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

16. (a) Journalise the following transactions and post them in the ledger

2020

1	Commenced business with cash	50,000
3	Paid into bank	25,000
5	Purchased furniture for cash	5,000
8	Purchased goods and paid by cheque	15,000
8	Paid for carriage	500
14	Purchased Goods from K. Murthy	35,000
18	Cash Sales	32,000
20	Sold Goods to Ashok on credit	28,000
25	Paid cash to K. Murthy in full settlement	34,200
28	Cash received from Ashok	20,000
31	Paid Rent for the month	2,000
31	Withdrew from bank for private use	250

Or

- (b) Describe the steps involved in the preparation of final accounts, including adjustments.
17. (a) The following are the ratios relating to the trading activities of Neela Traders Ltd.: Receivables

turnover = 90 days (360 days year), Inventory = 3 times, payables turnover = 3 months, Gross profit ratio = 25%, Gross profit for the year amounted to Rs. 18,000, Closing inventory of the year is Rs. 2,000 above the opening inventory, Bills receivable amount to Rs. 2,500 and bills payable to Rs. 1,000.

Ascertain: 1. Sales, 2. Debtors, 3. Closing inventory, and 4. Sundry creditors.

Or

(b) Distinguish between the different methods of calculating with depreciation with examples

18. (a) From the following details, ascertain 'Funds from Operations':

P&L A/c Balance at the end	50,000	60,000
General reserve	30,000	40,000
GoodWill	20,000	12,000
Preliminary expenses	6,000	4,000
Depreciation provision (Accumulated)	25,000	40,000
Income from non-trading investments	-	20,000

Preference shares of the face value of Rs. 1,00,000 were redeemed during the year at premium of 10%. The premium on redemption was charged to the P&L A/c.

Or

(b) Examine the major sources and applications of working capital.

19. (a) Discuss the importance of marginal costing and its application in decision-making.

Or

- (b) Discuss the advantages and limitations of break-even analysis as a financial tool.
20. (a) Explain the types of costs and their impact on pricing decisions.

Or

- (b) From the following information prepare a cost sheet for the month of January.

Stock of raw materials on 1 st January	25,000
Stock of raw materials on 31 st January	26,200
Purchase of raw materials	21,900
Carriage on purchases	1,100
Sale of finished goods	72,300
Direct wages	17,200
Non- productive wages	800
Direct expenses	1,200
Factory overheads	8,300
Administrative overheads	3,200
Selling overheads	4,200

C-6894

Sub. Code

31032

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

Third Semester

Industry Integrated

STRATEGIC MANAGEMENT

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. Who is called the Father of Strategic Management?
(a) Chandler (b) Igor Ansoff
(c) Michael Porter (d) John Nash
2. What is the starting point of Strategic Intent?
(a) Goal (b) Objectives
(c) Vision (d) Mission
3. Competitive advantage can be best described as _____
(a) Increased efficiency
(b) What sets an organization apart
(c) A Strength and the organisation
(d) Intangible resources
4. SWOT stands for _____
(a) Services worldwide optimization and transport
(b) Special weapons for operations for timeless
(c) Strength weakness opportunities and threats
(d) Strength worldwide overcomes threats

5. How many cells are there in a SWOT matrix?
- (a) 6 (b) 9
(c) 5 (d) 2
6. _____ is a key technique in strategic evaluation.
- (a) SWOT analysis
(b) Balanced Scorecard
(c) Environmental appraisal
(d) Diversification analysis
7. _____ is a primary focus of strategic control systems.
- (a) Setting long-term goals
(b) Evaluating strategic performance
(c) Conducting PEST analysis
(d) Identifying core competencies
8. _____ strategic framework involves analysing the alignment of strategy, structure, and systems.
- (a) SWOT Matrix
(b) GAP Analysis
(c) McKinsey's 7S Framework
(d) GE 9-Cell Model
9. _____ is the purpose of Porter's Five Forces Model.
- (a) To evaluate internal competencies
(b) To assess industry attractiveness
(c) To identify a company's mission
(d) To analyse organizational structure
10. _____ strategy is most suitable for companies operating in the Internet economy.
- (a) Vertical integration
(b) new business models
(c) corporate portfolio analysis
(d) Strategic alliances

Part B

(5 × 5 = 25)

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

11. (a) Discuss the role of Strategist in Environment Analysis.

Or

- (b) What are the Limitations of using a differentiation strategy?

12. (a) Explain the concept of Strategic Management in the present context.

Or

- (b) Explain the significance of a mission statement in the strategic management process.

13. (a) What are the implications of Porter's analysis in strategic decision making?

Or

- (b) Discuss various diversification strategies.

14. (a) Explain the elements of competitive advantage.

Or

- (b) Describe resources and capabilities as core competencies.

15. (a) Discuss how organizational values can impact the strategy, with suitable examples.

Or

- (b) Elucidate the problems in measuring performance, with suitable examples.

Part C

(5 × 8 = 40)

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

16. (a) Give a detailed account on new strategies adopted by Indian organisations in the internet economy.

Or

- (b) Discuss the process of strategic evaluation and control, in detail.

17. (a) Discuss the porter's five force model of industry analysis with suitable illustration.

Or

- (b) Describe the strategic issues for Non-profit organization.

18. (a) Explain the relationship between organizational structure and control in strategy implementation.

Or

- (b) Explain the concept of core competencies with examples.

19. (a) Analyse the role of innovation in sustaining competitive advantage in dynamic markets.

Or

- (b) Explain in detail the growth strategies, with illustrations.

20. (a) Explain any four political tactics that are frequently used in modern organisations.

Or

- (b) Explain corporate social responsibility with real world examples.

C-6895

Sub. Code

31033

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

Third Semester

Industry Integrated

SMALL BUSINESS MANAGEMENT

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. _____ is one of the key roles of small businesses in economic development.
 - (a) Job creation
 - (b) Stock market stabilization
 - (c) Currency regulation
 - (d) Large-scale infrastructure projects

2. The purpose of reserving items for SSIs is _____.
 - (a) To promote export-oriented industries
 - (b) To protect and encourage small-scale producers
 - (c) To eliminate competition from large industries
 - (d) To reduce government intervention in small-scale sectors

3. Which institution primarily supports technological upgradation in SSIs?
- (a) Reserve Bank of India
 - (b) National Small Industries Corporation (NSIC)
 - (c) Ministry of External Affairs
 - (d) Securities and Exchange Board of India
4. _____ is the key focus of production management in small businesses.
- (a) Importing high-cost machinery
 - (b) Efficient use of resources to maximize output
 - (c) Increasing workforce without automation
 - (d) Expanding beyond local markets immediately
5. A common reason for small business failure is
- (a) Excessive diversification
 - (b) Inadequate financial planning
 - (c) Over-dependence on government subsidies
 - (d) Lack of workforce
6. Technological upgradation for SSIs focuses on
- (a) Cost reduction
 - (b) Eliminating market competition
 - (c) Employment reduction
 - (d) Increasing import dependency

7. Strategic management for small businesses primarily focuses on _____.
- (a) Long-term goals
 - (b) Import strategies
 - (c) Immediate expansion
 - (d) Employee welfare alone
8. Office management in small businesses typically involves
- (a) Export and e-commerce
 - (b) High-scale production only
 - (c) Importing labour
 - (d) Large-scale operations
9. Small enterprises can participate in international business through
- (a) Export and e-commerce
 - (b) To assess industry attractiveness
 - (c) To identify a company's mission
 - (d) To analyse organizational structure
10. E-commerce helps small enterprises by _____
- (a) Increasing local dependency
 - (b) Reducing global reach
 - (c) Enhancing product visibility
 - (d) Eliminating competition

Part B

(5 × 5 = 25)

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

11. (a) Define small-scale industries (SSIs) and their significance.

Or

- (b) Explain the key features of a small business.

12. (a) What are the government policies for the development of SSIs?

Or

- (b) What are the reasons for the failure of small businesses?

13. (a) Discuss the role of technological upgradation in improving small businesses.

Or

- (b) Explain the key incentives offered to SSIs by supporting institutions.

14. (a) Explain the importance of financial management for small business success.

Or

- (b) Outline effective marketing strategies for small businesses.

15. (a) What is the role of women SHGs in promoting rural entrepreneurship?

Or

- (b) Explain the procedures of export document for small enterprises.

Part C

(5 × 8 = 40)

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

16. (a) Analyse the crisis management strategies in small business.

Or

- (b) Discuss the role of small business in economic development.

17. (a) Discuss the problems faced by SSIs and suggest solutions.

Or

- (b) Write a detailed report on the development and performance of SSIs in India.

18. (a) Discuss the contribution of MSME-focused institutions in India's economic growth.

Or

- (b) Describe the importance of technological upgradation and institutional facilities for SSIs.

19. (a) Enumerate the differences in marketing department of small businesses and corporates.

Or

- (b) Discuss how strategic management ensures long-term sustainability in small businesses.

20. (a) Examine the significance of small enterprises participating in global trade.

Or

- (b) Elaborate the global opportunities available to small enterprises through e-commerce.
-

C-6897

Sub. Code

31034A

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

Third Semester

Industry Integrated

PRODUCT AND BRAND MANAGEMENT

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. What is a key advantage of strong branding for a company?
 - (a) Higher customer trust and loyalty
 - (b) Reduced need for innovation
 - (c) Lower quality standards
 - (d) Increased dependence on price competition

2. Which of the following is NOT a component of Strategic Brand Management?
 - (a) Building brand equity
 - (b) Marketing research
 - (c) Product price fixing
 - (d) Brand positioning

3. Which of the following is NOT a source of brand building?
 - (a) Brand experience
 - (b) Word-of-mouth marketing
 - (c) Poor customer service
 - (d) Sponsorships

4. What is the primary purpose of measuring brand equity?
 - (a) To reduce marketing expenses
 - (b) To assess the brand's financial and customer perception value
 - (c) To increase product prices
 - (d) To eliminate market competition

5. Brand equity helps companies to:
 - (a) Gain a competitive advantage
 - (b) Reduce brand recall
 - (c) Avoid marketing investments
 - (d) Eliminate customer relationships

6. The Brand Dynamics Pyramid was developed by:
 - (a) Kevin Lane Keller
 - (b) David Aaker
 - (c) Millward Brown
 - (d) Interbrand

7. In the Product-Brand Matrix, what does the horizontal axis represent?
- (a) Product categories
 - (b) Brand hierarchy
 - (c) Price levels
 - (d) Competitor strategy
8. The sub-brand strategy is useful when:
- (a) A company wants to establish distinct product lines under a parent brand
 - (b) The company wants to use the same name for all products
 - (c) A business wants to eliminate branding costs
 - (d) A company operates only in a single product category
9. Which of the following is a primary rationale for going international in branding?
- (a) Increased domestic competition
 - (b) Opportunity to access new markets
 - (c) Limitation of marketing budget
 - (d) Risk of market saturation
10. Emerging markets in global branding generally present:
- (a) High competition with established brands
 - (b) Lower opportunities for growth
 - (c) Increased purchasing power
 - (d) Lower barriers to entry

Part B

(5 × 5 = 25)

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

11. (a) Define branding. What are the key roles of a brand in modern business?

Or

- (b) Differentiate between brand identity and brand image with examples.

12. (a) How do brand elements contribute to strong brand identity and recall?

Or

- (b) How does customer experience and service act as a source of brand building?

13. (a) Explain the four pillars of the Brand Asset Valuator (BAV) model.

Or

- (b) Outline the key components of the Brand Value Chain.

14. (a) What is the Product-Brand Matrix? Explain its significance in branding.

Or

- (b) Define Price Discrimination and explain its impact on consumer perception.

15. (a) Describe Global Branding Strategy and explain how it differs from local branding strategies.

Or

- (b) What is the difference between standardization versus customization in global branding?

Part C

(5 × 8 = 40)

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

16. (a) Compare and contrast branding strategies for consumer goods and services.

Or

- (b) Explain the importance of brand positioning and differentiation in a competitive market.

17. (a) Discuss the differences between primary and secondary brand associations and their impact on consumer perception.

Or

- (b) Evaluate the impact of digital branding strategies on brand awareness and loyalty.

18. (a) Discuss the role of Corporate Design (CD) and Corporate Identity (CI) guidelines in branding.

Or

- (b) Explain the Customer-Based Brand Equity (CBBE) model in detail with examples.

19. (a) Analyze the importance of Price Discrimination and PLC Pricing in brand sustainability.

Or

- (b) Compare and contrast Brand Extension and Brand Reinforcement strategies.

20. (a) Examine the challenges and opportunities for globalizing a brand.

Or

- (b) Discuss the impact of emerging and developed markets on global branding strategies.
-

C-6898

Sub. Code

31034D

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

Third Semester

Industry Integrated

CONSUMER BEHAVIOUR

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. Which of the following is true about a customer?
 - (a) A customer always consumes the product
 - (b) A customer may or may not be a consumer
 - (c) A customer does not pay for the product
 - (d) A customer creates the product

2. Lifestyle-based profiling primarily analyzes:
 - (a) Financial status of individuals
 - (b) Hobbies, interests, and daily habits
 - (c) Political preferences
 - (d) Physical characteristics

3. What is JND (Just Noticeable Difference)?
 - (a) The smallest difference a consumer can detect between two stimuli
 - (b) The total value of a product
 - (c) A measure of consumer loyalty
 - (d) The perceived price difference of a product

4. Instrumental conditioning involves:
 - (a) Learning through rewards and punishments
 - (b) Passive learning by association
 - (c) Memorizing brand names
 - (d) Learning through imitation only

5. The Multi-attribute Attitude Model focuses on:
 - (a) Only emotional responses
 - (b) Attributes, beliefs, and importance weights
 - (c) Demographics and values
 - (d) Social influences and group norms

6. The four views of consumer decision-making are economic, passive, cognitive, and
 - (a) Emotional (b) Rational
 - (c) Habitual (d) Cultural

7. Which of the following is NOT an example of durable goods?
 - (a) Refrigerator (b) Television
 - (c) Toothpaste (d) Washing machine

8. Global consumers are characterized by:
 - (a) Strong loyalty to local brands
 - (b) Preference for globally recognized brands and products
 - (c) Limited exposure to international markets
 - (d) Exclusive focus on cultural traditions

9. Which Act governs consumer rights and protection in India?
 - (a) Consumer Disputes Act, 1986
 - (b) Consumer Protection Act, 1986
 - (c) Redressal Protection Act, 2019
 - (d) Consumer Marketing Act, 2000

10. The Right to Seek Redressal provides consumers with:
- (a) A guarantee of free products
 - (b) A mechanism to address grievances against unfair practices
 - (c) Legal immunity in disputes
 - (d) Direct access to product manufacturers

Part B

(5 × 5 = 25)

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

11. (a) How does personality influence consumer behavior? Provide examples.

Or

- (b) Highlight the ethical considerations in consumer profiling.

12. (a) Define Just Noticeable Difference (JND) and give an example of its application in marketing.

Or

- (b) Describe the role of motivation in consumer learning.

13. (a) Define consumer attitude and explain its significance in consumer behavior.

Or

- (b) What is the Theory of Trying-to-Consume? Provide an example of its application.

14. (a) Differentiate between durable and non-durable goods in category-based decision-making.

Or

- (b) Examine the main features of the Howard-Sheth Model of consumer decision-making?

15. (a) What is cross-cultural consumer behavior, and why is it important for marketers?

Or

- (b) Define consumer protection law and explain its significance in safeguarding consumer rights.

Part C

(5 × 8 = 40)

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

16. (a) Explain the steps involved in developing a comprehensive customer profile using modern tools and technologies.

Or

- (b) Discuss how cultural and social factors influence the accuracy and effectiveness of consumer profiling.

17. (a) Analyze the process of perceptual mapping and its impact on brand positioning strategies.

Or

- (b) Discuss the role of reinforcement in consumer learning and explain its application in marketing strategies.

18. (a) Explain the influence of family decision-making on consumer purchases and its implications for marketers.

Or

- (b) Evaluate how peer groups and social influences affect consumer behavior in different product categories.

19. (a) Evaluate the impact of digital transformation on consumer decision-making models.

Or

- (b) Differentiate between the Nicosia, Howard-Sheth, and Engel-Blackwell-Miniard models of consumer decision-making.

20. (a) Compare and contrast global and local customers with respect to their purchasing behavior and brand preferences.

Or

- (b) Critically evaluate the role of consumer protection laws in ensuring fair trade practices.

C-6906

Sub. Code

31035A

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

Third Semester

Industry Integrated

**SECURITY ANALYSIS AND PORTFOLIO
MANAGEMENT**

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. To frame the investment policy the investor should have
 - (a) Knowledge about the company and brokers
 - (b) Investible
 - (c) Knowledge about the investment alternatives
 - (d) Knowledge about the markets with funds

2. The stock is
 - (a) Small units of equal value called
 - (b) Express in terms of money
 - (c) Express in terms of number of shares
 - (d) Fully paid up and partly paid up shares

3. Diversification reduces
 - (a) Interest rate of risk
 - (b) Market risk
 - (c) Unique risk
 - (d) Inflation risk

4. The relationship between potential unsystematic risk and reward is given by
 - (a) Excess return to beta ratio
 - (b) Excess return to security's standard deviation ratio
 - (c) Excess return to security's variance ratio
 - (d) Excess return to beta square ratio

5. The share prices
 - (a) Move either in declining or increasing trend
 - (b) May remain flat for a period of time
 - (c) The movement of the share prices form a straight line
 - (d) The increasing or decreasing move may be zigzag

6. According to the APT theory, an investor would try to increase returns from his portfolio
 - (a) By increasing the risk
 - (b) By increasing the portfolio funds
 - (c) By reducing the risk
 - (d) Without increasing the portfolio funds

7. The financial risk considers the difference between the
 - (a) EAIT-EAI
 - (b) EBIT-EBT
 - (c) Revenue-EBIT
 - (d) Revenue-EAI

8. The value of the bond depends on
 - (a) The coupon rate
 - (b) Years to maturity
 - (c) Expected yield to maturity
 - (d) All the above

9. The investors by investing in the mutual funds get
 - (a) Professional management
 - (b) Diversification
 - (c) Return potential
 - (d) All the above

10. In the Treynor index, the performance of the fund depends on
- (a) The riskless rate of return
 - (b) The risk premium and standard deviation of funds return
 - (c) The risk premium and beta coefficient
 - (d) The risk premium and the standard deviation

Part B

(5 × 5 = 25)

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

11. (a) What is mean by mutual funds? What are the advantages of professionally managed Portfolio?

Or

- (b) What are the parties involved in the issue of shares in the stock market?

12. (a) How does systematic risk affect the individual stock return?

Or

- (b) What is simple diversification? (i) will it reduce total risk? (ii) will it reduce unsystematic risk?

13. (a) Distinguish between the security market line and capital market line.

Or

- (b) How does efficient market hypothesis differ from the technical analysis?

14. (a) Why is industry analysis important? Why should it follow the economic analysis?

Or

- (b) What is mean by P/E ratio? What is the logic of using this concept in investment decisions?

15. (a) Explain the Jensen index of portfolio performance.

Or

- (b) How is a portfolio managed? How is it revised?

Part C

(5 × 8 = 40)

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

16. (a) “The investment process involve a services of activities starting from the policy formulation”. Discuss?

Or

- (b) What are the different function of the lead manager, registrars and underwriters?

17. (a) Define Markowitz diversification. Explain the statistical method used by Markowitz to obtain the risk reducing benefit.

Or

- (b) How many inputs are needed for a portfolio analysis involving 40 securities for Sharpe and Markowitz models?

18. (a) Describe the basic arbitrage pricing theory model of two factors.

Or

- (b) State the various empirical evidences produced to reject the random walk theory.

19. (a) Explain the merits and limitation of ratio analysis as a tool for interpretation of financial Statements.

Or

- (b) How does technical analysis differ from the fundamental analysis?

20. (a) Distinguish between Treynor and Sharpe indices of portfolio performance? Which do you recommend? Why?

Or

- (b) How is the average rate of return on an investment determined? What are its chief merits and demerits?

C-6907

Sub. Code

31035B

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

Third Semester

Industry Integrated

MERCHANT BANKING AND FINANCIAL SERVICES

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. _____ is NOT a type of bank in India?
 - (a) Commercial banks
 - (b) Central banks
 - (c) Retail banks
 - (d) Foreign exchange banks

2. The first payment bank to start operations in India was:
 - (a) Paytm Payments Bank
 - (b) Airtel Payments Bank
 - (c) India Post Payments Bank
 - (d) Jio Payments Bank

3. _____ is NOT a function of a merchant banker in project appraisal.
- (a) Assessing financial viability
 - (b) Evaluating technical feasibility
 - (c) Designing product features
 - (d) Analyzing market potential
4. The process of deciding the mix of debt and equity in a company's financial structure is called:
- (a) Capital structuring
 - (b) Financial engineering
 - (c) Market making
 - (d) Underwriting
5. Which type of merger occurs when two companies in the same industry but at different stages of production merge?
- (a) Horizontal merger
 - (b) Vertical merger
 - (c) Conglomerate merger
 - (d) Market extension merger
6. What is the primary objective of Portfolio Management Services?
- (a) Minimizing transaction costs
 - (b) Maximizing returns while managing risk
 - (c) Investing only in debt instruments
 - (d) Avoiding diversification

7. _____ is NOT a fund-based financial service?
- (a) Leasing
 - (b) Credit Rating
 - (c) Factoring
 - (d) Hire Purchase
8. Fund-based financial services primarily involve:
- (a) Providing advisory services
 - (b) Managing funds and credit facilities
 - (c) Stock market analysis
 - (d) Market research
9. Venture debt funds primarily cater to:
- (a) Startups that need non-equity financing
 - (b) Large corporations looking for fixed deposits
 - (c) Mutual fund investors
 - (d) Government agencies only
10. Factoring is a financial arrangement where:
- (a) A company sells its receivables to a third party at a discount
 - (b) A company purchases long-term assets using credit
 - (c) A bank issues credit cards to customers
 - (d) A firm takes a short-term loan from the government

Part B

(5 × 5 = 25)

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

11. (a) Explain the different services offered by merchant bankers in India.

Or

- (b) Explain the role of NBFCs in financial intermediation and how they differ from banks.

12. (a) Explain the role of a merchant banker in project appraisal and capital structuring.

Or

- (b) Explain the function and importance of offer for sale in the capital market.

13. (a) Discuss the key stages in the M&A process and the role of financial advisors.

Or

- (b) Explain the concept of synergy in M&A and its impact on business valuation.

14. (a) What are the major types of leasing? Explain with examples.

Or

- (b) Explain the hire purchase and its characteristics.

15. (a) What are the advantages and disadvantages of consumer credit for borrowers?

Or

- (b) Discuss the impact of consumer credit on the financial system and economy.

Part C

(5 × 8 = 40)

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

16. (a) Discuss the evolution and recent developments in merchant banking in India.

Or

- (b) Discuss the significance of payment banks in the Indian financial system.

17. (a) Discuss the process of issue pricing and factors influencing the pricing of securities.

Or

- (b) Explain the importance of preparing a prospectus in the issue management process.

18. (a) Discuss the risk-return trade off in portfolio management.

Or

- (b) Discuss the role of credit rating agencies like CRISIL, ICRA, and CARE in India.

19. (a) Discuss the advantages and disadvantages of leasing for businesses.

Or

- (b) Explain the different types of lease agreements used in financial services.

20. (a) Discuss the advantages and disadvantages of credit cards for consumers and banks.

Or

- (b) Explain the role of credit limits and interest rates in credit card usage.
-

C-6908

Sub. Code

31035C

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

Third Semester

Industry Integrated

**STRATEGIE INVESTMENT AND FINANCING
DECISIONS**

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. What is risk analysis in investment decisions used for?
 - (a) To understand and minimize uncertainties in investments
 - (b) To increase the project budget unnecessarily
 - (c) To focus only on profitable projects
 - (d) To avoid starting new projects

2. How can uncertainty in investment decisions be minimized?
 - (a) By avoiding any risky projects
 - (b) By diversifying investments and conducting thorough analysis
 - (c) By delaying the investment decision
 - (d) By relying on past experiences only

3. What is the main objective of portfolio diversification in investment decisions?
 - (a) To increase the number of projects in a portfolio
 - (b) To maximize risks for higher returns
 - (c) To minimize risks by spreading investments across different projects
 - (d) To focus all resources on a single project

4. What does diversification in project portfolios aim to achieve?
 - (a) Concentrating resources on high-performing projects
 - (b) Eliminating the possibility of financial gains
 - (c) Spreading investments to reduce overall risk
 - (d) Investing exclusively in similar projects

5. What is a primary advantage of leasing over buying an asset?
 - (a) Immediate ownership of the asset
 - (b) Tax benefits and lower initial cash outflow
 - (c) Higher long-term costs
 - (d) No need to pay monthly installments

6. Which of the following best describes “cash equity” in a merger transaction?
 - (a) The total liabilities acquired by the acquiring company
 - (b) The portion of the merger deal paid using cash rather than stock or debt
 - (c) The market capitalization of the acquired company
 - (d) The profits generated post-merger

7. What is capital structure planning?
- (a) Deciding the total amount of profit a firm should reinvest
 - (b) Determining the optimal mix of debt and equity to finance the firm's operations
 - (c) Selecting projects for capital budgeting
 - (d) Allocating funds for day-to-day operational expenses
8. Which of the following is a factor affecting a firm's capital structure decisions?
- (a) Interest rate levels in the market
 - (b) Risk of bankruptcy
 - (c) Firm's growth rate and profitability
 - (d) All of the above
9. What is the primary goal of reorganization in bankruptcy?
- (a) To close the business permanently
 - (b) To restructure the company's debts and continue operations
 - (c) To sell all assets and distribute proceeds to creditors
 - (d) To avoid all financial obligations
10. Which of the following is an example of a settlement in bankruptcy?
- (a) A court-mandated plan to restructure the company's debt
 - (b) A creditor agreeing to accept a reduced payment to settle a debt
 - (c) Selling assets to pay off creditors
 - (d) A company merging with another to avoid bankruptcy

Part B

(5 × 5 = 25)

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

11. (a) Discuss the differences between project management and project investment management.

Or

- (b) Describe the types of investments and their significance in decision-making.

12. (a) Explain the role of portfolio risk analysis in project selection.

Or

- (b) Explain the concept of capital rationing and its impact on project selection.

13. (a) What are the advantages and disadvantages of lease financing?

Or

- (b) Explain the role of instalment plans in hire purchase agreements.

14. (a) Distinguish between financial leverage and operating leverage.

Or

- (b) Briefly explain the Modigliani-Miller (MM) approach to capital structure.

15. (a) What are the main objectives of reorganization under bankruptcy?

Or

- (b) Explain the concept of capital structure and discuss any two capital structure theories.

Part C

(5 × 8 = 40)

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

16. (a) Explain the types of investments and dig investments, and discuss how investment decisions are made under conditions of uncertainty.

Or

- (b) What are the key steps involved in evaluating investment opportunities? Explain with examples.
17. (a) Discuss the role of information and data banks in improving the accuracy and efficiency of project selection.

Or

- (b) Analyze the concept of portfolio diversification and its impact on risk management in project investment.
18. (a) Evaluate the strategic and financial implications of mergers and acquisitions. How do they create value for businesses?

Or

- (b) Analyze the role of portfolio diversification in minimizing risks in mergers and acquisitions.
19. (a) Critically analyze the Trade-off Theory and its application in determining a firm's optimal capital structure.

Or

- (b) Discuss the practical challenges and strategies for capital structure planning in businesses.

20. (a) Discuss the consequences of financial distress on various stakeholders of a business.

Or

- (b) Analyze the key issues and challenges faced during bankruptcy settlements. Provide examples.
-

C-6909

Sub. Code

31036A

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

Third Semester

Industry Integrated

PERFORMANCE MANAGEMENT

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. What is Performance Management (PM)?
 - (a) A system to discipline employees
 - (b) A process of ensuring employees' activities and outcomes align with organizational goals
 - (c) A way to eliminate poor performers
 - (d) A method to recruit new employees

2. The most significant impact of integrating Performance Management with HR activities is:
 - (a) Improved employee retention and development.
 - (b) Increased focus on layoffs.
 - (c) Elimination of HR processes.
 - (d) Focus on operational tasks over strategic goals.

3. The Balanced Scorecard is an example of:
 - (a) A performance planning tool
 - (b) A performance measurement approach
 - (c) A financial accounting framework
 - (d) A method for behavior tracking

4. A 360-degree feedback system is most useful for measuring:
 - (a) Employee behaviors
 - (b) Organizational profits
 - (c) Financial results only
 - (d) Departmental budgets

5. Who is typically the most reliable source of performance information?
 - (a) HR professionals
 - (b) The direct manager or supervisor
 - (c) External consultants
 - (d) Colleagues from other departments

6. What is the main objective of linking the rater and the ratee?
 - (a) To ensure mutual understanding and alignment of expectations
 - (b) To avoid feedback altogether
 - (c) To conduct appraisals without the employee's input
 - (d) To increase the number of appraisals conducted

7. What is the first step in preparing a performance management system?
 - (a) Developing an appraisal form
 - (b) Identifying organizational goals and objectives
 - (c) Training raters and rates
 - (d) Communicating rewards to employees

8. Why is a communication plan essential for a PM system?
 - (a) To limit misunderstandings
 - (b) To ensure employees understand the PM process and their role
 - (c) To replace formal training programs
 - (d) To reduce communication within teams

9. What is one example of a new tool for managing performance?
 - (a) Annual appraisal systems
 - (b) Continuous performance feedback tools
 - (c) Fixed performance metrics
 - (d) Traditional ranking methods

10. Which tool helps in tracking employee performance in real-time?
 - (a) Digital performance dashboards.
 - (b) Manual evaluation forms.
 - (c) Static appraisal reports.
 - (d) Performance rankings

Part B

(5 × 5 = 25)

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

11. (a) How does Performance Management benefit employees? Provide two examples.

Or

- (b) List and explain the key contributions of Performance Management to organizations.

12. (a) What is performance planning, and why is it important in the Performance Management process?

Or

- (b) Describe the process of performance planning and its contribution to achieving organizational goals.

13. (a) Explain why transitioning from appraising to managing performance is critical for organizational success.

Or

- (b) How does linking the rater and ratee improve the performance management process?

14. (a) List and briefly explain the key areas that rater training programs should cover.

Or

- (b) Why is a communication plan important for the success of a PM system?

15. (a) How can performance management systems support employee development?

Or

- (b) Evaluate the role of performance management in fostering a more engaged and productive workforce.

Part C

(5 × 8 = 40)

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

16. (a) Explain how Performance Management can be effectively integrated with HR activities such as training, development, and succession planning.

Or

- (b) Critically analyze the impact of a well-designed Performance Management system on organizational success and employee engagement.

17. (a) What is a performance measurement approach, and how does it align with organizational objectives?

Or

- (b) Analyze the role of performance dimensions in Performance Management. Provide examples to illustrate their importance in measuring performance.

18. (a) Discuss the importance of integrating continuous feedback into the performance management cycle.

Or

- (b) Explain the role of self-assessment in managing performance and how it benefits the ratee.

19. (a) What are the objectives of training programs for ratees, and how do they contribute to the effectiveness of a PM system?

Or

- (b) What are the key components of a well-prepared performance management (PM) system?

20. (a) Discuss the importance of understanding and implementing new tools and approaches in performance management.

Or

- (b) Examine the different degrees of appraisal systems (e.g., 360-degree feedback) and discuss their advantages and disadvantages for organizational development.
-

C-6910

Sub. Code

31036B

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

Third Semester

Industry Integrated

PAYROLL AND COMPENSATION MANAGEMENT

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. Which of the following is considered direct compensation?
(a) Health insurance (b) Paid vacation
(c) Base salary (d) Retirement plans
2. Which of the following is NOT a component of wages?
(a) Basic pay
(b) House rent allowance
(c) Interest on savings
(d) Overtime pay
3. The wage curve shows the relationship between:
(a) Wages and employee satisfaction
(b) Wages and unemployment rates
(c) Wages and company profits
(d) Wages and inflation rates

4. Which of the following is an example of a monetary incentive?
- (a) Performance bonus
 - (b) Flexible working hours
 - (c) Public recognition
 - (d) Extra vacation days
5. Which of the following is an example of paid time-off (PTO)?
- (a) Health insurance
 - (b) Sick leave
 - (c) Retirement plan
 - (d) Employee stock options
6. Under Indian law, gratuity is payable to an employee who has completed at least:
- (a) 1 year of continuous service
 - (b) 3 years of continuous service
 - (c) 5 years of continuous service
 - (d) 10 years of continuous service
7. What is the Living Wage concept in wage determination?
- (a) The wage given to employees working from home
 - (b) The wage determined solely by market competition
 - (c) A wage that covers only food expenses
 - (d) The wage sufficient to meet the minimum basic needs of life
8. The recommendations of the Seventh Pay Commission were implemented in which year?
- (a) 2014
 - (b) 2015
 - (c) 2016
 - (d) 2017

9. Which payment method is least secure for both employers and employees?
- (a) Direct bank deposit
 - (b) Cheque payment
 - (c) Cash payment
 - (d) Online payment gateways
10. What is a potential disadvantage of outsourcing payroll?
- (a) Reduced compliance with labor laws
 - (b) Increased risk of data security breaches
 - (c) Lower accuracy in tax calculations
 - (d) Lack of access to professional expertise

Part B

(5 × 5 = 25)

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

11. (a) Discuss the criteria for wage fixation.

Or

- (b) Explain the issues in compensation system design.

12. (a) Mention the types of incentive schemes.

Or

- (b) Write in brief about wage and salary surveys.

13. (a) Mention the types of employee benefits.

Or

- (b) Explain the retirement and superannuation plans.

14. (a) Describe the wage policy in India.

Or

- (b) Briefly describe the role of pay commissions.

15. (a) Discuss the factors affecting pay levels.

Or

(b) What are the merits and demerits of payroll outsourcing?

Part C

(5 × 8 = 40)

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

16. (a) Briefly explain the various compensation approaches.

Or

(b) Enumerate the theories of wages.

17. (a) Write an essay on Employee Stock Ownership Plans (ESOP).

Or

(b) Describe the Job evaluation systems.

18. (a) Discuss the employee benefits required by law.

Or

(b) Explain the steps in designing a benefits package.

19. (a) Elaborate the scope and functions of wage boards.

Or

(b) Briefly explain the concept and benefits of pay for performance for global employees.

20. (a) Elucidate the process of designing pay structures.

Or

(b) Discuss the concept of Income tax and its impact on salary structure.

C-6911

Sub. Code

31036C

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

Third Semester

Industry Integrated

TALENT ACQUISITION AND NEGOTIATION

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. Human resource planning typically involves aligning human capital with :
 - (a) Personal employee goals
 - (b) Organizational goals and strategies
 - (c) External market conditions
 - (d) Local legislation

2. _____ is a key disadvantage of sourcing talent from social media platforms.
 - (a) It may lack detailed professional information
 - (b) Limited candidate reach
 - (c) The process is slow and inefficient
 - (d) It's only effective for entry-level roles

3. _____ is the key outcome of job analysis.
- (a) Employee performance reviews
 - (b) Job descriptions and job specifications
 - (c) Employee salary scales
 - (d) Training programs for employees
4. The primary purpose of using an Applicant Tracking System (ATS) in recruitment is,
- (a) To schedule interviews
 - (b) To manage employee performance reviews
 - (c) To streamline the hiring process by managing resumes and applications
 - (d) To determine salary offers
5. A common expense included in the recruitment budget is _____.
- (a) Employee salary
 - (b) Advertising job openings
 - (c) Employee training costs
 - (d) Office supplies
6. In an assessment centre, candidates are often evaluated on which of the following competencies?
- (a) Leadership and teamwork
 - (b) Technical skills only
 - (c) Time management
 - (d) Job knowledge alone

7. A talent audit helps in identifying :
- (a) Underperforming employees
 - (b) Labour issues in the company
 - (c) New customers for the business
 - (d) Employees who are ready for promotion or leadership roles
8. Which of the following is an example of a performance management tool?
- (a) Balanced Scorecard
 - (b) Payroll software
 - (c) FEA Analysis
 - (d) Customer relationship management (CRM) software
9. What is the term for the process of creating and maintaining a positive relationship between employees and management?
- (a) Employee turnover
 - (b) Employee engagement
 - (c) Employee termination
 - (d) Employee Attrition
10. _____ is a key characteristic of effective leadership.
- (a) Micromanagement
 - (b) Lack of communication
 - (c) Vision and inspiration
 - (d) Authoritarian decision-making

Part B

(5 × 5 = 25)

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

11. (a) State the objectives of talent management.

Or

(b) List the key processes of talent management.

12. (a) Write in brief about Job specification and its elements.

Or

(b) What are the different quantitative tools used in recruitment process?

13. (a) Explain the concept of E-recruitment.

Or

(b) Define selection errors. How to minimise those errors?

14. (a) Briefly explain the concept of talent audit.

Or

(b) Describe the total reward.

15. (a) Write in brief about the talent pipeline.

Or

(b) What is employee engagement? State its benefits.

Part C

(5 × 8 = 40)

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

16. (a) Explain the various sources of talent in detail.

Or

- (b) Describe the role of talent management in creating competitive advantage of firm.

17. (a) Write a detailed note on Job analysis.

Or

- (b) Discuss the strategic trends in acquisition.

18. (a) Develop a recruitment strategy for a Finance Manager position in Auditing firm.

Or

- (b) Explain the process of choosing type of interview.

19. (a) Describe the stages in career management.

Or

- (b) Elucidate the Role development process and its benefits.

20. (a) Describe any three methods commonly used in leadership development programs.

Or

(b) Discuss the relationship between employee engagement and productivity. Give few examples.

C-6912

Sub. Code

31036D

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

Third Semester

Industry Integrated

TRAINING AND DEVELOPMENT

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. Which of the following is a primary force affecting workplace training?
 - (a) Technological advancements
 - (b) Workforce demographics
 - (c) Globalization
 - (d) All of the above

2. Strategic training focuses on :
 - (a) Short-term skills development
 - (b) Aligning training goals with organizational strategy
 - (c) Cost-cutting measures
 - (d) General employee engagement

3. Which of the following methods is commonly used in a needs assessment?
 - (a) Observation
 - (b) Surveys and questionnaires
 - (c) Interviews
 - (d) All of the above

4. Competency models are used to:
 - (a) Identify behaviours and skills necessary for effective performance
 - (b) Evaluate return on investment in training
 - (c) Design classroom-based training programs
 - (d) Develop financial projections for training costs

5. Which of the following is an example of a hands-on training method?
 - (a) Role-playing
 - (b) Job rotation
 - (c) Simulation-based training
 - (d) All of the above

6. Which of the following is true about computer-based training?
 - (a) It provides self-paced learning opportunities
 - (b) It eliminates the need for instructor involvement
 - (c) It is always more expensive than classroom training
 - (d) It cannot include multimedia elements

7. Which of the following is NOT a common approach to employee development?
- (a) Formal education programs
 - (b) Job experiences
 - (c) Role-playing exercises
 - (d) Personal hobbies
8. Training programs should align with:
- (a) The personal preferences of employees
 - (b) Organizational goals and strategies
 - (c) Short-term project deadlines
 - (d) Local cultural norms
9. Career plateauing occurs when:
- (a) Employees are over-promoted
 - (b) Employees no longer feel challenged in their role
 - (c) Employees refuse further training
 - (d) Companies delay promotions intentionally
10. Skills obsolescence can be prevented by:
- (a) Regularly updating training programs
 - (b) Encouraging lifelong learning
 - (c) Promoting reskilling initiatives
 - (d) All of the above

Part B

(5 × 5 = 25)

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

11. (a) Explain the concept of strategic training and its significance for organizational success.

Or

- (b) What is the role of evaluation in the training design process?

12. (a) Explain the purpose and significance of training evaluation in organizational success.

Or

- (b) What are the types of evaluation designs?

13. (a) Define blended learning and give an example.

Or

- (b) What are the key components of effective online learning?

14. (a) What are the key approaches to employee development?

Or

- (b) How do partnerships with local communities create job opportunities?

15. (a) What role will artificial intelligence play in future training programs?

Or

- (b) How can mentoring benefit both older and younger workers?

Part C

(5 × 8 = 40)

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

16. (a) Explain how economic, social, and technological factors influence working and learning in organizations.

Or

- (b) Discuss the evolution of the training role from traditional methods to modern practices.

17. (a) Describe the process of needs assessment and its importance in designing training programs.

Or

- (b) Discuss the reasons for evaluating training programs and their impact on organizational performance.

18. (a) Discuss the role of e-learning in modern training programs. What are its advantages and limitations?

Or

- (b) What are group building methods in training, and how do they contribute to team development?

19. (a) Discuss the impact of globalization on organizational training needs and strategies.

Or

- (b) How can organizations use e-learning and technology as part of their development strategy?

20. (a) Discuss how technology is transforming traditional training and development programs.

Or

- (b) What causes career plateauing? Discuss the impact of career plateauing on employee performance and morale.
-

C-6914

Sub. Code

310310A

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

Third Semester

Industry Integrated

AFFILIATE MARKETING AND GOOGLE ADSENSE

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. Which of the following is a common method used by affiliates to promote products or services?
 - (a) Paying for advertisements on their own website
 - (b) Creating sponsored blog posts or reviews
 - (c) Building and selling products
 - (d) Managing customer returns and exchanges

2. Which of the following tools is commonly used in media management for organizing and scheduling content?
 - (a) Photoshop
 - (b) Hootsuite
 - (c) Google Analytics
 - (d) CRM software

3. Which of the following tools is commonly used to track online customer behavior for targeting purposes?
 - (a) Email marketing software
 - (b) Web analytics tools (e.g., Google Analytics)
 - (c) Payment gateways
 - (d) Customer service chatbots

4. Which of the following websites is commonly used for finding and using free coupons for online stores?
 - (a) LinkedIn
 - (b) RetailMeNot
 - (c) Dropbox
 - (d) Spotify

5. Which of the following is a common method used by affiliate partners to track the success of their promotions?
 - (a) Creating original products
 - (b) Using affiliate links and tracking cookies
 - (c) Developing customer support systems
 - (d) Managing warehouse inventory

6. Which of the following is commonly associated with the pay-per-view (PPV) model?
 - (a) Live sports events and exclusive online videos
 - (b) Free-to-watch TV shows
 - (c) Subscription-based streaming platforms
 - (d) Sponsored content or ads in videos

7. Which of the following is an example of a physical product?
 - (a) Software as a Service (SaaS)
 - (b) A downloadable eBook
 - (c) A smartphone
 - (d) A subscription to an online streaming service

8. Which of the following is an example of a service that might be promoted through an affiliate network?
- (a) A web hosting service
 - (b) A physical product sold on an e-commerce platform
 - (c) A downloadable mobile app
 - (d) A free online video tutorial
9. Which of the following types of ads can be displayed using Google AdSense?
- (a) Banner ads (b) Video ads
 - (c) Text ads (d) All of the above
10. Which of the following is a key factor in SEO for improving search engine rankings?
- (a) Keyword optimization
 - (b) Content updates
 - (c) Backlinks
 - (d) All of the above

Part B

(5 × 5 = 25)

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

11. (a) Describe the media management and data-driven promotion.

Or

- (b) Narrate the channels of affiliate marketing and its types.

12. (a) Give the key performance of DIY and unboxing videos and their significance.

Or

- (b) Discuss about the complimentary products.

13. (a) Define affiliate partner. Identifying the right mix for customers and its impact.

Or

- (b) Discuss the blocking and unblocking of advertisements.

14. (a) Discuss about the nature and scope of service affiliate networks.

Or

- (b) Describe the in house affiliate programs and its significance.

15. (a) Discuss about the specific demography of users.

Or

- (b) Describe about need and importance of priority advertisement.

Part C

(5 × 8 = 40)

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

16. (a) Discuss the changing demography of users and its significance in the current scenario.

Or

- (b) Elaborate on monetizing affiliate partnerships and the scope and need of the affiliate program.

17. (a) Explore the terms webinars, training of usage of products, free coupon online stores and its significance.

Or

- (b) Elaborate the E mail and SMS burst with links and discount codes on links. List the factors of it

18. (a) What is SEO data? Analysis of the SEO data in the current scenario and significance of SEO data.

Or

- (b) Elaborate a sustainable program managing technique and its applications.

19. (a) Elaborate the process of finding a affiliate products while in the internet search with a suitable examples.

Or

- (b) What are the conditions that do's and don'ts of amazon associates in a detailed manner.

20. (a) Define the advertising in search engine and its planning and implementations in business promotion.

Or

- (b) Write a short note on Google analytics and data research and its factors in the business promotion.
-

C-6918

Sub. Code

310310B

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

Third Semester

Industry Integrated

DIGITAL BRANDING

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. What does digital branding primarily focus on?
 - (a) Traditional marketing
 - (b) Online presence and digital platforms
 - (c) Radio advertisements
 - (d) Billboards and print media

2. Which of the following is an example of digital branding?
 - (a) Radio advertisement
 - (b) Social media marketing
 - (c) TV commercial
 - (d) Newspaper advertisement

3. What is the primary purpose of a brand's logo in digital branding?
 - (a) To enhance the product's features
 - (b) To create a unique identity online
 - (c) To advertise a product directly
 - (d) To increase the production cost

4. Which digital platform is most commonly used for digital branding?
 - (a) TV
 - (b) Instagram
 - (c) Print media
 - (d) Billboard

5. What does SEO stand for in digital branding?
 - (a) Social Engagement Optimization
 - (b) Search Engine Optimization
 - (c) Social Enterprise Operations
 - (d) Search Engagement Online

6. What is the purpose of content marketing in digital branding?
 - (a) To entertain the audience
 - (b) To build customer relationships and trust
 - (c) To sell products directly
 - (d) To reduce the price of products

7. Which of the following best describes a “brand persona”?
- (a) The product’s price
 - (b) The personality traits and characteristics of the brand
 - (c) The physical store design
 - (d) The type of packaging used
8. Which digital metric is most commonly used to measure the success of digital branding efforts?
- (a) Website traffic
 - (b) Print ad impressions
 - (c) TV ratings
 - (d) Store foot traffic
9. Which social media platform is primarily used by brands to connect with younger audiences for digital branding?
- (a) Face book
 - (b) LinkedIn
 - (c) TikTok
 - (d) Twitter
10. What is “brand engagement” in the context of digital branding?
- (a) The process of selling more products
 - (b) The interaction and connection a customer feels with the brand online
 - (c) The physical presence of the brand in stores
 - (d) The total number of products sold

Part B

(5 × 5 = 25)

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

11. (a) Explain the Benefits of Digital Display.

Or

- (b) Explain the Objectives of Campaign.

12. (a) Discuss the concept of Content Marketing.

Or

- (b) Write a note on Content Strategy.

13. (a) How does Consumer Generated Content differ from traditional advertising?

Or

- (b) What role does social media play in the creation and distribution of Consumer Generated Content?

14. (a) Explain about Gamevertising.

Or

- (b) Describe the use of gamification in education.

15. (a) Discuss about Dynamic Content Creation.

Or

- (b) Write a note on Scenario Planning.

Part C

(5 × 8 = 40)

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

16. (a) Explain the Features of Advertising.

Or

- (b) Explain the Laws and Guidelines of Campaign.

17. (a) Discuss the importance of visual content in a content marketing strategy.

Or

- (b) Explain the different types of content formats that can be used in content marketing.

18. (a) How can brands encourage consumers to create and share content related to their products or services?

Or

- (b) Discuss the advantages and challenges for brands in utilizing Consumer Generated Content.

19. (a) Explain the Five Elements of Gamification in a brand Strategy.

Or

- (b) Explain the concept of gamification and discuss its key elements. How does gamification enhance user engagement and motivation?

20. (a) Explain the strategic framework of the future of Media.

Or

(b) Discuss about Recent Growth In Digital Advertising.

C-6934

Sub. Code

31046A

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

Fourth Semester

Industry Integrated

SUPPLY CHAIN ANALYTICS

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. _____ supply chain analytics enhance the flow of ownership.
 - (a) By complicating ownership transfers
 - (b) By tracking and documenting the transfer of ownership in real-time
 - (c) By reducing the visibility of ownership changes
 - (d) By increasing the number of intermediaries

2. _____ is a key advantage of using supply chain analytics for cost reduction.
 - (a) Increasing workforce size
 - (b) Enhancing risk management
 - (c) Identifying cost-saving opportunities
 - (d) Increasing production errors

3. _____ is an example of a strategic decision domain in supply chain analytics.
- (a) Daily delivery scheduling
 - (b) Long-term capacity planning
 - (c) Weekly inventory audits
 - (d) Routine supplier communication
4. Inventory management decisions in supply chain analytics involve _____.
- (a) Determining optimal stock levels
 - (b) Developing marketing campaigns
 - (c) Hiring new employees
 - (d) Designing new products
5. _____ optimization technique is commonly used to solve transportation problems in supply chains.
- (a) Linear programming
 - (b) Random sampling
 - (c) Cluster analysis
 - (d) Regression analysis
6. _____ is a managerial implication of optimizing inventory levels through analytics.
- (a) Increased storage costs
 - (b) Improved cash flow
 - (c) Higher risk of stock outs
 - (d) Reduced supplier reliability

7. _____ optimization technique is commonly used for designing a logistics network.
- (a) Linear Programming
 - (b) Genetic Algorithms
 - (c) Simulated Annealing
 - (d) All of the above
8. _____ is the primary role of a 4PL provider in a supply chain.
- (a) To transport goods between warehouses.
 - (b) To provide a single point of contact for all supply chain services.
 - (c) To manage the manufacturing process.
 - (d) To develop new products.
9. _____ is a foundation of performance management in supply chain management.
- (a) Market share analysis
 - (b) Customer satisfaction metrics
 - (c) Financial performance only
 - (d) Supplier location analysis
10. _____ is a common tool used for performance management in supply chain management.
- (a) Social media platforms
 - (b) Key Performance Indicators (KPIs)
 - (c) Traditional advertising
 - (d) Manual logs

Part B

(5 × 5 = 25)

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

11. (a) Explain the benefits of supply chain data insights to operations management.

Or

- (b) Describe how demand forecasting contributes to supply chain efficiency.

12. (a) Illustrate how block chain technology enhance supply chain analytics in detail.

Or

- (b) Provide an example of a strategic decision domain in supply chain analytics briefly.

13. (a) Discuss briefly why network planning critical in supply chain management.

Or

- (b) Explain the objectives of logistics network design in detail.

14. (a) Describe the various impacts of big data on supply chain optimization.

Or

- (b) Discuss the influence of network design in supply chain efficiency.

15. (a) Illustrate the common ICT tools used in supply chain management.

Or

- (b) Explain the performance management in supply chain management briefly.

Part C

(5 × 8 = 40)

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

16. (a) Describe the relationship between operations management and supply chain management.

Or

- (b) Explain the one way in supply chain analytics can reduce costs in detail.

17. (a) Illustrate the importance of transportation and logistics in supply chain decision making.

Or

- (b) Discuss an Indian sector that has benefited from supply chain analytics in detail.

18. (a) Describe various key approaches for optimization in supply chain management.

Or

- (b) Explain the benefits of using agent-based modeling in supply chain simulations.

19. (a) Difference between 3PL provider and 4PL provider.

Or

- (b) Explain the advantages and disadvantages optimization techniques for network design.

20. (a) Describe the role of benchmarking in supply chain performance management.

Or

(b) Discuss the benefits of using ICT for inventory management in supply chains in detail.

C-6935

Sub. Code

31046B

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

Fourth Semester

Industry Integrated

PORT MANAGEMENT

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. An effective institutional structure for PPPs includes _____.
 - (a) Fragmented regulatory bodies
 - (b) Central coordinating agency
 - (c) Absence of monitoring mechanisms
 - (d) Unclear legal frameworks

2. _____ was introduced to facilitate PPPs in India.
 - (a) National PPP Policy
 - (b) FDI Policy
 - (c) Rural Development Policy
 - (d) National Health Policy

3. _____ is the first step in risk management for a PPP project.
- (a) Risk allocation
 - (b) Risk identification
 - (c) Risk mitigation
 - (d) Risk transfer
4. _____ is a key financial determinant for PPP projects.
- (a) Private sector experience
 - (b) Government revenue projections
 - (c) Availability of long-term financing
 - (d) Number of bidders
5. _____ is an example of an independent regulator in India.
- (a) Ministry of Finance
 - (b) Reserve Bank of India (RBI)
 - (c) Securities and Exchange Board of India (SEBI)
 - (d) Planning Commission
6. A common issue with unsolicited proposals is _____.
- (a) Lack of innovation
 - (b) Absence of competition
 - (c) Excessive government control
 - (d) Short project timelines

7. Infrastructure development can impact the environment by _____.
- (a) Reducing pollution levels
 - (b) Increasing deforestation and carbon emissions
 - (c) Enhancing biodiversity
 - (d) Minimizing land use
8. _____ is not a type of infrastructure.
- (a) Transportation
 - (b) Education
 - (c) Telecommunication
 - (d) Fashion
9. A recent trend in port management in India is _____.
- (a) Full privatization of all ports
 - (b) Increased public-private partnerships (PPPs)
 - (c) Complete government control
 - (d) Decreased focus on technology
10. Corporate ports in India are typically characterized by _____.
- (a) Full government ownership
 - (b) Private sector ownership and operation
 - (c) Non-commercial operations
 - (d) Exclusive use for military purposes

Part B

(5 × 5 = 25)

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

11. (a) Describe how the PPP policy framework balances risks and rewards.

Or

- (b) Explain briefly the three benefits of PPPs.

12. (a) Describe the concept of Value for Money (VfM) assessment.

Or

- (b) Discuss the common risks in PPP projects.

13. (a) Elaborate the functions of a regulatory body overseeing PPPs.

Or

- (b) Illustrate the unsolicited proposal in the context of PPP.

14. (a) Explain the salient features of infrastructure projects.

Or

- (b) In what ways does infrastructure impact trade and transportation in detail.

15. (a) Elaborate the corporate port and provide an example in India.

Or

- (b) Describe the role of non-major ports in India's maritime infrastructure.

Part C

(5 × 8 = 40)

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

16. (a) Describe the various key aspects of the procedural network in PPPs.

Or

- (b) Explain the purpose of the National infrastructure Pipeline (NIP).

17. (a) Discuss the operating and maintenance costs factored into the financial planning of PPPs.

Or

- (b) Illustrate the common sources of financing for PPP projects.

18. (a) Distinguish between concession contracts and commercial contracts in terms of public involvement.

Or

- (b) Difference between social and economic infrastructure.

19. (a) Elaborate the concept of sustainable infrastructure development.

Or

- (b) Describe a recent trend in port management models in India.

20. (a) Explain the corporate ports differ from traditional major ports in terms of management and operation.

Or

- (b) Explore the evolution of port management models in India.
-

C-6936

Sub. Code

31046C

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

Fourth Semester

Industry Integrated

WAREHOUSE MANAGEMENT

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. What is the role of a procurement system in warehouse management?
(a) Centralized (b) Decentralized
(c) Hybrid (d) Ad-hoc
2. In procurement planning, what is the primary focus?
(a) Strategy (b) Budgeting
(c) Forecasting (d) Scheduling
3. Which of the following is an essential task in warehouse operations?
(a) Sales forecasting (b) Employee training
(c) Product design (d) Market research
4. Distribution warehouses are typically located _____.
(a) Near manufacturing facilities
(b) In rural areas
(c) Close to customer markets
(d) Away from transportation hubs

5. Which type of warehouse is designed to store goods for a short period before they are transported to the next destination?
- (a) Distribution warehouse
 - (b) Cold storage warehouse
 - (c) Bonded warehouse
 - (d) Fulfillment centre
6. Which type of warehouse is specialized in storing products that require controlled temperature conditions?
- (a) Distribution centre
 - (b) Cross-docking warehouse
 - (c) Bulk storage warehouse
 - (d) Cold storage warehouse
7. Which equipment is used for transporting goods within a warehouse by utilizing a network of belts or rollers?
- (a) Forklift
 - (b) Conveyor belt
 - (c) Pallet jack
 - (d) Reach truck
8. Which of the following material storage systems utilizes vertical space by stacking goods directly on top of each other?
- (a) Pallet racking
 - (b) Shelving
 - (c) Mezzanine floors
 - (d) AS/RS (Automated Storage and Retrieval System)
9. ABC analysis categorizes inventory items based on _____.
- (a) Purchase price of the items
 - (b) Physical size or weight of the items
 - (c) Demand patterns or value of the items
 - (d) Age or shelf life of the items

10. Warehouse Management System (WMS) is a software application used for _____
- (a) Tracking employee attendance in the warehouse
 - (b) Optimizing warehouse layout and design
 - (c) Managing inventory and operations within a warehouse
 - (d) Automating transportation management

Part B

(5 × 5 = 25)

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

11. (a) What are the importance of Procurement?
- Or
- (b) Explain the advantages of selecting a right supplier.
12. (a) What are the characteristics of ideal warehouse?
- Or
- (b) Write a note on Return processing.
13. (a) Explain the centralized storage systems.
- Or
- (b) Describe the process of palletization.
14. (a) Discuss the role of inventory control.
- Or
- (b) Describe the various functions of inventory.
15. (a) Describe any three types of conveyors.
- Or
- (b) Point out the potential benefits of RFID.

Part C

(5 × 8 = 40)

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

16. (a) Explain the Principles of Procurement.

Or

(b) Discuss the Procurement Cycle in detail.

17. (a) Discuss the factors determining the location of the warehouse.

Or

(b) List out the difference between stock and inventory.

18. (a) Explain in detail about the Selective Inventory control.

Or

(b) Compare independent demand system with dependent demand system.

19. (a) Explain ABC Inventory control in detail.

Or

(b) Explain EOQ and its importance in inventory management.

20. (a) Explain the role of warehouse manager.

Or

(b) Explain the methods of controlling stock levels.

C-6937

Sub. Code

31046D

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

Fourth Semester

Industry Integrated

DISTRIBUTION MANAGEMENT

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. What is the primary objective of physical distribution?
 - (a) Increase product variety
 - (b) Ensure timely delivery of products
 - (c) Enhance brand image
 - (d) Increase advertising spend
2. What is an emerging trend in the warehousing function of physical distribution?
 - (a) Decreased automation
 - (b) Use of robotics
 - (c) Increased manual labor
 - (d) Reduced safety measures
3. Which distribution channel is typically used for industrial goods?
 - (a) Retailer
 - (b) Wholesaler
 - (c) Distributor
 - (d) Direct-to-consumer

4. What is a common function of intermediaries in a distribution channel?
 - (a) Product Design
 - (b) Facilitating the movement of goods
 - (c) Conducting market research
 - (d) Creating advertisements
5. What does real-time data help achieve in distribution control?
 - (a) Historical analysis
 - (b) Delayed decision making
 - (c) Immediate corrective actions
 - (d) Reduced customer interaction
6. What is one benefit of using automated systems for distribution control?
 - (a) Increased manual labor
 - (b) reduced accuracy
 - (c) enhanced efficiency
 - (d) lower initial cost
7. How can automation improve material handling in logistics?
 - (a) By increasing manual errors
 - (b) By reducing efficiency
 - (c) By enhancing accuracy
 - (d) By increasing costs
8. _____ is the environmental impact of poor material handling practices.
 - (a) Reduced operational costs
 - (b) Increased waste and pollution
 - (c) Enhanced product design
 - (d) Increased customer satisfaction

9. What is one key logistical activity in the distribution process?
- (a) Product design
 - (b) Warehousing
 - (c) Market analysis
 - (d) Customer service
10. _____ is a role logistics play between manufacturers and retailers.
- (a) Reduces production costs
 - (b) Enhances brand loyalty
 - (c) Facilitates the movement of goods
 - (d) Increases advertising budget

Part B

(5 × 5 = 25)

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

11. (a) Discuss the need for physical distribution.
- Or
- (b) Explain the trends in physical distribution.
12. (a) Explain the factors influencing the choice of distribution channels.
- Or
- (b) Elaborate the functions of intermediaries.
13. (a) Explain the need For control in distribution.
- Or
- (b) Discuss the importance of performance report in distribution control.
14. (a) Explain fourth party logistics.
- Or
- (b) Discuss the merits of automation in material handling.

15. (a) Discuss the role of logistics among channel members.

Or

- (b) Elaborate the demerits of distribution channel.

Part C

(5 × 8 = 40)

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

16. (a) Illustrate the functions of distribution.

Or

- (b) Describe the Distribution concept.

17. (a) Explain the different types of distribution channels.

Or

- (b) Discuss the methods of managing channel conflict.

18. (a) Explain the complexities of physical distribution.

Or

- (b) Explain the role of private and public organization in distribution.

19. (a) Discuss the benefits of Logistics outsourcing.

Or

- (b) Explain the guidelines in material handling.

20. (a) Elaborate the Logistics requirements of channel members.

Or

- (b) Explain the logistics support to distribution channel.

C-6939

Sub. Code

31047B

M.B.A. DEGREE EXAMINATION, NOVEMBER 2025

Fourth Semester

Industry Integrated

ENTERPRISE BUSINESS APPLICATIONS

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. Integrated information system aim to reduce _____ within an organization.
 - (a) Data accuracy
 - (b) Information silos
 - (c) Employee productivity
 - (d) Customer satisfaction

2. _____ factor is crucial for the quality of a web application.
 - (a) Use of complex animations
 - (b) Clear and consistent navigation
 - (c) Multiple font styles
 - (d) Excessive content

3. _____ is NOT typically accepted in web design.
- (a) Mobile responsiveness
 - (b) Accessibility for all users
 - (c) User-friendly navigation
 - (d) Flashy animations
4. In object-oriented programming, the purpose of a destructor is to _____
- (a) clean up resources used by an object
 - (b) initialize an object
 - (c) create a class
 - (d) handle errors
5. The role of database access objects in web applications is to _____
- (a) design the front-end layout
 - (b) interact with the database
 - (c) create animations
 - (d) manage user sessions
6. _____ is a critical issue when building a data tier in a web application.
- (a) Visual design
 - (b) Data protection
 - (c) Animation speed
 - (d) User interface consistency

7. _____ is a tier in a multitier application handles user interactions
- (a) Presentation tier
 - (b) Business logic tier
 - (c) Data access tier
 - (d) Network tier
8. In the Model-View-Controller (MVC) architecture _____ component handles the data logic.
- (a) Model
 - (b) View
 - (c) Controller
 - (d) Router
9. _____ type of process modeling is typically used in ERP implementation to visualize workflows.
- (a) Flowcharting
 - (b) SWOT analysis
 - (c) Brainstorming
 - (d) Root cause analysis
10. _____ is a major challenge in ERP implementation.
- (a) Low costs
 - (b) Change management
 - (c) Limited integration
 - (d) Decreased productivity

Part B

(5 × 5 = 25)

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

11. (a) Explain the risks and benefits of ERP for firms.

Or

- (b) Explain the differences between business functions and business processes.

12. (a) Write a short notes on: (i) WWW (ii) OOP

Or

- (b) What are the key factors that impact quality of web application?

13. (a) Elaborate the planning and analysis stages of system development life cycle (SDLC).

Or

- (b) Explain the ERP system architecture with suitable examples.

14. (a) Briefly explain the oriented programming in ERA.

Or

- (b) Explain the application of XML in database-driven applications.

15. (a) How does CRM integration with ERP enhance customer service and business processes?

Or

- (b) Explain the types of process modeling in ERP.

Part C

(5 × 8 = 40)

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

16. (a) Discuss the history of ERP and their evolution.

Or

- (b) Describe the Business Process Management.

17. (a) Explain the logic and purpose of various stages in ERP implementations.

Or

- (b) Write down the procedure for selection of ERA.

18. (a) Explain in detail the impact of wireless of technologies database.

Or

- (b) Enumerate the various factors of RDBMS in database.

19. (a) Elaborate the criteria for selection and practice of ERP systems in SME.

Or

- (b) Discuss the procurement and materials handling functions within an ERP system.

20. (a) Describe the relationships between sales and marketing in ERP systems.

Or

- (b) Explain the following with suitable examples wherever necessary.
- (i) ERP for fleet management and trading domains.
 - (ii) Benefits of 'CRM Software' as a module of CRM in ERP.
-