

C-8717

Sub. Code

31011

M.B.A. DEGREE EXAMINATION, APRIL 2026.

First Semester

Industry Integrated

**MANAGEMENT PRINCIPLES & ORGANIZATIONAL
BEHAVIOUR**

(2023 Onwards)

Duration : 3 Hours

Maximum : 75 Marks

Section A

(10 × 1 = 10)

Answer **all** the questions.

1. _____ is a type of business organization?
 - (a) Monopoly
 - (b) Sole Proprietorship
 - (c) Product Line
 - (d) Business Cycle

2. What is organizational culture?
 - (a) The formal structure of an organization
 - (b) The shared values, beliefs and behaviors within an organization
 - (c) The financial performance of a company
 - (d) The legal framework under which the organization operates

3. _____ is a characteristic of strategic management?
- (a) Focus on short-term goals
 - (b) Involves detailed, day-to-day operational planning
 - (c) Deals with long-term goals and overall direction of the organization
 - (d) Is primarily concerned with making quick decisions
4. Which of the following planning tools is typically used to evaluate different strategic options?
- (a) SWOT Analysis
 - (b) Gantt Chart
 - (c) PERT Chart
 - (d) Budget Forecasting
5. What is the primary importance of studying Organizational Behavior (OB)?
- (a) To reduce costs and increase profits
 - (b) To improve the overall functioning and productivity of the organization
 - (c) To identify financial risks
 - (d) To focus on technological advancements
6. _____ is a scope of Organizational Behavior?
- (a) Management of finances
 - (b) Understanding organizational culture and climate
 - (c) Developing production schedules
 - (d) Designing marketing strategies
7. According to Transactional Analysis, which of the following is NOT one of the ego states?
- (a) Parent
 - (b) Adult
 - (c) Child
 - (d) leader

8. Which of the following strategies is effective for developing the right attitude in the workplace?
- (a) Promoting avoidance of difficult situations
 - (b) Encouraging positive thinking and self-reflection
 - (c) Avoiding any form of feedback from colleagues
 - (d) Minimizing communication between team members
9. Which of the following types of conflict occurs within an individual?
- (a) Intrapersonal conflict
 - (b) Interpersonal conflict
 - (c) Organizational conflict
 - (d) Task conflict
10. _____ is a key benefit of conflict management in organizations?
- (a) Increased frustration among employees
 - (b) Reduced communication between team members
 - (c) Improved decision-making and problem-solving
 - (d) Complete elimination of disagreements

Section B

(5 × 5 = 25)

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

11. (a) Differentiate between Manager and Entrepreneur.

Or

- (b) Discuss whether management is a science, an art, or both, with relevant examples.

12. (a) Differentiate between strategic planning and operational planning with examples.

Or

(b) Outline the main steps in the decision-making process.

13. (a) Explain the autocratic model of Organizational Behavior.

Or

(b) Explain the supportive model of OB.

14. (a) Briefly explain the factors that contribute to the development of personality.

Or

(b) Explain the concept of ego states in transactional analysis with examples.

15. (a) Differentiate between the traditional and modern views of conflict.

Or

(b) What is the difference between constructive and destructive conflict?

Section C

(5 × 8 = 40)

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

16. (a) Explain the management and discuss how it serves as a process to achieve organizational goals.

Or

- (b) Identify and explain two current trends or issues in management, discussing their impact on organizations.

17. (a) Discuss the different types of planning used in organizations.

Or

- (b) What are the objectives of setting objectives in planning? Explain their importance.

18. (a) Describe the autocratic and custodial models of Organizational Behavior.

Or

- (b) Differentiate between the supportive and collegial models of Organizational Behavior.

19. (a) Compare and contrast the Parent, Adult and Child ego states in Transactional Analysis.

Or

- (h) Discuss the role of personality and attitude in shaping workplace behavior.

20. (a) Discuss the importance of team building in organizations.

Or

(b) Differentiate between constructive and destructive conflict.

C-8721

Sub. Code

31015

M.B.A. DEGREE EXAMINATION, APRIL 2026.

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. In which book is the first recording of a transaction made?
 - (a) Ledger
 - (b) Trial balance
 - (c) Journal
 - (d) Balance sheet

2. Which financial statement is prepared to ascertain the financial position of a business?
 - (a) Profit and loss account
 - (b) Ledger
 - (c) Trial balance
 - (d) Balance sheet

3. The debt-to-equity ratio is classified as:
 - (a) Profitability ratio
 - (b) Liquidity ratio
 - (c) Solvency ratio
 - (d) Activity ratio

4. In the straight-line method, depreciation is:
 - (a) Higher in the initial years
 - (b) Equal over the asset's useful life
 - (c) Based on the asset's usage
 - (d) Calculated only at the end of the useful life

5. What is the primary source of funds in a business?
 - (a) Cash receipts from customers
 - (b) Sale of fixed assets
 - (c) Retained earnings and operations
 - (d) Issuance of equity shares

6. The primary purpose of a cash flow statement is to:
 - (a) Summarize revenue and expenses
 - (b) Report the financial position of the company
 - (c) Show cash inflows and outflows during a specific period
 - (d) Analyze profitability

7. Which of the following is a key assumption of marginal costing?
- (a) Fixed costs vary with production levels
 - (b) Variable costs per unit remain constant
 - (c) Both fixed and variable costs remain constant
 - (d) Sales price changes frequently
8. The margin of safety is calculated as:
- (a) Actual sales - Fixed costs
 - (b) Budgeted sales - Break-even sales
 - (c) Variable costs - Fixed costs
 - (d) Total sales - Variable costs
9. Which of the following is classified as an indirect cost?
- (a) Wages for machine operators
 - (b) Electricity for factory lighting
 - (c) Cost of raw materials
 - (d) Direct labour
10. Variance analysis is used to:
- (a) Forecast future costs
 - (b) Control costs and analyze deviations
 - (c) Prepare budgets
 - (d) Allocate costs to different departments

Part B

(5 × 5 = 25)

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

11. (a) What are the objectives of Accounting?

Or

- (b) Journalise the following:

- * Purchased goods worth Rs. 5,000 less 20% trade discount and 5% cash discount.
- * Withdrew Rs. 500 from bank for personal use.
- * Rs. 2,646 received from Anand in full settlement of Rs. 2,700
- * Bought furniture for Rs. 5,000 from ABC Ltd.
- * Goods worth Rs. 1,000 found defective were returned to Raj & co

12. (a) Explain the significance of the current ratio in assessing financial health.

Or

- (b) An asset is purchased for Rs. 40,000. Depreciation is to be provided annually according to the Straight Line Method. The useful life of the asset is 10 year and the residual value is Rs. 10,000. You are required to find out the rate of depreciation.

13. (a) What are the key components of a fund flow statement?

Or

- (b) Discuss the importance of cash flow statements in decision-making.

14. (a) The following information is obtained from a company for 2022:

Sales Rs. 1,00,000

Variable cost Rs. 60,000

Fixed costs Rs. 30,000

Find the P/V ratio, Break- even Point and Margin of safety.

Or

- (b) Describe the cost-volume-profit relationship in marginal costing.
15. (a) Draw a statement of cost from the following particulars.

particulars	Amount
Opening stock:	
(1) Materials	2,00,000
(2) Work – in – progress	60,000
(3) Finished goods	5,000
Closing stock:	
(1) Materials	1,80,000
(2) Work – in – progress	50,000
(3) Finished goods	15,000
Materials purchased	5,00,000
Direct wages	1,50,000
Manufacturing expenses	1,00,000
Sales	8,00,000
Selling and distribution expenses	20,000

Or

- (b) Discuss the preparation of a cost sheet with its major components.

Part C

(5 × 8 = 40)

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

16. (a) Explain the accounting Concepts and Conventions in details.

Or

- (b) From the following particulars taken from Ramesh's books prepare trading and profit and loss a/c for the year ended 31st December 2005 and the balance sheet as on that date.

Salaries	5,500	Creditors	9,500
Rent	1,300	Sales	32,000
Cash	1,000	Capital	30,000
Debtors	40,000	Loans	10,000
Sundry Expenses	600		
Purchases	25,000		
Buildings	2,500		
Bank Balance	5,600		
	<u>81,500</u>		<u>81,500</u>

Adjustments:

- (i) Closing stock Rs. 900
- (ii) Salary outstanding amounted to Rs. 1,100
- (iii) Rent paid in advance Rs. 100

Provide 5% for doubtful debt against debtors

17. (a) Discuss the role of liquidity, profitability, and solvency ratios in financial analysis.

Or

- (b) Describe the impact of depreciation on a company's profitability and tax liability.

18. (a) From the following balance sheets as on 31 December, you are required to prepare a cash flow statement:

Liabilities	2019	2020	Assets	2019	2020
	(Rs.)	(Rs.)		(Rs.)	(Rs.)
Share capital	1,00,000	1,50,000	Fixed assets	1,00,000	1,50,000
Profit & loss a/c	50,000	80,000	Goodwill	50,000	40,000
General reserve	30,000	40,000	Inventories	50,000	80,000
16% Bonds	50,000	60,000	Debtors	50,000	80,000
Sundry creditors	30,000	40,000	Bills Receivable	10,000	20,000
Expenses O/S	10,000	15,000	Bank	10,000	15,000
	<u>2,70,000</u>	<u>3,85,000</u>		<u>2,70,000</u>	<u>3,85,000</u>

Or

(b) Distinguish between the Fund flow statement and Receipts and payment accounts.

19. (a) Explain the concept of the margin of safety and its significance in evaluating business risk.

Or

(b) Discuss the assumptions and limitations of cost-volume-profit analysis in managerial decision-making.

20. (a) Costs” may be classified according to this nature and a number of characteristics”. Discuss the statement while classified costs.

Or

- (b) From the following particulars, calculate the labour cost per man day of 8 hours.
- (i) Basic salary Rs. 5 per day
 - (ii) Dearness allowance 20 paisa per every point over 100 (cost of living index for worker) current cost of living indexes is 800 points
 - (iii) Leave salary 5% of (1) and (2)
 - (iv) Employers’ contribution to PF 8 % (1) and (2)
 - (v) Employer’s contribution to state insurance 5 % of (1), (2) and (3)
 - (vi) Number of working day in a month 25 date of 8 hours each
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C-8722

Sub. Code

31021

M.B.A. DEGREE EXAMINATION, APRIL 2026

Second Semester

Industry Integrated

MARKETING MANAGEMENT

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. The Process of dividing a market into distinct groups of buyers is called
 - (a) Targeting
 - (b) Segmentation
 - (c) Positioning
 - (d) Promotion

2. Marketing plays a role in building a brand by
 - (a) Limiting product reach
 - (b) Creating emotional and functional connections with consumers
 - (c) Hiding product features
 - (d) Ignoring customer feedback

3. What are the original 4Ps of the marketing mix?
 - (a) Product, people, price, promotion
 - (b) Product, Price, place, promotion
 - (c) Product, Packaging, Promotion, people
 - (d) Price, promotion, people, process

4. What is a primary benefit of adopting the 7Ps marketing mix?
 - (a) Simplifies marketing into only four variables
 - (b) Eliminates the need for market research
 - (c) Helps develop offerings that better serve customer needs
 - (d) Ensure lower marketing budgets.

5. Which of the following describes the purpose of marketing strategy within the plan?
 - (a) To allocate resources to departments
 - (b) To choose target segments and define positioning
 - (c) To create TV commercials only
 - (d) To list competitor's names.

6. What characterizes the decline stage of the product life cycle?
 - (a) Rising profit margins
 - (b) Intense research & development
 - (c) Sales and profits drop competition reduces
 - (d) New market development

7. Which of the following is not one of the major e-commerce types?
- (a) C2B
 - (b) B2C
 - (c) B2B
 - (d) C2C
8. The term ‘mobile commerce’ was coined in 1997 to describe commerce delivered via:
- (a) Desktop PCs
 - (b) Wired networks
 - (c) Handheld wireless devices
 - (d) Traditional storefronts
9. A company sets a high price for its premium – quality organic skincare line because customers associate higher prices with higher quality. This is an example of
- (a) Cost -plus pricing
 - (b) Value -based pricing
 - (c) Penetration policy
 - (d) Dynamic Pricing
10. What makes direct marketing different from traditional advertising?
- (a) It’s more creative
 - (b) It always requires face to face interaction
 - (c) It seeks immediate response and feedback
 - (d) It is used only in business — to business marketing

Part B

(5 × 5 = 25)

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

11. (a) Write the main objectives of marketing.

Or

(b) Distinguish between product orientation and market orientation.

12. (a) What is marketing mix? Explain with examples.

Or

(b) Write the need for developing an effective marketing mix.

13. (a) Define segmentation and list the bases for segmenting consumer markets.

Or

(b) Explain the concept of product life cycle.

14. (a) Explain the internal and external factors influencing pricing decisions.

Or

(b) Explain the concept of cost-based pricing.

15. (a) What are the role of advertising in marketing communications?

Or

(b) Differentiate between personal and non-personal communications channels.

Part C

(5 × 8 = 40)

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

16. (a) Explain the functions of marketing.

Or

- (b) Explain the evolution of marketing management philosophies from production to societal marketing.

17. (a) How can marketers use the marketing mix to position a product in the market?

Or

- (b) Discuss the role of marketing planning and control in the success of a marketing strategy.

18. (a) Describe the steps involved in developing a new product and launching it in the market.

Or

- (b) Analyze the components and importance of Brand Positioning.

19. (a) Detail the various pricing strategies used in marketing and their applications.

Or

- (b) Explain the impact of competition on pricing decisions.

20. (a) Discuss the steps in developing an effective communication strategy in marketing.

Or

- (b) Evaluate the effectiveness of different promotional tools in the marketing mix.
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C-8723

Sub. Code

31022

M.B.A. DEGREE EXAMINATION, APRIL 2026

Second Semester

Industry Integrated

HUMAN RESOURCE MANAGEMENT

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. The strategic goal of HRM is to
 - (a) Sell products
 - (b) Maximize employee productivity
 - (c) Increase stock prices
 - (d) Monitor customer satisfaction
2. Which of the following is not a function of HRM?
 - (a) Recruitment
 - (b) Training
 - (c) Sales
 - (d) Appraisal
3. Human resource planning ensures
 - (a) Budgeting of raw materials
 - (b) Effective utilization of workforce
 - (c) Production increase
 - (d) Marketing reach
4. A job analysis helps in
 - (a) Product marketing
 - (b) Inventory control
 - (c) Defining duties and responsibilities
 - (d) Financial audits

5. Selection tests are conducted to
 - (a) Entertain candidates
 - (b) Compare skills and personality
 - (c) Offer final appointment
 - (d) Complete legal formalities
6. Fringe benefits may include
 - (a) Cash payment
 - (b) Debts
 - (c) Rent collection
 - (d) Meal Vouchers
7. Training helps to
 - (a) Increase errors
 - (b) Improve employee performance
 - (c) Decrease job satisfaction
 - (d) Increase absenteeism
8. On-the-job training involves
 - (a) Seminars
 - (b) Classroom learning
 - (c) Coaching during work
 - (d) Video lectures
9. The main purpose of performance appraisal is _____
 - (a) Product pricing
 - (b) Evaluating employee performance
 - (c) Financial auditing
 - (d) Equipment maintenance
10. One method of performance appraisal is
 - (a) 360-degree feed back
 - (b) Personal loan check
 - (c) Sales pitch
 - (d) Market study

Part B

(5 × 5 = 25)

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

11. (a) Explain the Feature of HRM

Or

(b) Differentiate between Personnel Management and Human Resource

12. (a) Describe the sources of Recruitment.

Or

(b) State the importance of HR planning.

13. (a) Explain the main advantages of training?

Or

(b) Describe the importance of the training phase in the training process.

14. (a) State the objectives of performance appraisal.

Or

(b) Describe the importance of performance appraisal interviews.

15. (a) Explain the benefits of non-financial rewards in an organization?

Or

(b) Explain the essential features of an effective compensation policy.

Part C

(5 × 8 = 40)

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

16. (a) Explain the various functions of HRM.

Or

- (b) Enumerate the evolution of Human Resource Management.

17. (a) Explain the steps involved in the recruitment process.

Or

- (b) Discuss the various models used in Human Resource Planning.

18. (a) Elaborate the different Method of Training.

Or

- (b) Describe the methods used in evaluating the effectiveness of training programs.

19. (a) Explain the essential criteria for an effective performance appraisal system.

Or

- (b) Elucidate the steps involved in conducting a performance appraisal interview.

20. (a) Explain the various types of employee rewards with suitable examples.

Or

- (b) Describe the objectives and functions of employee relations.

C-8724

Sub. Code

31023

M.B.A. DEGREE EXAMINATION, APRIL 2026.

Second Semester

Industry Integrated

FINANCIAL MANAGEMENT

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. What is the primary objective of wealth management?
 - (a) Tax evasion
 - (b) Maximizing short- term profit
 - (c) Preserving and growing a client's wealth
 - (d) Increasing government revenue.

2. Which of the following is included in the calculation of the weighted average cost of capital?
 - (a) Only the cost of capital
 - (b) Only Cost of equity
 - (c) Cost of equity, cost of debt and capital structure properties
 - (d) Cost of sales and interest expenses

3. If the cost of capital increases, the NPV of a project will generally:
 - (a) Increases
 - (b) Stay the same
 - (c) Decrease
 - (d) Be unaffected

4. What does the payback period measure?
 - (a) The total profit of a project
 - (b) The time it takes to recover the initial investment
 - (c) The overall return on equity
 - (d) The interest earned from investment

5. Operating leverage arises due to the presence of:
 - (a) Fixed capital
 - (b) Fixed cost
 - (c) Variable cost
 - (d) Working capital

6. Which theory of capital structure suggests that the cost of capital is minimized at an optimum debt-equity mix?
 - (a) Net Income Approach
 - (b) Net Operating Income Approach
 - (c) MM Hypothesis (with tax)
 - (d) Traditional Approach.

7. Which of the following is NOT a form of dividend?
 - (a) Cash dividend
 - (b) Stock dividend
 - (c) Bonus share
 - (d) Debenture dividend

8. The concept of stable dividend policy emphasizes:
- (a) Increasing dividends every year
 - (b) Keeping dividends constant irrespective of earnings
 - (c) Paying dividends only when profits are high
 - (d) Fluctuating dividends based on market conditions
9. Factoring is related to:
- (a) Purchase of machinery
 - (b) Sale of land
 - (c) Collection of receivables
 - (d) Payment of taxes
10. Which committee recommended norms for inventory and receivables for bank finance?
- (a) Narasimham Committee
 - (b) Tandon Committee
 - (c) Rangarajan Committee
 - (d) Kapoor Committee

Part B

(5 × 5 = 25)

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

11. (a) Differentiate between profit maximization and wealth maximization.

Or

- (b) What are the major finance functions in financial management?

12. (a) Explain the nature and significance of capital investment decisions.

Or

- (b) Briefly describe the steps involved in calculating the Payback Period.

13. (a) Explain the effects of operating and financial leverage on a firm's profitability.

Or

- (b) Discuss the assumptions and implications of the Net Income Approach.

14. (a) Explain the key issues involved in dividend decisions.

Or

- (b) Distinguish between stable dividend policy and fluctuating dividend policy.

15. (a) Explain the significance of working capital for a business firm.

Or

- (b) Differentiate between permanent and temporary working capital with examples.

Part C

(5 × 8 = 40)

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

16. (a) Explain the three key financial decisions—investment, financing and dividend decisions—with suitable examples.

Or

- (b) Discuss the methods of calculating the cost of capital for different sources; debt, preference shares, equity, and retained earnings.

17. (a) Discuss the various investment evaluation criteria used in capital budgeting. Illustrate any two with examples.

Or

- (b) Explain the Net Present Value and Internal Rate of Return methods. How do they differ in evaluating investment projects?

18. (a) Analyse the impact of different financial plans using EBIT-EPS analysis.

Or

- (b) Explain the Modigliani and Miller (MM) Hypothesis with and without taxes.

19. (a) Describe the factors influencing corporate dividend behaviour in practice.

Or

- (b) Analyse the Gordon's Model of dividend relevance and its implications on firm valuation.

20. (a) Discuss the financing of working capital and explain the norms of bank finance with reference to RBI or committee recommendations.

Or

- (b) Explain the dimensions of working capital management and their importance in financial planning.
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C-8725

Sub. Code

31024

M.B.A. DEGREE EXAMINATION, APRIL 2026.

Second Semester

Industry Integrated

OPERATIONS MANAGEMENT

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. Which of the following is NOT a typical function of operations management?
 - (a) Quality control
 - (b) Inventory management
 - (c) Advertising
 - (d) Capacity planning

2. Which stage comes first in the product development process?
 - (a) Prototype creation
 - (b) Idea generation
 - (c) Product launch
 - (d) Market testing

3. Which of the following production types is best suited for custom, one of a kind products?
- (a) Batch production
 - (b) Mass production
 - (c) Project production
 - (d) Continuous production
4. In which production system are standardized products manufactured in large quantities?
- (a) Mass production
 - (b) Job production
 - (c) Batch production
 - (d) Project production
5. Which of the following is a key principle of Just-in-Time production?
- (a) Producing goods in bulk ahead of time
 - (b) Producing goods as per customer demand
 - (c) Maximizing storage of raw materials
 - (d) Encouraging long production lead times

6. Kanban is a system primarily used for:
 - (a) Quality assurance
 - (b) Managing supplier relationships
 - (c) Controlling inventory and workflow
 - (d) Hiring and staffing

7. Which of the following is NOT a type of inventory?
 - (a) Raw materials
 - (b) Work-in-progress
 - (c) Finished goods
 - (d) Final accounts

8. The main objective of inventory control is to:
 - (a) Increase raw material usage
 - (b) Eliminate purchasing costs
 - (c) Maintain optimal stock levels
 - (d) Increase inventory holding cost

9. Which of the following focuses on improving processes to prevent defects?
 - (a) Inspection
 - (b) Quality Assurance
 - (c) Quality Control
 - (d) Acceptance Sampling

10. The primary goal of Total Quality Management (TQM) is:
- (a) Cost reduction only
 - (b) Top management control
 - (c) Continuous improvement and customer satisfaction
 - (d) Product standardization

Part B

(5 × 5 = 25)

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

11. (a) Discuss the key characteristics of a well-designed product.

Or

- (b) Differentiate between product design and product development with examples.

12. (a) Briefly explain the different types of production systems with suitable examples.

Or

- (b) What are the main advantages of batch production over Job production?

13. (a) Explain the key features and benefits of the Just-in-Time (JIT) system in manufacturing.

Or

- (b) What are the main functions of purchasing management?

14. (a) Differentiate between ordering cost and holding cost in inventory systems.

Or

- (b) List and explain any three factors that influence inventory control policies.

15. (a) Define quality and explain the basic concepts of quality management.

Or

- (b) What is a control chart? Briefly explain its purpose and use in quality management.

Part C

(5 × 8 = 40)

Answer **all** Questions by choosing either (a) or (b)

16. (a) Describe the product development process in detail, including technical stages.

Or

- (b) How does effective product design impact the overall performance of an organization? Provide examples.

17. (a) Describe in detail the characteristics, advantages, and limitations of mass production and job production systems.

Or

- (b) What is the Product-Process Matrix? Explain its relevance in aligning production systems with product life cycles.

18. (a) Discuss the concept of Total Quality Management (TQM) and explain how it differs from traditional quality control methods.

Or

- (b) Explain various stock control systems used in inventory management. Provide examples to support your answer.

19. (a) Describe the classification of inventory and explain the purpose of maintaining each type.

Or

- (b) Explain the concept of reorder level. How is it determined, and why is it important in inventory management?

20. (a) Discuss the key differences between Inspection, Quality Control, Quality Assurance, and Total Quality Management (TQM).

Or

- (b) Describe the role of Total Quality Management (TQM) in enhancing organizational performance. Include its principles and benefits.

C-8726

Sub. Code

31025

M.B.A. DEGREE EXAMINATION, APRIL 2026

Second Semester

Industry Integrated

RESEARCH METHODOLOGY

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. Exploratory research is generally:
(a) Experimental (b) Quantitative
(c) Statistical (d) Qualitative
2. Which of the following is a quantitative research design?
(a) Focus group (b) Experimental
(c) Ethnographic (d) Case study
3. Which of the following is a primary data collection method?
(a) Textbooks
(b) Interviews
(c) Government publications
(d) Company records
4. Nominal scale is used to measure:
(a) Magnitude (b) Categories
(c) Order (d) Time

5. The main purpose of a questionnaire is to:
- (a) Observe behaviour
 - (b) Conduct interviews
 - (c) Gather data
 - (d) Analyze results
6. What is meant by stratified sampling?
- (a) Selection from volunteers
 - (b) Dividing population into groups
 - (c) Random selection
 - (d) Selection based on convenience
7. Chi-square test is used for
- (a) Regression analysis
 - (b) Time series
 - (c) Testing association
 - (d) Means comparison
8. The t-test is suitable for:
- (a) Comparing more than two groups
 - (b) Large samples
 - (c) Small sample sizes
 - (d) Testing proportions
9. Which section of a report explains the method used?
- (a) Introduction
 - (b) Conclusion
 - (c) Methodology
 - (d) Summary
10. What is the main purpose of the bibliography section?
- (a) Present data
 - (b) Cite references
 - (c) Analyze findings
 - (d) Show results

Part B

(5 × 5 = 25)

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

11. (a) Elucidate the features of a good research design.

Or

- (b) Explain any five objectives of conducting research in business.

12. (a) Describe the methods available for collecting primary data.

Or

- (b) Discuss the merits and demerits of using secondary data in research studies.

13. (a) Illustrate the importance of editing in data preparation.

Or

- (b) Explain Significance of coding in data analysis.

14. (a) Enumerate the steps in testing a hypothesis?

Or

- (b) Differentiate between Type I and Type II errors in hypothesis testing.

15. (a) Explain five features of a good research report.

Or

- (b) Enumerate the importance of plagiarism awareness and citation ethics in academic report writing.

Part C

(5 × 8 = 40)

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

16. (a) Explain the different types of research with illustrations.

Or

- (b) Describe the process of identifying and defining a research problem.

17. (a) Explain in detail the four levels of measurement.

Or

- (b) Describe the different methods used for collecting data in research.

18. (a) Describe the process of designing an effective questionnaire for a field survey.

Or

- (b) Elucidate in detail the different types of sampling techniques with examples.

19. (a) Describe the process of hypothesis formulation with a suitable example.

Or

- (b) Explain the concept of p-value and its role in hypothesis testing.

20. (a) Explain in detail the structure and contents of a comprehensive research report.

Or

- (b) Elucidate the common mistakes to avoid in report writing.

C-8727

Sub. Code

31032

M.B.A. DEGREE EXAMINATION, APRIL 2026

Third Semester

Industry Integrated

STRATEGIC MANAGEMENT

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. _____ is the first step in the strategic management process.
 - (a) Environmental appraisal
 - (b) Mission formulation
 - (c) Strategy implementation
 - (d) Objective setting
2. _____ is an example of a core competency.
 - (a) High employee turnover
 - (b) Low production cost
 - (c) Proprietary technology
 - (d) General market knowledge
3. What does PEST analysis evaluate?
 - (a) Industry-specific regulations
 - (b) Political, Economic, Social, and Technological factors
 - (c) Internal organizational strengths
 - (d) Competitor pricing strategies

4. Cash cows in the BCG matrix symbolize
- (a) Invest
 - (b) Stable
 - (c) Liquidate
 - (d) Remain diversified
5. _____ corporate strategy involves controlling more stages of the supply chain
- (a) Horizontal integration
 - (b) Vertical integration
 - (c) Diversification
 - (d) Differentiation
6. _____ is the Balanced Scorecard primarily used for
- (a) financial forecasting
 - (b) Measuring strategic performance
 - (c) Conducting PEST analysis
 - (d) Competitive pricing
7. How long is the long term in strategic thinking approximately?
- (a) 1 month to 1 year
 - (b) 2 to 3 years
 - (c) 3 to 5 years
 - (d) More than 5 years
8. BCG matrix is based on
- (a) Attractiveness of industry and business strength
 - (b) Growth of industry and business strength
 - (c) Attractiveness of industry and relative market share
 - (d) Growth rate of industry and relative market share
9. _____ is the foundation of blue ocean strategy.
- (a) Innovation
 - (b) Value creation
 - (c) Value innovation
 - (d) Value cost trade-off

10. In PEST analysis, 'T' stands for_____
- (a) Tactical factors (b) Threat factor
(c) Task factors (d) Technological factors

Part B

(5 × 5 = 25)

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

11. (a) Explain the components of strategic management process. Give examples.

Or

- (b) Why vision and mission statements are important in strategic management?

12. (a) Explain strategic implications of BCG matrix model.

Or

- (b) What are the emerging trends in strategic management?

13. (a) Discuss the advantages and limitations of growth strategies

Or

- (b) Examine the impact of globalization on industry structure.

14. (a) Explain the CSR scenario in Indian industry?

Or

- (b) Describe the different types of strategies

15. (a) Discuss the process of strategic control cycle.

Or

- (b) Explain: (i) Power and Conflict (ii) Strategic control system

Part C

(5 × 8 = 40)

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

16. (a) Describe in detail the SWOT analysis, with illustrations.

Or

- (b) Frame a new business model for any of the social networking sites and explain.

17. (a) Explain the four generic building blocks of competitive advantage.

Or

- (b) Explain resource allocation and its important on strategy implementation.

18. (a) Discuss the importance of GE matrix and Balance score card.

Or

- (b) What is portfolio analysis? Explain the components of portfolio analysis.

19. (a) Explain the salient techniques of strategic evaluation and control.

Or

- (b) Discuss the significance of internet economy in the context of current demonetization scenario.

20. (a) Discuss the McKinsey 7s framework for organisational analysis with an illustration.

Or

- (b) Highlight the role of technology & innovation in strategic management with examples.

C-8728

Sub. Code

31033

M.B.A. DEGREE EXAMINATION, APRIL 2026

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 a small business primarily defined by
 - (a) Number of employees
 - (b) Level of investment
 - (c) Profit margin
 - (d) Annual turnover
2. Which stage involves arranging resources for small businesses?
 - (a) Business exit
 - (b) Crisis management
 - (c) Setting up a business
 - (d) Marketing
3. What does SME stand for?
 - (a) Small & Micro Enterprises
 - (b) Small & Medium Enterprises
 - (c) Small Medium Micro Enterprises
 - (d) Semi Micro Enterprises

4. A significant symptom of sickness in SSIs is
 - (a) High turnover
 - (b) Declining profitability
 - (c) Expansion of market share
 - (d) Surplus inventory
5. Which institution primarily provides financial support to small businesses in India?
 - (a) NABARD
 - (b) IRDAI
 - (c) TRAI
 - (d) SEBI
6. _____ is an institutional facility for SSIs
 - (a) SEZ Special Office
 - (b) Large-Scale Industry Fund
 - (c) MSME Ministry
 - (d) Import-Export Bank for Corporations
7. _____ management function is critical for small business production
 - (a) Human resource management
 - (b) Production management
 - (c) Marketing management
 - (d) Crisis management
8. _____ marketing strategy is best suited for small businesses.
 - (a) Targeted niche marketing
 - (b) Mass marketing
 - (c) High-budget advertising
 - (d) No marketing efforts
9. _____ is an export document required by small businesses.
 - (a) Internal Sales Report
 - (b) Letter of Intent
 - (c) Financial Reconciliation Form
 - (d) Bill of Lading

10. Mushroom cultivation is an example of
- (a) A low-investment agro-business
 - (b) A service-based enterprise
 - (c) A high-capital industry
 - (d) A declining business sector

Part B

(5 × 5 = 25)

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

11. (a) Discuss the advantages and disadvantages of small businesses.

Or

- (b) Explain different stages of small business.

12. (a) Explain the factors influencing growth of small-scale industries.

Or

- (b) Explain the causes and symptoms of sickness in SSIs.

13. (a) Discuss prospects of SSI in free economy.

Or

- (b) Discuss the role of NABARD in promoting SSIs.

14. (a) How do state-level institutions contribute to the development of small enterprises?

Or

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

15. (a) What are the key components of office management in small enterprises?

Or

- (b) Discuss the role of strategic management in small business planning.

Part C

(5 × 8 = 40)

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

16. (a) Elaborate the steps in setting up a small business, with illustrations.

Or

- (b) Describe the steps and legal requirements for establishing a new business unit in India.

17. (a) Discuss the characteristics of small business to be successful.

Or

- (b) Explain the relationships between small and large units in India.

18. (a) Describe the features of small business in economic development.

Or

- (b) What are incentives and subsidies? Name the different subsidies available to small scale industries.

19. (a) Describe the major functional areas of small business management.

Or

- (b) Evaluate the challenges and solutions in managing a small business office effectively.

20. (a) Write a detailed report on food and fruit processing units as global opportunities for small businesses.

Or

- (b) Evaluate the contribution of women SHGs to micro-enterprises and rural development.

C-8729

Sub. Code

31034A

M.B.A. DEGREE EXAMINATION, APRIL 2026

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. Branding applies to
 - (a) Only consumer goods
 - (b) Only luxury products
 - (c) Only digital businesses
 - (d) Products, services, and organizations

2. Which of the following is NOT a key consideration in brand budget planning?
 - (a) Advertising expenses
 - (b) Production costs
 - (c) Market trends
 - (d) Competitor analysis

3. What does IMC stand for in brand building?
 - (a) Integrated Market Communication
 - (b) Integrated Marketing Communication
 - (c) International Market Campaign
 - (d) Innovative Marketing Channels

4. The Customer-Based Brand Equity (CBBE) model was developed by
 - (a) David Aaker
 - (b) Kevin Lane Keller
 - (c) Philip Kotler
 - (d) Al Ries

5. The vertical axis in the Product-Brand Matrix represents
 - (a) Product types
 - (b) Brand hierarchy
 - (c) Consumer segments
 - (d) Advertising spend

6. Which pricing strategy is commonly used in the Product Life Cycle (PLC) stage?
 - (a) Penetration pricing
 - (b) Declining pricing
 - (c) Cost-plus pricing
 - (d) Wholesale pricing

7. Effective market segmentation is based on
- (a) Consumer behavior, demographics, and psychographics
 - (b) Competitor strategies alone
 - (c) The company's budget size
 - (d) Random market selection
8. One of the key challenges of globalizing a brand is
- (a) Identifying local suppliers
 - (b) Understanding diverse consumer behavior
 - (c) Setting high product prices
 - (d) Developing regional advertising campaigns
9. Developed markets are characterized by
- (a) Limited opportunities for brand growth
 - (b) Consumer loyalty and high purchasing power
 - (c) Inconsistent demand for branded products
 - (d) Less competition in the branding space
10. In the context of global branding, trademarks :
- (a) Are irrelevant once a brand is established internationally
 - (b) Must be registered individually in each market where the brand operates
 - (c) Should be disregarded in emerging markets
 - (d) Can be copied freely once registered in one country

Part B

(5 × 5 = 25)

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

11. (a) What is co-branding? Explain its advantages and disadvantages.

Or

- (b) Explain the responsibilities of a Brand Manager in a company.

12. (a) Outline how social media marketing influences brand positioning.

Or

- (b) List out the importance of consistency in brand messaging.

13. (a) Discuss the challenges of branding services vs. branding products.

Or

- (b) Describe the Brand Resonance Pyramid and its different levels.

14. (a) What is Brand Extension? Give two examples of successful brand extensions.

Or

- (b) Explain Product-Line Pricing with examples from the retail industry.

15. (a) What are the primary differences between emerging and developed markets in global branding?

Or

- (b) How can a brand build Customer-Based Brand Equity on a global scale?

Part C

(5 × 8 = 40)

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

16. (a) ‘Branding is more than just a logo’. Discuss this statement with relevant examples.

Or

- (b) Evaluate the impact of strong branding on customer perception and business profitability.

17. (a) Explain the role of packaging in branding and consumer decision-making, citing industry examples.

Or

- (b) Discuss the concept of brand equity and its importance.

18. (a) Compare and contrast the Brand Asset Valuator (BAV) model and the Brand Resonance Pyramid.

Or

- (b) Explain the key challenges and strategies for branding services compared to physical products.

19. (a) Discuss the impact of branding strategies on customer loyalty and market share.

Or

- (b) Analyse how can brands leverage live projects and case studies to refine their branding strategies.

20. (a) Compare and contrast standardization and customization strategies in global branding.

Or

(b) Evaluate the challenges faced by global brands in terms of cultural adaptation and product customization.

C-8732

Sub. Code

31034D

M.B.A. DEGREE EXAMINATION, APRIL 2026

Third Semester

Industry Integrated

CONSUMER BEHAVIOUR

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. What is the relationship between a consumer and a customer?
 - (a) They are always the same
 - (b) They are mutually exclusive
 - (c) They can overlap
 - (d) They are opposites

2. What recent technology is widely used in consumer profiling?
 - (a) Artificial Intelligence (AI)
 - (b) Telecommunication systems
 - (c) Manual surveys
 - (d) Manufacturing automation

3. In perception, what is selective attention?
 - (a) Ignoring all information presented
 - (b) Paying attention only to messages relevant to personal interests
 - (c) Remembering every brand advertisement
 - (d) Filtering out advertisements from competitors

4. Which of the following is an example of reinforcement in marketing?
 - (a) A free sample provided after completing a survey
 - (b) Offering a limited edition product
 - (c) Launching a new logo
 - (d) Changing the product packaging

5. What type of external influence does a peer group exert on consumer behavior?
 - (a) Psychological
 - (b) Personal
 - (c) Group influence
 - (d) Cognitive

6. Limited problem-solving involves
 - (a) A lengthy decision-making process with multiple evaluations
 - (b) Frequent purchases with habitual decision-making.
 - (c) Minimal research and moderate evaluation of alternatives
 - (d) Impulsive purchasing without any evaluation

7. The EBM model focuses on
 - (a) The influence of cultural factors
 - (b) Habitual decision-making processes
 - (c) A structured, logical sequence of consumer decisions
 - (d) Only the impact of advertisements.

8. Global vs. Local Customers differ mainly in terms of
 - (a) Purchasing frequency
 - (b) Product quality expectations
 - (c) Brand loyalty and cultural influences
 - (d) Income levels only

9. The Consumer Protection Act defines a 'consumer' as a person who
 - (a) Engages in resale of goods for profit
 - (b) Purchases goods or services for personal use
 - (c) Sells goods to end users
 - (d) Manufactures products for the market

10. The Right to choose allows consumers to
 - (a) Demand only branded products
 - (b) Select products or services without pressure or influence
 - (c) Seek replacement for any purchased item
 - (d) Demand discounts on all goods

Part B

(5 × 5 = 25)

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

11. (a) What are the recent developments in consumer profiling, and how do they benefit marketers?

Or

- (b) Describe psychographic profiling and its significance in consumer profiling.

12. (a) Explain the role of Indian advertisements in shaping consumer perception.

Or

- (b) How does observational learning (modeling) influence consumer behavior? Provide an example.

13. (a) Describe the Multi-Attribute Attitude Model and its application in marketing.

Or

- (b) How do social values influence consumer behavior? Provide suitable examples?

14. (a) Describe the Engel-Blackwell-Miniard Model and its relevance in consumer behavior analysis.

Or

- (b) Discuss how marketers can use consumer decision-making models to develop effective marketing strategies.

15. (a) How do cultural factors influence consumer buying decisions in different regions?

Or

- (b) Discuss the role of multinational corporations in ensuring ethical consumer practices.

Part C

(5 × 8 = 40)

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

16. (a) Critically evaluate the advantages and disadvantages of psychographic profiling in consumer segmentation.

Or

- (b) How do lifestyle and personality-based profiling contribute to brand positioning and product innovation?
17. (a) How do recognition and recall measures impact the effectiveness of advertising campaigns? Discuss with examples.

Or

- (b) Critically analyze how consumer perception and learning theories help in designing effective brand communication strategies.
18. (a) Evaluate the Theory of Trying-to-Consume and its relevance in understanding consumer decision-making.

Or

- (b) Examine the role of demographics in shaping consumer behavior and marketing strategies.
19. (a) Analyze the four views of consumer decision-making and their relevance in marketing strategies.

Or

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

20. (a) Examine the challenges faced by companies in designing multinational marketing strategies and suggest possible solutions.

Or

- (b) Discuss the role of digital platforms in protecting consumer rights and addressing consumer grievances.
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C-8733

Sub. Code

31035A

M.B.A. DEGREE EXAMINATION, APRIL 2026

Third Semester

Industry Integrated

SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. Equity shareholders rights are listed below. One of the rights is incorrect
 - (a) Right to have first claim in the case of winding of the company
 - (b) Right to vote at the general body meeting of the company
 - (c) Right to share profits in the form of the dividends
 - (d) Right to receive a copy of the statutory report

2. In the case of non-voting shares
 - (a) The rights of voting stocks and non-voting stocks are similar
 - (b) Rights and bonus issues for non-voting shares can be issued in the form of voting shares
 - (c) The non-voting shares would become voting shares after a particular period of time
 - (d) Non-voting shares carry higher dividends instead of voting rights

3. Markowitz approach has roots in
 - (a) Good portfolio management
 - (b) Proper entry and exit in the market
 - (c) Estimated of stock return
 - (d) Analyzing the risk and return related to stocks
4. The unsystematic risk is explained by
 - (a) Variance of the index
 - (b) Unexplained variance of the index
 - (c) Explained variance of the index
 - (d) None of the above
5. Violation of a trend line mean
 - (a) Moving away from the trend line
 - (b) Changing the direction
 - (c) Penetration of the trend line
 - (d) Cutting the rising trend line from above
6. In an arbitrage portfolio, the change in the proportions of different securities will add up to
 - (a) Zero
 - (b) Greater than one
 - (c) Less than one
 - (d) Equal to one
7. Identify the uncontrollable risk of a company
 - (a) Labour problem
 - (b) Increase in loan service charges
 - (c) Cut in subsidy
 - (d) Technological obsolescence
8. Riding the yield curve means
 - (a) Switching over from short term bonds to long term when the latter yields better
 - (b) Switching from bonds to stocks
 - (c) Switching over from long term bonds to shorts term bonds to get more yield
 - (d) Switching over to short term bond to long term bonds when yield curve is download sloping

9. The Sharpe index assigns the high value to funds that have
- (a) Low standard deviations
 - (b) Higher returns
 - (c) Higher risk adjusted return
 - (d) Higher risk premium
10. Jensen's performance index gives important
- (a) To the asset combination
 - (b) Professional management
 - (c) The market condition
 - (d) The predictive ability of the manager

Part B

(5 × 5 = 25)

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

11. (a) What are the investor's objectives in investing his funds in the stock market?
- Or
- (b) Define derivatives explain the terms option and futures.
12. (a) How would minimize the various risk exposures?
- Or
- (b) What is superfluous diversification? What problem frequently exist when a portfolio is diversified superfluously?
13. (a) What are the basic assumptions of CAPM?
- Or
- (b) Define the various forms of the market & efficiency. What do they have in common?
14. (a) "Speculators prefer stock option"- discuss?
- Or
- (b) How does ratio analysis reflect the financial health of a company?

15. (a) Define hedge fund. How do hedge funds attract investors?

Or

- (b) Explain the Treynor index of portfolio performance.

Part C

(5 × 8 = 40)

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

16. (a) Explain the process of investment undertaken by the investor.

Or

- (b) Discuss the functions of the primary market.

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

Or

- (b) Explain the Sharpe index model. How does it differ from Markowitz Model?

18. (a) Explain the advantages APT over CAPM? Explain in detail.

Or

- (b) Discuss the results of the studies that support the semi-strong form of EMIT.

19. (a) Explain the pros and cons of option markets.

Or

- (b) Discuss the term structure of the interest rate? How do theories explain the term structure of the interest rate.

20. (a) State the reason for the Treynor and Sharpe indices giving conflicting performance ranking.

Or

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

C-8738

Sub. Code

31036C

M.B.A. DEGREE EXAMINATION, APRIL 2026

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. A simple Tool in human resource planning to assess workforce needs is _____.
 - (a) SWOT analysis
 - (b) Job descriptions
 - (c) Exit interview
 - (d) Customer feedback surveys

2. Which of the following is considered an external source of talent?
 - (a) Internal promotions
 - (b) Job rotation
 - (c) Employee training programs
 - (d) Outsourcing and consulting firms

3. _____ can be used in job analysis to gather information from employees.
- (a) Focus groups
 - (b) Job questionnaires
 - (c) Interviews
 - (d) All of the above
4. _____ is a social media platform commonly used as a recruitment tool to find candidates.
- (a) Facebook
 - (b) Twitter
 - (c) LinkedIn
 - (d) Instagram
5. A cost-effective method often used for recruitment that helps keep the recruitment budget low _____
- (a) Head-hunting
 - (b) Employee referrals
 - (c) Newspaper advertisements
 - (d) Job fairs
6. What is a false negative selection error?
- (a) Rejecting a qualified candidate
 - (b) Selecting an unqualified candidate
 - (c) Hiring a candidate who doesn't meet the job requirements
 - (d) Accepting a candidate with a high probability of success

7. Which of the following is a key component of a talent audit?
- (a) Financial audit
 - (b) Skills gap analysis
 - (c) Market segmentation
 - (d) Product lifecycle analysis
8. In performance management, SMART goals refer to
- (a) Specific, Measurable, Achievable, Relevant, Time-bound goals
 - (b) Simple, Marketable, Attainable, Reliable, Tangible goals
 - (c) Strategic, Modern, Actionable, Reasonable, Timeless goals
 - (d) Secure, Manageable, Applicable, Responsible, Timid goals
9. _____ is often used for managing the talent pipeline.
- (a) Customer Relationship Management (CRM) software
 - (b) Inventory management software
 - (c) Quillbot
 - (d) Applicant Tracking System (ATS)

10. _____ style focuses on building consensus and reaching decisions through collaboration.
- (a) Autocratic leadership
 - (b) Democratic leadership
 - (c) Bureaucratic leadership
 - (d) Laissez-fair leadership

Part B

(5 × 5 = 25)

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

11. (a) Differentiate between Talent and knowledge people.
- Or
- (b) List the various sources of talent.
12. (a) Write in brief about Job description and its components.
- Or
- (b) How to develop questionnaire for Job analysis?
13. (a) Define Assessment centres. State its uses.
- Or
- (b) Explain about reliability and validity tests.
14. (a) Write in brief about career management and its benefits to organisation.
- Or
- (b) Enumerate the elements of talent management.

15. (a) List and explain three methods organizations can use to attract top talents to company.

Or

- (b) Define leadership development and explain its importance in modern organizations.

Part C

(5 × 8 = 40)

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

16. (a) Write a detailed note on Human resource planning.

Or

- (b) Discuss the key processes of talent management.

17. (a) Describe the process of HR planning.

Or

- (b) Explain the methods of collecting information for Job analysis.

18. (a) Enumerate the various sources of recruitment.

Or

- (b) Explain the selection process in detail.

19. (a) Write in detail about attraction and retention policies.

Or

- (b) Describe the role of Learning and development in effective talent management.

20. (a) Evaluate the impact of talent management on employee retention and organizational culture.

Or

(b) Discuss the challenges organizations face when building an effective talent pipeline and suggest ways to overcome them.

C-8741

Sub. Code

31037C

M.B.A. DEGREE EXAMINATION, APRIL 2026

Third Semester

Industry Integrated

EXPORT AND IMPORT MANAGEMENT

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. The United States is primarily a leading player in _____ trade segment.
 - (a) Services trade
 - (b) Agricultural commodities
 - (c) Textiles
 - (d) Mining

2. India's rank in global merchandise trade is approximately:
 - (a) Top 5
 - (b) 10th
 - (c) 18th
 - (d) 20th

3. _____ global rule ensures uniformity in export contracts.
 - (a) UCP 600 of ICC
 - (b) General Data Protection Regulation (GDPR)
 - (c) Basel III norms
 - (d) Kyoto Protocol

4. _____ document helps verify the authenticity of a buyer.
- (a) Letter of Credit
 - (b) Importer's Exporter Code (IEC)
 - (c) Creditworthiness report
 - (d) Certificate of Origin
5. _____ regulatory document is necessary for customs clearance in India.
- (a) Export License (b) Bill of Entry
 - (c) Shipping Bill (d) Certificate of Analysis
6. _____ is used in air freight to provide details about the shipment.
- (a) Bill of Lading (b) Airway Sill
 - (c) Packing List (d) Commercial Invoice
7. The use of forward contracts in trade is primarily aimed at mitigating:
- (a) Operational risks (b) Commercial risks
 - (c) Currency risks (d) Political risks
8. _____ is an export promotion scheme in India.
- (a) GST Refund Scheme
 - (b) Duty Drawback Scheme
 - (c) Income Tax Relief for Exporters Scheme
 - (d) Capital Subsidy Scheme
9. _____ is NOT a type of global procurement.
- (a) Direct procurement
 - (b) Indirect procurement
 - (c) Turnkey procurement
 - (d) Virtual procurement

10. _____ is mandatory for customs clearance of imported goods.
- (a) Letter of Credit (b) Bill of Entry
(c) Proforma Invoice (d) Packing List

Part B

(5 × 5 = 25)

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

11. (a) Discuss the role of tariff benefits in trade agreements.

Or

- (b) Explain India's position in global merchandise trade and services trade.

12. (a) Describe the role of market research in identifying a suitable product for export.

Or

- (b) Explain the registration procedure for an exporter in India.

13. (a) Illustrate the role of e-databases and online platforms in simplifying trade documentation.

Or

- (b) Discuss the various risks covered under an export insurance policy.

14. (a) Explain the distinction between pre-shipment and post-shipment finance with suitable examples.

Or

- (b) Describe the function of ECGC in export financing.

15. (a) Explain the tendering process in global procurement.

Or

- (b) Describe the role of customs regulations in the import process.

Part C

(5 × 8 = 40)

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

16. (a) Describe the factors that determine India's major export and import destinations.

Or

- (b) Discuss the challenges faced by India in improving its ranking in world merchandise trade.

17. (a) Explain the significance of dispute resolution clauses in export contracts.

Or

- (b) Compare different terms of payment used in international trade.

18. (a) Discuss the importance of maintaining accurate and compliant documentation in export-import transactions.

Or

- (b) Elaborate the role of the Certificate of Origin in international trade.

19. (a) Discuss the role of insurance in mitigating commercial and political risks in international trade.

Or

- (b) Explain the impact of currency fluctuations on export trade.

20. (a) Illustrate the different types of Bills of Entry and their specific purposes.

Or

- (b) Explain the different types of import licenses issued in India and their respective purposes.

C-8742

Sub. Code

31038A

M.B.A. DEGREE EXAMINATION, APRIL 2026

Third Semester

Industry Integrated

BUSINESS ANALYTICS & IT CONSULTING

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. _____ is most suitable for visually mapping out the steps of a business process.
 - (a) SWOT analysis
 - (b) BPMN flowcharting
 - (c) Pareto analysis
 - (d) Root cause analysis

2. _____ is primarily used for modelling business processes.
 - (a) JIRA
 - (b) Visio
 - (c) Selenium
 - (d) Kubernetes

3. _____ is the primary purpose of a Requirements Traceability Matrix (RTM).
 - (a) Identifying gaps in system architecture
 - (b) Mapping requirements to test cases and project deliverables
 - (c) Defining business workflows
 - (d) Conducting cost-benefit analysis

4. _____ is primarily responsible for defining business needs.
 - (a) IT development team
 - (b) End-users
 - (c) Project managers
 - (d) Business owners and executives

5. _____ is a disadvantage of conducting focus groups for elicitation.
 - (a) Expensive and time-consuming
 - (b) Limited input from stakeholders
 - (c) Subject to groupthink and bias
 - (d) Ineffective for gathering qualitative data

6. _____ method is best suited for gathering feedback on an early-stage software prototype.
 - (a) Observation
 - (b) Workshops
 - (c) Surveys
 - (d) Job shadowing

7. _____ is not a common investigative technique used in consultancy.
- (a) SWOT analysis
 - (b) Benchmarking
 - (c) Machine learning algorithms
 - (d) Interviews
8. _____ phase in a consultancy assignment involves evaluating multiple solution options before implementation.
- (a) Contracting phase
 - (b) Solution appraisal and evaluation
 - (c) Business needs assessment
 - (d) Closure and review
9. _____ involves sharing risks with third parties, such as insurers or vendors.
- (a) Risk mitigation
 - (b) Risk transfer
 - (c) Risk avoidance
 - (d) Risk acceptance
10. The knowledge transfer to the client is important after a consultancy assignment _____.
- (a) To ensure the client becomes self-sufficient in managing solutions
 - (b) To justify higher consulting fees
 - (c) To reduce the need for documentation
 - (d) To increase project scope

Part B

(5 × 5 = 25)

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

11. (a) Explain briefly about the Business Analysis Framework.

Or

- (b) Discuss in short about Business Process Re-Design.

12. (a) Elucidate the Transition Requirement in short.

Or

- (b) Describe about mapping briefly.

13. (a) Explain in short about the process of conducting elicitation.

Or

- (b) Discuss about the confirmation of elicitation results briefly.

14. (a) Explain briefly about the Identification of Problems and Business Needs.

Or

- (b) Illustrate in short about Solution Appraisal and Evaluation.

15. (a) Explain briefly about Progress Monitoring.

Or

- (b) Briefly explain about Quality Management Systems.

Part C

(5 × 8 = 40)

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

16. (a) Elucidate about the Business Analysis Levels in detail.

Or

- (b) Explain about the activities of an IT Business Analyst in detail.

17. (a) Compare and contrast between Functional and Non-Functional Requirements in detail.

Or

- (b) Describe the different types of requirements in detail.

18. (a) Explain in detail about the different Elicitation Tasks.

Or

- (b) Discuss about the Documentation of Elicitation Results in detail.

19. (a) Illustrate in detail about Diagnosis and Solution Definition.

Or

- (b) Explain in detail about the process of Generating Options.

20. (a) Elucidate in detail about Team Management and Delegation.

Or

- (b) Outline in detail about Transferring experience to the client.
-

C-8745

Sub. Code

310310 A

M.B.A. DEGREE EXAMINATION, APRIL 2026

Third Semester

Industry Integrated

AFFILIATE MARKETING & 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 key component of affiliate marketing?
 - (a) Creating and managing content on a website
 - (b) Advertisers paying commissions to affiliates for driving sales or leads
 - (c) Developing new products for resale
 - (d) Managing customer support for e-commerce stores

2. Which of the following is a key responsibility in media management?
 - (a) Creating content for a brand's social media accounts
 - (b) Developing website design and UI
 - (c) Writing blog posts for the company's website
 - (d) Managing the distribution and scheduling of media assets across platforms

3. Which of the following is an effective strategy for targeting online customers?
 - (a) Relying solely on traditional advertising methods
 - (b) Personalizing content and offers based on customer behavior
 - (c) Ignoring customer feedback
 - (d) Offering the same product to every customer without customization

4. Which of the following is a common benefit for customers using free coupons on online stores?
 - (a) Discounts on non-digital products only
 - (b) Extra shipping charges
 - (c) Reduced prices on selected products or services
 - (d) Free membership for lifetime

5. Which of the following is the primary role of an affiliate partner in a marketing program?
 - (a) To create and manage the products being sold
 - (b) To promote a company's products or services in exchange for a commission
 - (c) To manage customer support and refunds
 - (d) To provide inventory management services

6. Which of the following best describes the Pay-Per-View (PPV) model?
 - (a) Advertisers pay for content placement on a website
 - (b) Content creators are paid based on the number of likes their content receives
 - (c) Users subscribe to a service for unlimited access
 - (d) Viewers pay to access individual pieces of content, such as a video or event

7. Which of the following is a characteristic of physical products?
- (a) They are intangible and cannot be touched
 - (b) They are typically stored in digital formats
 - (c) They require shipping and handling to reach customers
 - (d) They are only sold through online platforms
8. What is the primary function of a service affiliate network?
- (a) To create and sell physical products
 - (b) To connect service providers with affiliates who promote their services in exchange for a commission
 - (c) To manage customer payments and billing
 - (d) To develop software for affiliates to use
9. What is the primary purpose of Google AdSense?
- (a) To Enable Website owners to earn money by displaying ads on their site
 - (b) To allow advertisers to create their own websites
 - (c) To manage customer data for businesses
 - (d) To provide free hosting services

10. What is the main goal of Search Engine Optimization (SEO)?
- (a) To create paid advertisements for a website
 - (b) To improve a website's visibility and ranking in search engine results
 - (c) To develop the design and layout of a website
 - (d) To manage a website's server infrastructure

Part B

(5 × 5 = 25)

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

11. (a) Discuss about affiliate marketing and its importance.

Or

- (b) Define the terms product attributes, idea, and target audience.

12. (a) Write down the affiliate marketing types and their impact.

Or

- (b) Discuss targeting the online customer and its merits and demerits.

13. (a) Discuss about the data metrics and its types.

Or

- (b) Describe the term user sensitivity and its importance

14. (a) Discuss about affiliate program plan.

Or

(b) Differentiate physical products and digital products.

15. (a) Discuss the nature and need of the right mix of ads.

Or

(b) Write a short note on Google AdSense and its implications.

Part C

(5 × 8 = 40)

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

16. (a) Elaborate the changing advertising dimensions and business promotion monetization.

Or

(b) What are affiliate partners? Write about the scope and need of affiliate partners.

17. (a) Elaborate the training of usage of products, TV time, and product previews. Point out the current scenario related to affiliate marketing.

Or

(b) Describe the discount codes on click and free coupon online stores, list out the merits and demerits.

18. (a) What is the monetization of affiliate marketing? give some examples in a detailed manner.

Or

(b) Narrate pay-per-view, pay-per-click and its applications, point out the factors of it.

19. (a) Describe services affiliate networks and its applications and scope of the affiliate networks.

Or

- (b) Narrate how to find affiliate product and its terms and conditions.

20. (a) Elaborate the business model and its importance and application in a precise manner.

Or

- (b) Narrate, the affiliate partner and business catalyst and its impact in the business promotion.
-

C-8748

Sub. Code

31041

M.B.A. DEGREE EXAMINATION, APRIL 2026

Fourth Semester

Industry Integrated

BUSINESS ETHICS AND CORPORATE GOVERNANCE

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. Which of the following best defines ethics?
 - (a) Set of company policies
 - (b) Personal hobbies
 - (c) Principles governing right and wrong conduct
 - (d) Business profits

2. What is one objective of business ethics?
 - (a) Increase costs
 - (b) Promote unfair competition
 - (c) Ensure fairness and integrity
 - (d) Hide information

3. The Kohlberg's model focus on
 - (a) Profit-making only
 - (b) Levels of moral development
 - (c) Gender-based ethics
 - (d) Financial planning

4. Ethical organization to be defined as
 - (a) A company that earns high profits
 - (b) An organisation with legal advisors
 - (c) A company that follows ethical standards and values
 - (d) A political institution

5. The purpose of ethical codes in business is
 - (a) To increase production speed
 - (b) To standardize employee dress codes
 - (c) To guide moral behavior and decision making
 - (d) To reduce taxation

6. Which of the following is an unethical financial practice?
 - (a) Timely auditing
 - (b) Proper tax filing
 - (c) Tax evasion
 - (d) Budget planning

7. What is an ethical dilemma in an organisation?
- (a) A choice between two profitable projects
 - (b) A situation involving a conflict between moral imperatives
 - (c) Budget shortage
 - (d) Promotion planning
8. Environmental ethics focus on
- (a) Brand promotion
 - (b) Profit margins
 - (c) Responsibilities towards the natural world
 - (d) Employee bonuses
9. The primary goal of corporate governance
- (a) Reducing employee salaries
 - (b) Ensuring ethical management and accountability
 - (c) Increasing product price
 - (d) Avoiding stakeholder involvement
10. The CII Code on Corporate Governance in India was proposed by:
- (a) RBI
 - (b) NITI Aayog
 - (c) Confederation of Indian Industry (CII)
 - (d) Indian Parliament

Part B

(5 × 5 = 25)

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

11. (a) Describe ethics. What is its significance in modern society?

Or

- (b) What factors influence the ethical behaviour of a business?

12. (a) Briefly explain Kohlberg's model of moral development.

Or

- (b) Describe any three ethical issues that managers commonly face.

13. (a) What are ethical codes and why are they important in business management?

Or

- (b) Discuss the role of ethics in HR, especially in areas like compensation and workplace behavior.

14. (a) Define ethical dilemma. What are common examples in organisational settings?

Or

- (b) List out the role of social responsibility in business.

15. (a) Who are the major parties involved in corporate governance?

Or

- (b) Explain any two features of India's Corporate Governance Framework.

Part C

(5 × 8 = 40)

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

16. (a) Explain the objectives of business ethics and how they contribute to responsible business conduct.

Or

- (b) Elaborate on the Objectives of Business Ethics.

17. (a) Compare and contrast Kohlberg's and Carol Gilligan's models of moral development.

Or

- (b) Explain about the ethical issues that arise for managers in ethical organisations.

18. (a) Evaluate the consequences of unethical activities such as tax evasion and lack of transparency in business.

Or

- (b) Analyze the implications of workplace harassment and how ethical frameworks can address them.

19. (a) Discuss gender ethics in detail. How can organisations address gender-based inequalities and harassment?

Or

- (b) Evaluate the role of social responsibility in enhancing corporate image and stakeholder trust.

20. (a) Discuss in detail the need for corporate governance and the role it plays in ethical management.

Or

- (b) What are the major recommendations of the CII Code on Corporate Governance? How has it influenced business practices in India?
-

C-8749

Sub. Code

31043A

M.B.A. DEGREE EXAMINATION, APRIL 2026

Fourth Semester

Industry Integrated

SERVICES MARKETING

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. Introduction of a new service of low price.
(a) Skimming price (b) Penetration pricing
(c) Premium pricing (d) Price lining
2. Tariff is paid for
(a) Utilities (b) Insurance
(c) Property usage (d) Employee service
3. Customer expectations are
(a) Customer perception
(b) Subjective assessment
(c) Beliefs
(d) Standard of performance
4. Blueprint are
(a) Process flow decisions
(b) Basic technological decision
(c) Specific equipment decision
(d) Conversion (or) material decision

5. The key factor leading to not knowing, what customers expect is
- (a) Poor service design
 - (b) Absence of customer defined standards
 - (c) Failure to match supply & demand
 - (d) Insufficient relationship focus
6. What is a characteristics that distinguishes service from goods?
- (a) Tangibility (b) Perishability
 - (c) Homogeneity (d) Durability
7. What does macro environment in service marketing refers to?
- (a) Internal company factors
 - (b) External uncontrollable factors
 - (c) Customer preferences
 - (d) Marketing mix elements
8. Digital marketing is often referred to as
- (a) Online marketing
 - (b) Web marketing
 - (c) Internet marketing
 - (d) All of the above
9. Banking is example of
- (a) Production services
 - (b) Business services
 - (c) Consumer services
 - (d) Government provided services

10. Which of the following is not an element of physical evidence?
- (a) Motivation (b) Team work
(c) Customer training (d) Flow of activities

Part B

(5 × 5 = 25)

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

11. (a) What are the various methods of pricing used for service product?

Or

- (b) Briefly explain demand based pricing.

12. (a) Write a brief note on expected quality of service and delivered quality of service.

Or

- (b) Describe briefly the gaps in service quality.

13. (a) State the distinction between advertising and sales promotion.

Or

- (b) Justify the need for applying marketing strategies in the financial service.

14. (a) Discuss the impact of technology on certain service businesses.

Or

- (b) Explain the service production concepts related to service productivity.

15. (a) Enumerate the benefits of service blueprint.

Or

- (b) Explain the characteristics of services.

Part C

(5 × 8 = 40)

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

16. (a) Explain the economic significance of the services sector and its role in modern economics.

Or

- (b) Discuss the role of the service cape in shaping customer perceptions and experiences.

17. (a) Discuss the importance of customer relationship in service marketing.

Or

- (b) Define the macro environment in the context of service marketing.

18. (a) How to past experience contributes to customer expectations in the service marketing?

Or

- (b) Discuss the role of customer expectations in the service industry.

19. (a) How do the expectations impact customer satisfaction and loyalty.

Or

- (b) In advertising a must service marketing. Discuss.

20. (a) Formulate a marketing mix for a few select services.

Or

- (b) Explain the marketing mix elements of Communication Services.

C-8750

Sub. Code

31043 C

M.B.A. DEGREE EXAMINATION, APRIL 2026

Fourth Semester

Industry Integrated

MARKETING ANALYTICS

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. What is the term for the practice of analyzing customer data to create detailed profiles and understand customer preferences?
 - (a) Data mining
 - (b) Data analysis
 - (c) Predictive modeling
 - (d) Customer profiling

2. What is the purpose the real time analytics in marketing?
 - (a) To analyze historical data and identity patterns
 - (b) To optimize marketing campaigns in real time
 - (c) To forecast future customer behaviour and trends
 - (d) To measure campaign performance

3. What is the term for the process of analyzing customer data to identify pattern and trends
 - (a) Descriptive analysis
 - (b) Predictive analysis
 - (c) Prescriptive analysis
 - (d) Diagnostic analysis

4. Which one is not a part of the 4 Ps?
 - (a) Product
 - (b) People
 - (c) Price
 - (d) Place

5. Who is the Father of modern marketing?
 - (a) Philip Kotler
 - (b) Peter Drucker
 - (c) Abraham Maslow
 - (d) Raymond Kroc

6. Which one of the these is an appropriate definition of want?
 - (a) The desires of consumers
 - (b) Needs related to society
 - (c) Basic human needs
 - (d) Needs directed to the product

7. According to Philip Kotler marketing is _____.
 - (a) A science
 - (b) An arts
 - (c) Both Science & Arts
 - (d) None of the above

8. Which traits are desired of marketers today
 - (a) Only creativity
 - (b) Only critical thinking
 - (c) Both creativity and critical thinking
 - (d) Neither creativity nor critical thinking

9. Using successful brand name to launch a new product in a different category is called
- (a) Line extension (b) Brand expansion
(c) Brand extension (d) Branding
10. What do you mean by Marketing buzz?
- (a) Social marketing
(b) Traditional marketing
(c) Digital marketing
(d) Viral marketing

Part B

(5 × 5 = 25)

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

11. (a) What is market analysis? How to do a market analysis in 6 steps.

Or

- (b) What are the 7 steps of marketing analysis?

12. (a) What are all the importance of market analysis?

Or

- (b) Explain market segmentation and target market selection.

13. (a) What are the 4 types of market penetration?

Or

- (b) How to calculate market penetration?

14. (a) Explain the design your data center for AI infrastructure.

Or

- (b) What is AI analytics? Explain the types of AI analytics.

15. (a) What is marketing campaign management?

Or

(b) What are all the benefits of marketing campaign management?

Part C

(5 × 8 = 40)

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

16. (a) What are all the types of marketing campaigns?

Or

(b) How to plan a successful marketing campaign?

17. (a) Explain the benefits of campaign management software.

Or

(b) How to setup a tracking template?

18. (a) What are the parameters for campaign tracking?

Or

(b) How do you track your campaign?

19. (a) Why use a marketing campaign management template?

Or

(b) What should a marketing plan include?

20. (a) What is decision tree? IBM.

Or

(b) What is classification tree in business intelligence?

C-8751

Sub. Code

31044A

M.B.A. DEGREE EXAMINATION, APRIL 2026.

Fourth Semester

Industry Integrated

FINANCIAL DERIVATIVES

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. Which of the following is not a type of derivative?
 - (a) Futures
 - (b) Options
 - (c) Stocks
 - (d) Swaps

2. What does the Black-Scholes model help in calculating?
 - (a) Stock dividends
 - (b) Option prices
 - (c) Interest rates
 - (d) Swap margins

3. What is the primary purpose of currency swaps?
 - (a) Speculating on currency fluctuations
 - (b) Exchanging interest payments only
 - (c) Exchanging principal and interest payments in different currencies
 - (d) Avoiding taxes on forex gains

4. In currency futures trading, margin is required to:
 - (a) Lock in profits
 - (b) Prevent taxes
 - (c) Provide security against counterparty risk
 - (d) Fix the exchange rate

5. What is a commodity future?
 - (a) A spot market trade
 - (b) An agreement to buy/sell a commodity at a future date at today's price
 - (c) A loan against commodity
 - (d) A commodity purchase with no contract

6. Commodity swaps are used primarily to:
 - (a) Speculate on commodity prices
 - (b) Exchange loans
 - (c) Hedge against price fluctuations in commodity markets
 - (d) Trade shares

7. An interest rate forward contract is:
- (a) A traded contract on an exchange
 - (b) A customizable OTC agreement to borrow/lend at a future date
 - (c) Used only by governments
 - (d) Always settled daily
8. Interest rate swaps typically involve the exchange of:
- (a) Fixed and floating interest payments
 - (b) Equity for bonds
 - (c) Physical goods
 - (d) Spot and forward currency contracts
9. What is a Lookback option?
- (a) Option that pays based on the asset's average return
 - (b) Option where the strike price is the maximum or minimum asset price during the life of the option
 - (c) Option traded in the future market
 - (d) Option with a fixed payoff
10. Monte Carlo simulation is used for:
- (a) Drawing candlestick charts
 - (b) Predicting market trends using social media
 - (c) Pricing complex financial derivatives
 - (d) Calculating accounting ratios

Part B

(5 × 5 = 25)

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

11. (a) Define derivatives and explain their basic types with examples.

Or

- (b) Briefly describe the assumptions of the Black-Scholes model.

12. (a) What is a currency swap? Mention two major uses in international finance.

Or

- (b) What is meant by hedging in the context of foreign exchange risk?

13. (a) Explain the basic structure of a commodity swap with an example.

Or

- (b) What are the advantages of using commodity derivatives for risk management?

14. (a) Explain how an interest rate swap works with an example.

Or

- (b) Describe the use of interest rate options in hedging interest rate risk.

15. (a) Discuss any two advantages of simulation-based VaR over historical VaR.

Or

- (b) Define a financially engineered security with one practical example.

Part C

(5 × 8 = 40)

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

16. (a) Explain the process of pricing a futures contract using the cost of carry model.

Or

- (b) Assess the practical applications and limitations of derivatives in risk management.

17. (a) Explain the mechanism of currency futures and evaluate their usefulness in hedging foreign exchange exposure.

Or

- (b) Discuss the role of currency futures in reducing transaction exposure for businesses.

18. (a) Evaluate the use of index options and index swaps as tools for portfolio insurance.

Or

- (b) Illustrate the use of commodity futures and commodity options in hedging the price risk of an agricultural producer.

19. (a) Compare interest rate forwards, futures, and swaps in terms of structure, trading platform, and use in hedging.

Or

- (b) Describe how a firm can use a CDS to manage counterparty credit risk.

20. (a) Compare and contrast Asian options and Lookback options with respect to payoff structure and use cases.

Or

- (b) Explain the process of pricing exotic options using simulation techniques such as Monte Carlo method.
-

C-8752

Sub. Code

31044C

M.B.A. DEGREE EXAMINATION, APRIL 2026.

Fourth Semester

Industry Integrated

CORPORATE TAXATION

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. Under the Income Tax Act, which of the following is not a category of 'person'?
 - (a) Individual
 - (b) Hindu Undivided Family (HUF)
 - (c) Company
 - (d) Citizen

2. The residential status of a person is determined for which of the following purposes?
 - (a) Determining eligibility for subsidy
 - (b) Determining tax liability in India
 - (c) Determining foreign exchange benefits
 - (d) Determining professional qualifications

3. Income from Business or Profession is taxable under which head of income?
- (a) Income from Salary
 - (b) Income from Other Sources
 - (c) Income from Business or Profession
 - (d) Income from Capital Gains
4. What is the difference between revenue expenditure and capital expenditure?
- (a) Revenue expenditure is for asset purchase; capital is for rent
 - (b) Revenue expenditure gives long-term benefit; capital is short-term
 - (c) Revenue is recurring, capital is non-recurring and leads to asset creation
 - (d) There is no difference
5. What is a 'Capital Asset' under the Income Tax Act?
- (a) Any kind of cash income
 - (b) Fixed deposits only
 - (c) Property of any kind held by an assessee
 - (d) Business revenue
6. Short-term capital assets are those held for a period not exceeding:
- (a) 12 months
 - (b) 24 months
 - (c) 36 months
 - (d) 6 months

7. Central Excise Duty is levied on which of the following?
- (a) Sale of goods
 - (b) Export of goods
 - (c) Manufacture or production of goods in India
 - (d) Import of goods
8. The Central Excise Duty is governed by which law?
- (a) CGST Act
 - (b) Customs Act, 1962
 - (c) Central Excise Act, 1944
 - (d) Income Tax Act, 1961
9. ST stands for:
- (a) Goods and Supply Tax
 - (b) General Sales Tax
 - (c) Goods and Services Tax
 - (d) Generalized State Tax
10. _____ not a component of GST?
- (a) CGST
 - (b) SGST
 - (c) IGST
 - (d) VGST

Part B

(5 × 5 = 25)

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

11. (a) Differentiate between 'Previous Year' and 'Assessment Year' with an example.

Or

- (b) List and briefly explain the five heads of income under the Income Tax Act.

12. (a) Distinguish between the mercantile and cash systems of accounting.

Or

- (b) Differentiate between capital expenditure and revenue expenditure with suitable examples.

13. (a) Explain the computation of capital gains.

Or

- (b) Differentiate between short-term capital gains and long-term capital gains.

14. (a) Explain the concept of "Time and Place of Removal" in the context of Central Excise Duty.

Or

- (b) Discuss the basis for valuation of goods under the Central Excise Act when MRP-based Valuation is not applicable.

15. (a) What is GST? Briefly explain its structure and components (CGST, SGST, IGST).

Or

- (b) Mention any four major benefits of GST to businesses in India.

Part C

(5 × 8 = 40)

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

16. (a) Discuss the concept of 'Residential Status' of an individual. How does it affect the taxability of income under Indian tax laws?

Or

- (b) Explain the five heads of income under the Income Tax Act. Illustrate each with appropriate examples.

17. (a) Explain the different systems of accounting recognized under the Income Tax Act.

Or

- (b) Discuss in detail the difference between capital and revenue expenditure.

18. (a) Discuss the concept of special transactions like conversion of capital asset into stock-in-trade and transfer without consideration. How are they treated for capital gains tax?

Or

- (b) Explain the provisions related to carry forward and set-off of capital losses under the Income Tax Act.

19. (a) Discuss in detail the method of valuation of imported goods for the purpose of customs duty under Section 14 of the Customs Act.

Or

- (b) Enumerate and explain various types of customs duties applicable on imported goods in India.

20. (a) Discuss the difference between CGST, SGST, and IGST. How are they applied in inter-state and intra-state transactions?

Or

- (b) Explain the GST framework for manufactured goods. How is the value of manufactured goods determined under GST for taxation?
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C-8753

Sub. Code

31045A

M.B.A. DEGREE EXAMINATION, APRIL 2026.

Fourth Semester

Industry Integrated

INDUSTRIAL RELATIONS AND LABOUR LAWS

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. Which of the following best describes the concept of Industrial Relations?
 - (a) Relationship between supplier and buyer
 - (b) Employer-employee relationship regulated by laws and institutions
 - (c) Relationship between finance and marketing
 - (d) Relationship among political parties

2. The Indian Trade Union Act was enacted in:
 - (a) 1948
 - (b) 1956
 - (c) 1926
 - (d) 1932

3. What is the primary aim of labour relations?
 - (a) Increase employee turnover
 - (b) Maximize organizational profit
 - (c) Maintain harmonious relationship between employees and employers
 - (d) Promote political ideologies

4. Which of these is a common method of settling industrial disputes?
 - (a) Forced resignation
 - (b) Lockout
 - (c) Conciliation
 - (d) Wage reduction

5. What is the primary aim of collective bargaining?
 - (a) Promote individual rights
 - (b) Resolve industrial disputes through mutual negotiations
 - (c) Reduce salaries
 - (d) Control workers

6. What is a key benefit of workers' participation in management?
 - (a) Increases absenteeism
 - (b) Reduces efficiency
 - (c) Improves industrial harmony and morale
 - (d) Causes confusion in leadership

7. Who pays the compensation under the Workmen's Compensation Act, 1923?
 - (a) Government
 - (b) Labour Union
 - (c) Employer
 - (d) Insurance company

8. The ESI Act provides for medical and cash benefits primarily to:
 - (a) Retired employees
 - (b) Industrial workers and their families
 - (c) Government officials only
 - (d) Freelancers

9. Under the Payment of Wages Act, wages must be paid within how many days of the wage period end?
 - (a) 10 days
 - (b) 7 days
 - (c) 15 days
 - (d) 5 days

10. Who fixes the minimum wages under the Minimum Wages Act, 1948?
 - (a) Employer
 - (b) Central or State Government
 - (c) Labour Union
 - (d) Parliament .

Part B

(5 × 5 = 25)

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

11. (a) Explain the role of government in the Industrial Relations system in India.

Or

- (b) Explain the structure of trade unions in India.

12. (a) Discuss the role of conciliation in settling industrial disputes.

Or

- (b) Explain the importance of effective labour relations in an organization.

13. (a) Explain the importance of collective bargaining in improving employer-employee relations.

Or

- (b) What are the basic conditions required for effective collective bargaining?

14. (a) What is the procedure for claiming compensation under the Workmen's Compensation Act, 1923?

Or

- (b) Describe the eligibility and applicability criteria for the ESI Act, 1948.

15. (a) What is the role of conciliation and adjudication in resolving industrial disputes?

Or

- (b) Discuss the need for certifying standing orders under the 1946 Act.

Part C

(5 × 8 = 40)

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

16. (a) Critically examine the current trends and future challenges in Indian Industrial Relations.

Or

- (b) Explain the various types of trade unions and their relevance in the contemporary labor market.

17. (a) Explain the step-by-step procedure involved in settling an industrial dispute under the Industrial Disputes Act, 1947.

Or

- (b) Discuss in detail the causes and consequences of poor industrial relations. What remedies can management adopt?

18. (a) Elaborate on the concept, principles, and forms of collective bargaining.

Or

- (b) Evaluate the importance of workers' participation in management in fostering cooperation and productivity.

19. (a) Discuss the welfare provisions under the Factories Act, 1948 with suitable examples.

Or

- (b) Describe the benefits available to insured persons under the Employees' State Insurance Act, 1948.

20. (a) Describe the key features and implementation challenges of the Minimum Wages Act, 1948.

Or

(b) Analyze the role of trade unions in protecting workers' rights under the Trade Unions Act, 1926.

C-8754

Sub. Code

31045B

M.B.A. DEGREE EXAMINATION, APRIL 2026.

Fourth Semester

Industry Integrated

INTERNATIONAL HRM

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. IHRM practices must be adjusted to _____
 - (a) Avoid cost
 - (b) Focus on headquarters
 - (c) Fit local cultural, legal, and economic conditions
 - (d) Eliminate employee benefits

2. The geocentric staffing approach promotes _____
 - (a) Selecting the best person for the job regardless of nationality _____
 - (b) Hiring only host-country nationals
 - (c) Expatriate training
 - (d) Language-based hiring

3. Global talent management focuses on _____
- (a) Reducing international mobility
 - (b) Attracting, developing, and retaining top talent worldwide
 - (c) Hiring only local staff
 - (d) Limiting expatriate roles
4. _____ is part of strategic IHRM.
- (a) Hiring only home country staff
 - (b) Cutting down on global expansion
 - (c) Aligning HR policies with international goals
 - (d) Avoiding global diversity
5. The main aim of pre-departure training for expatriates is to _____
- (a) Teach them a new technical skill
 - (b) Prepare them for cultural differences
 - (c) Reduce their salary expectations
 - (d) Avoid repatriation issues
6. _____ is a key challenge in international compensation?
- (a) Domestic tax rates
 - (b) Currency exchange rates
 - (c) Travel distance
 - (d) Product pricing

7. _____ function is NOT typically part of IHRM?
- (a) Recruitment
 - (b) Compensation
 - (c) Training and development
 - (d) Marketing strategy
8. Repatriation involves _____
- (a) Deportation from the host country
 - (b) Promotion in a foreign branch
 - (c) Returning the employee to the home country after assignment
 - (d) Changing the employee's job role
9. _____ is Culture shock.
- (a) A business crisis
 - (b) Difficulty adjusting to a new culture
 - (c) Technology issues
 - (d) A natural disaster
10. A third-country national is _____
- (a) An employee from the home country
 - (b) A host-country citizen
 - (c) An employee from a country other than home or host country
 - (d) A government official

Part B

(5 × 5 = 25)

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

11. (a) Explain cultural noise.

Or

(b) Describe the role of the HR department in facilitating cross-cultural integration.

12. (a) Illustrate the challenges in International staff selection.

Or

(b) Elaborate the functions of International Human Resource Management.

13. (a) Discuss on cultural awareness.

Or

(b) Examine the role of Host Country Nationals (HCNS).

14. (a) Enumerate on outsourcing compensation management.

Or

(b) Elaborate on balance sheet method.

15. (a) Discuss on International performance management.

Or

(b) Illustrate on SMART goals.

Part C

(5 × 8 = 40)

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

16. (a) Discuss on major effects of globalization on international HRM practices.

Or

(b) Elaborate Hofstede's framework.

17. (a) Examine "The myth of the global manager."

Or

(b) Illustrate the causes of expatriate failure in international assignments.

18. (a) Explain the importance of aligning training objectives with organizational goals .

Or

(b) Describe the importance of training vocabulary in building effective communication.

19. (a) Discuss the elements included in a compensation package.

Or

(b) Enumerate on retirement benefits.

20. (a) Examine the major variables affecting performance.

Or

(b) Elaborate on reward systems.

C-8755

Sub. Code

31045D

M.B.A. DEGREE EXAMINATION, APRIL 2026.

Fourth Semester

Industry Integrated

ADVANCED RECRUITMENT ANALYTICS

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. _____ is NOT a role of analytics in recruitment.
 - (a) Identifying the best sourcing channels
 - (b) Tracking cost-per-hire
 - (c) Promoting labor unions
 - (d) Improving candidate experience

2. Operational reporting in HR analytics focuses on:
 - (a) Future hiring needs
 - (b) Real-time data and transactions
 - (c) Strategic workforce planning
 - (d) AI-based decisions

3. _____ is the highest level in recruitment analytics maturity.
- (a) Descriptive analytics
 - (b) Operational reports
 - (c) Prescriptive analytics
 - (d) Manual decision-making
4. _____ is not a characteristic of a data-driven recruitment process.
- (a) Data visualization
 - (b) Bias-based decision-making
 - (c) KPI measurement
 - (d) Use of applicant data
5. _____ KPI helps assess the quality of new hires over time.
- (a) Time to fill
 - (b) Cost per hire
 - (c) Quality of hire
 - (d) Interview duration
6. _____ is an example of a visual analysis tool used in recruitment.
- (a) Excel formulas
 - (b) Tableau
 - (c) MS Word
 - (d) Notepad

7. In recruitment analytics, SLAs refer to:
- (a) Staff Leave Applications
 - (b) Service Level Agreements
 - (c) Salary Level Approvals
 - (d) Source Level Allocations
8. _____ metrics is most relevant for a recruiting coordinator dashboard.
- (a) Number of job postings
 - (b) Interview-to-offer ratio
 - (c) Number of onboarding sessions
 - (d) Document upload status
9. In R, the ggplot2 package is used for:
- (a) Storing employee emails
 - (b) Predicting cost-to-company
 - (c) Creating data visualizations and plots
 - (d) Verifying education certificates
10. In recruitment analytics, a funnel chart created in Tableau is commonly used to show:
- (a) Candidate salaries
 - (b) Employee grievances
 - (c) Drop-off rates across stages of hiring
 - (d) Staff promotions

Part B

(5 × 5 = 25)

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

11. (a) Describe the role of analytics in improving recruitment efficiency and decision-making.

Or

- (b) Explain the challenges faced by HR professionals in adopting recruitment analytics and suggest solutions.

12. (a) Discuss the key advantages of adopting a data-driven approach in the recruitment process.

Or

- (b) Describe any five key metrics used in recruitment and selection analytics.

13. (a) Explain the steps involved in setting up measurement and reporting frameworks using recruitment tools.

Or

- (b) Illustrate the real-time reporting improve recruitment decision-making? Provide examples.

14. (a) Discuss the key features and benefits of using visual dashboards in the talent acquisition process.

Or

- (b) Explain the concept of management dashboarding in recruitment.

15. (a) Discuss the key features of Tableau that make it suitable for HR recruitment analytics.

Or

- (b) Describe the key steps involved in performing a regression analysis in R to predict recruitment outcomes.

Part C

(5 × 8 = 40)

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

16. (a) Examine the ethical considerations and data privacy issues in implementing recruitment analytics.

Or

- (b) Discuss in detail the role of analytics in human resource management.

17. (a) Illustrate the functions and benefits of an Applicant Tracking System (ATS) in managing large-scale recruitment processes.

Or

- (b) Describe the steps involved in preparing and structuring recruitment data for analytics.

18. (a) Discuss various analysis tools and techniques used in the recruitment space.

Or

- (b) Describe in detail the most crucial recruitment KPIs and their impact on improving recruitment outcomes.

19. (a) Illustrate the differences between recruiter, sourcer, and coordinator dashboards.

Or

- (b) Explain the importance of Recruiting Process Outsourcing (RPO) performance tracking.

20. (a) Illustrate how HR professionals can use R to evaluate the effectiveness of different sourcing channels.

Or

- (b) Describe how R and Tableau can be integrated in an advanced recruitment analytics workflow.
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C-8756

Sub. Code

31046A

M.B.A. DEGREE EXAMINATION, APRIL 2026.

Fourth Semester

Industry Integrated

SUPPLY CHAIN ANALYTICS

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. _____ is NOT a component of supply chain analytics.
 - (a) Descriptive analytics
 - (b) Predictive analytics
 - (c) Prescriptive analytics
 - (d) Romantic analytics

2. _____ flows is directly associated with ownership transfer in a supply chain.
 - (a) Material
 - (b) Information
 - (c) Financial
 - (d) Ownership

3. _____ sector in India has recently seen increased adoption of supply chain analytics.
- (a) Agriculture
 - (b) Education
 - (c) E-commerce and retail
 - (d) Performing arts
4. _____ is a key decision area at the strategic level in supply chain analytics.
- (a) Inventory control in daily operations
 - (b) Warehouse labor shift schedules
 - (c) Supplier selection and facility location
 - (d) Transportation delay reporting
5. _____ is NOT an optimization technique used in supply chain modelling.
- (a) Linear programming
 - (b) Genetic algorithms
 - (c) SWOT analysis
 - (d) Integer programming
6. _____ of analytics is most commonly applied to solve a transportation problem in a supply chain.
- (a) Descriptive analytics
 - (b) Diagnostic analytics
 - (c) Prescriptive analytics
 - (d) Emotional analytics

7. _____ is typically handled by a 3PL provider.
- (a) Product innovation
 - (b) Manufacturing
 - (c) Transportation and warehousing
 - (d) Human resource development
8. _____ 3PL stand for in supply chain management.
- (a) Third-Party Logistics
 - (b) Third-Party Leadership
 - (c) Three-Phase Logistic
 - (d) Three-Point Leveraging
9. _____ typically used as a performance metric in supply chain performance management.
- (a) Inventory turnover
 - (b) Delivery accuracy
 - (c) Supplier lead time
 - (d) Employee birthdays
10. _____ is key component of supply chain performance measurement.
- (a) Employee social media usage
 - (b) Order fulfilment rate
 - (c) Office interior design
 - (d) Marketing campaign reach

Part B

(5 × 5 = 25)

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

11. (a) Briefly describe the basic lessons of Supply Chain Management (SCM) and their relevance to analytics.

Or

- (b) Enumerate and explain the types of analytics (descriptive, predictive, prescriptive) used in supply chain management.

12. (a) Define supply chain analytics and explain its major components.

Or

- (b) Illustrate the descriptive analytics tools influence inventory management and logistics operations.

13. (a) Explain the role of data in supply chain analytics.

Or

- (b) Describe the key managerial implications of the results obtained from supply chain analytics models.

14. (a) Describe the concept of Fourth-Party Logistics (4PL).

Or

- (b) Discuss the strategic importance of network planning in a supply chain.

15. (a) Briefly describe the foundation of performance management in supply chains.

Or

- (b) Discuss the impact of ERP and RFID on real-time decision-making in supply chains.

Part C

(5 × 8 = 40)

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

16. (a) Illustrate the relationship between Operations Management and Supply Chain Analytics.

Or

- (b) Elaborate the barriers to adopting Supply Chain Analytics in traditional manufacturing or retail companies.

17. (a) Discuss the strategic, tactical, and operational decision domains in supply chain analytics.

Or

- (b) Evaluate the adoption and impact of supply chain analytics applications in Indian industries.

18. (a) Evaluate the process of developing a supply chain model using simulation.

Or

- (b) Explain the role of mathematical and interpretative modelling in supply chain decision-making.

19. (a) Compare and contrast 3PL and 4PL models.

Or

- (b) Explain the process of designing a logistics network using optimization techniques.

20. (a) Discuss the relationship between coordination, performance measurement, and ICT.

Or

- (b) Identify and explain the major performance indicators used in supply chain performance management.
-

C-8757

Sub. Code

31046B

M.B.A. DEGREE EXAMINATION, APRIL 2026.

Fourth Semester

Industry Integrated

PORT MANAGEMENT

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. _____ Model of PPP involves the private sector designing, building, financing, and operating the infrastructure, while ownership is retained by the public authority.
 - (a) Build-Own-Operate (BOO)
 - (b) Build-Operate-Transfer (BOT)
 - (c) Lease
 - (d) Service Contract

2. The Output-Based Aid (OBA) approach in PPP focuses primarily on:
 - (a) Input procurement and control
 - (b) Monitoring construction costs
 - (c) Paying private providers based on services delivered
 - (d) Full government financing of public goods

3. _____ determinant is not typically financial when assessing PPP feasibility.
- (a) Inflation rate
 - (b) Political risk
 - (c) Interest rate
 - (d) Payback period
4. In the financing sequence of a PPP project, _____ is typically the first component considered.
- (a) Insurance costs
 - (b) Debt-equity structure
 - (c) Revenue generation
 - (d) Maintenance cost
5. _____ is the main objective of a regulatory body in PPP projects.
- (a) To execute contracts on behalf of the private sector
 - (b) To ensure public ownership of the project
 - (c) To oversee fair practices, pricing, and quality of service
 - (d) To eliminate all public involvement
6. _____ is not a critical issue in PPP concession contracts.
- (a) Risk-sharing
 - (b) Tariff regulation
 - (c) Long-term maintenance
 - (d) Employee promotions

7. _____ is a common tool for attracting investment in infrastructure projects in India.
- (a) National Income Tax Waiver
 - (b) Free land grants
 - (c) Viability Gap Funding (VGF)
 - (d) Electoral bond schemes
8. _____ is not part of the social infrastructure.
- (a) Educational institutions
 - (b) Healthcare facilities
 - (c) Water supply systems
 - (d) Oil refineries
9. How many major ports are currently recognized in India under the Major Port Trusts Act, 1963 (as of the latest data)?
- (a) 7
 - (b) 10
 - (c) 12
 - (d) 14
10. Kakinada Deep Water Port is located in which Indian state _____
- (a) Tamil Nadu
 - (b) Maharashtra
 - (c) Andhra Pradesh
 - (d) Gujarat

Part B

(5 × 5 = 25)

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

11. (a) Explain the key features of a sound PPP policy framework.

Or

- (b) Describe the Viability Gap Funding (VGF) and how it supports PPP projects in India.

12. (a) Write short notes on: (a) Life-cycle costing, (b) Risk-sharing mechanisms.

Or

- (b) Discuss the various sources of finance typically used in PPP projects.

13. (a) Explain the concept of 'contracting out regulatory functions' in the PPP environment.

Or

- (b) Briefly describe the Indian scenario of regulatory frameworks governing PPPs.

14. (a) Discuss the role of Public-Private Partnerships (PPP) in accelerating infrastructure growth.

Or

- (b) What are the salient features of infrastructure projects? Explain with examples.

15. (a) Highlight the challenges faced in implementing PPPs in Indian port infrastructure.

Or

- (b) Discuss the impact of private sector participation on efficiency and capacity in Indian ports.

Part C

(5 × 8 = 40)

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

16. (a) Compare and contrast Public-Private Partnership (PPP) and Privatization.

Or

- (b) Elaborate on the major stumbling blocks and challenges in the execution of PPP projects in India.

17. (a) Differentiate between construction risk, financial risk, and demand risk in PPP projects.

Or

- (b) Explain how the risk-return trade-off influences financial decisions in PPP structuring.

18. (a) Discuss the role and importance of independent regulators in PPP frameworks.

Or

- (b) Explain the functions of a regulatory body in the context of PPP.

19. (a) Explain the different phases involved in the development of an infrastructure project.

Or

(b) Evaluate the policy framework for infrastructure development in India.

20. (a) Examine the success story of Gangavaram Port as a PPP model.

Or

(b) Critically assess the effectiveness of the Landlord Port Model in India.

C-8758

Sub. Code

31046C

M.B.A. DEGREE EXAMINATION, APRIL 2026.

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 primary objective of warehouse management?
 - (a) Increase sales
 - (b) Store excess stock permanently
 - (c) Efficient storage and movement of goods
 - (d) Manufacture products

2. Which system is used to manage warehouse operations?
 - (a) ERP
 - (b) CRM
 - (c) WMS
 - (d) SCM

3. Which of the following is NOT a warehouse function?
- (a) Storage (b) Order picking
- (c) Packaging (d) Advertising :
4. FIFO stands for:
- (a) First In First Out
- (b) Final In Final Out
- (c) First In Final Out
- (d) Fastest In Fastest Out
5. What does cross-docking help reduce?
- (a) Inventory holding cost
- (b) Product price
- (c) Warehouse space
- (d) Employee turnover
6. Which of the following is considered material handling equipment?
- (a) Forklift
- (b) POS machine
- (c) Server
- (d) Barcode printer

7. Cycle counting in warehouses is used to:
- (a) Count full inventory at year-end
 - (b) Count inventory daily
 - (c) Continuously audit inventory accuracy
 - (d) Count damaged goods only
8. What is the key benefit of using barcode scanning in warehouses?
- (a) Employee satisfaction
 - (b) Real-time tracking and accuracy
 - (c) Reduce product quality
 - (d) Increase power consumption
9. Which warehouse layout is best for high-volume, fast-moving goods?
- (a) U-shaped
 - (b) L-shaped
 - (c) Straight-line
 - (d) Z-shaped
10. The method of grouping similar items together in a warehouse is called:
- (a) Cross docking
 - (b) Slotting
 - (c) Clustering
 - (d) Picking

Part B

(5 × 5 = 25)

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

11. (a) Explain the principles of procurement.

Or

- (b) Discuss about Procurement Planning in detail.

12. (a) Explain the Role of warehouse in business.

Or

- (b) Explain the Need for warehousing.

13. (a) Briefly explain FIFO and LIFO methods in warehouse storage.

Or

- (b) Explain the benefits of vertical storage systems in warehouses.

14. (a) How does a WIS help improve inventory accuracy in warehouses?

Or

- (b) What is the role of barcoding in warehousing information systems?

15. (a) Explain the benefits of integrating a WIS with supply chain management software.

Or

- (b) What is real-time data tracking in warehouse storage systems, and why is it important?

Part C

(5 × 8 = 40)

Answer **all** question choosing either (a) or (b)

16. (a) Evaluate the challenges faced in implementing an efficient procurement system in large-scale warehouse operations. Suggest solutions.

Or

- (b) Explain how procurement planning affects inventory control in a warehouse. What are the consequences of poor procurement planning?

17. (a) Explain the types of Warehouse in detail.

Or

- (b) Describe the process of warehouse receiving, storage, and dispatch. How do these stages affect order fulfillment and customer satisfaction?

18. (a) Explain the role of automation in storage management. How does it improve warehouse efficiency and space utilization?

Or

- (b) How does the integration of WMS with storage systems enhance real-time inventory control and space optimization?

19. (a) Explain how cloud-based warehouse systems differ from on-premises solutions. What are the pros and cons of each?

Or

(b) Discuss about Logistics Charging methods in Warehousing.

20. (a) Explain the types of warehouse cost.

Or

(b) Discuss about warehouse Handling Equipments.

C-8759

Sub. Code

31046D

M.B.A. DEGREE EXAMINATION, APRIL 2026.

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 goal of distribution management?
 - (a) Increase marketing expenses
 - (b) Maximize product prices
 - (c) Ensure timely delivery of products to customers
 - (d) Reduce employee workload

2. Which of the following is a key component of distribution management?
 - (a) Product design
 - (b) Manufacturing automation
 - (c) Warehousing
 - (d) Human resource planning

3. Which type of distribution strategy involves selling products through a limited number of intermediaries?
- (a) Exclusive distribution
 - (b) Intensive distribution
 - (c) Selective distribution
 - (d) Indirect distribution
4. What is the role of intermediaries in distribution?
- (a) Increase product costs
 - (b) Reduce product quality
 - (c) Bridge the gap between producers and consumers
 - (d) Manufacture products
5. Which term refers to the movement of goods from the manufacturer to the final customer?
- (a) Supply management
 - (b) Distribution channel
 - (c) Reverse logistics
 - (d) Product development
6. Which type of distribution gives a single distributor the right to sell a product in a specific territory?
- (a) Selective
 - (b) Inclusive
 - (c) Exclusive
 - (d) Intensive

7. Which of the following is NOT a function of distribution management?
- (a) Inventory control
 - (b) Order processing
 - (c) Advertising design
 - (d) Transportation
8. Which is the most common mode of transportation used in distribution?
- (a) Pipeline
 - (b) Road
 - (c) Air
 - (d) Space
9. What is meant by "channel conflict"?
- (a) Conflict between suppliers
 - (b) Disagreements between members of the distribution channel
 - (c) Mismatch between production and sales
 - (d) Issues in advertising strategy
10. What is the primary benefit of Just-In-Time (JIT) distribution?
- (a) Increased warehousing cost
 - (b) Reduced inventory holding
 - (c) More intermediaries
 - (d) Increased transportation time

Part B

(5 × 5 = 25)

Answer all question, choosing either (a) or (b)

11. (a) Explain the functions of Distribution.

Or

- (b) Explain the need for physical distribution.

12. (a) Explain the Role of marketing channels.

Or

- (b) Enumerate the structure of Distribution Channel.

13. (a) Explain the key steps involved in the distribution control process.

Or

- (b) Discuss the role of Key Performance Indicators (KPIs) in evaluating distribution performance.

14. (a) Discuss the objectives of effective material handling in a supply chain.

Or

- (b) Explain how material handling impacts logistics cost and efficiency.

15. (a) Explain the interrelationship between logistics and channel members.

Or

- (b) Describe how transportation logistics contributes to distribution channel effectiveness.

Part C

(5 × 8 = 40)

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

16. (a) Discuss the concept of Distribution in detail.

Or

- (b) Explain the recent trends in physical Distribution.

17. (a) Explain the types of Intermediaries in Distribution channels.

Or

- (b) Explain the variables in selecting channel members.

18. (a) Describe the main tools and techniques used for controlling distribution activities.

Or

- (b) Explain the role of technology and automation in controlling and evaluating distribution Systems.

19. (a) Evaluate the role of automation and robotics in modern material handling systems.

Or

- (b) Describe the principles of material handling and their application in logistics operations.

20. (a) Discuss the role of reverse logistics in distribution channels. Provide relevant examples.

Or

(b) How does e-commerce influence logistics strategies in modern distribution channels?

C-8760

Sub. Code

31047 A

M.B.A. DEGREE EXAMINATION, APRIL 2026

Fourth Semester

Industry Integrated

BIG DATA ANALYTICS

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. What are the “3 Vs” commonly associated with Big Data?
 - (a) Volume, Variety, Value
 - (b) Volume, Velocity, Variety
 - (c) Volume, Veracity, Value
 - (d) Variety, Vision, Value

2. Which of the following is NOT a Big Data characteristic?
 - (a) Volume
 - (b) Variety
 - (c) Velocity
 - (d) Viability

3. Which technology is most commonly associated with Big Data storage and processing?
 - (a) Excel
 - (b) Hadoop
 - (c) Oracle
 - (d) Tableau

4. In Big Data, what does 'Variety' refer to?
 - (a) Different sizes of data
 - (b) Different sources and formats of data
 - (c) Different users of data
 - (d) Different servers storing data

5. Which of the following is a data processing engine often used with Hadoop?
 - (a) MapReduce
 - (b) NoSQL
 - (c) MongoDB
 - (d) Spark

6. What does HDFS stand for in Hadoop?
 - (a) High Definition File System
 - (b) Hadoop Distributed File System
 - (c) Hierarchical Data File Storage
 - (d) Hybrid Data File Source

7. Which of these is a NoSQL database used in Big Data?
 - (a) MySQL
 - (b) PostgreSQL
 - (c) MongoDB
 - (d) SQLite

8. Which programming language is most commonly used in Big Data processing?
 - (a) Java
 - (b) HTML
 - (c) PHP
 - (d) CSS

9. Apache Spark is known for
 - (a) Data warehousing
 - (b) High-latency processing
 - (c) Real-time data processing
 - (d) Email communication

10. What is the primary purpose of data analytics?
- (a) Creating websites
 - (b) Analyzing trends and patterns in data
 - (c) Designing hardware
 - (d) Managing databases

Part B

(5 × 5 = 25)

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

11. (a) Explain the types of Big Data.
Or
(b) Explain the Limitations in Hadoop.
12. (a) What is NoSQL, and how is it different from traditional relational databases?
Or
(b) List and explain the four main types of NoSQL databases with examples.
13. (a) Explain the concept of finding similar items in big data analytics.
Or
(b) Explain the difference between similarity and distance in the context of big data analytics.
14. (a) Explain the role of hubs and authorities in link analysis.
Or
(b) What is the concept of “centrality” in link analysis, and how is it measured?
15. (a) What is a recommendation system? Explain its significance in Big Data Analytics.
Or
(b) Differentiate between collaborative filtering and content-based filtering.

Part C

(5 × 8 = 40)

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

16. (a) Discuss the future of Big data in detail.
Or
(b) Describe the challenges for processing big data.
17. (a) Discuss the role of NoSQL databases in Big Data analytics, focusing on their scalability, flexibility, and performance advantages over traditional RDBMS systems.
Or
(b) What is MapReduce, and how can it be integrated with NoSQL databases to perform efficient data processing and analytics on large datasets?
18. (a) Explain in detail the various similarity measures used in big data analytics. Discuss their strengths and limitations.
Or
(b) Discuss the challenges of finding similar items in real-time analytics systems. How can approximate nearest neighbor search techniques address these challenges?
19. (a) Explain the working of the PageRank algorithm and how it is used for link analysis in search engines.
Or
(b) Discuss the role of graph theory in link analysis. Explain the concept.
20. (a) Explain the hybrid recommendation system in detail. What are its advantages and challenges over pure collaborative or content-based filtering?
Or
(b) How is Big Data used to improve recommendation systems in platforms like Amazon or Netflix?

C-8761

Sub. Code

31047 C

M.B.A. DEGREE EXAMINATION, APRIL 2026

Fourth Semester

Industry Integrated

MACHINE LEARNING

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

1. What is Machine Learning (ML)?
 - (a) A process of coding games
 - (b) A method for computers to learn from data and make decisions
 - (c) Manual rule creation
 - (d) A way to make websites interactive

2. What is the primary purpose of Python in machine learning?
 - (a) Game development
 - (b) Desktop publishing
 - (c) Building machine learning models using libraries
 - (d) Hardware programming

3. Which of the following techniques is used for identifying outliers?
 - (a) One-hot encoding
 - (b) Box plot
 - (c) PCA
 - (d) Label encoding

4. Which of the following is NOT part of Exploratory Data Analysis (EDA)?
 - (a) Data visualization
 - (b) Summary statistics
 - (c) Model deployment
 - (d) Correlation analysis

5. What is the primary goal of linear regression?
 - (a) Classify data points into categories
 - (b) Find the relationship between variables and predict continuous outcomes
 - (c) Reduce data dimensionality
 - (d) Encode categorical variables

6. Decision trees split data based on
 - (a) Probability
 - (b) Entropy or Gini impurity
 - (c) Mean value
 - (d) Regression slope

7. In K-Means, 'K' stands for
 - (a) Kernel
 - (b) Knowledge
 - (c) Number of clusters
 - (d) Known variables

8. Principal Component Analysis (PCA) is mainly used for
 - (a) Regression
 - (b) Classification
 - (c) Dimensionality reduction
 - (d) Overfitting

9. What is the purpose of cross-validation in machine learning?
 - (a) To increase overfitting
 - (b) To test the model on training data only
 - (c) To evaluate model performance on different subsets of data
 - (d) To visualize clusters

10. Recall is also known as
 - (a) Sensitivity
 - (b) Specificity
 - (c) Accuracy
 - (d) Precision

Part B

(5 × 5 = 25)

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

11. (a) Describe the basic components of a machine learning system.

Or

- (b) Differentiate between supervised and unsupervised learning.

12. (a) What are the objectives of Exploratory Data Analysis (EDA)?

Or

- (b) Define feature scaling and name two techniques used for it.

13. (a) Explain the equation of a simple linear regression model and its components.

Or

- (b) Describe how logistic regression is used for binary classification.

14. (a) Describe the steps involved in constructing a dendrogram in hierarchical clustering.

Or

- (b) What are association rules? How are they generated using the Apriori algorithm?

15. (a) Differentiate between precision, recall, and F1 score with suitable formulas.

Or

- (b) Explain the concept of k-fold cross-validation with an example.

Part C

(5 × 8 = 40)

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

16. (a) Describe the types of machine learning in detail with suitable examples and use cases.

Or

- (b) Explain how Python programming facilitates machine learning development.

17. (a) Explain in detail the entire process of data preprocessing, including cleaning, handling missing values, outlier treatment, and feature scaling.

Or

- (b) Analyze how improper handling of missing values and outliers can negatively impact predictive model performance, with examples.

18. (a) Discuss the working, assumptions, and limitations of linear regression.

Or

- (b) Explain the Random Forest algorithm, its workflow, and how it reduces overfitting compared to a single decision tree.

19. (a) Explain the algorithm and working of K-Means clustering with a suitable example.

Or

- (b) With the help of a diagram, explain how PCA transforms high-dimensional data into principal components.
20. (a) Analyze the bias-variance tradeoff with appropriate diagrams and discuss strategies to reduce both errors.

Or

- (b) Evaluate the importance of evaluation metrics in comparing classification models.
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C-8762

Sub. Code

31048 B

M.B.A. DEGREE EXAMINATION, APRIL 2026

Fourth Semester

Industry Integrated

PREDICTIVE MODELLING USING SAS

(2023 onwards)

Duration : 3 Hours

Maximum : 75 Marks

Part A

(10 × 1 = 10)

Answer **all** questions.

- _____ is the primary interface used to create models in SAS Enterprise Miner.
(a) SAS Studio (b) Process Flow Diagram
(c) SAS Base Editor (d) Output Delivery System
- _____ is typically used to examine distributions and missing values in SAS EM.
(a) Input Data Node (b) Data Partition Node
(c) StatExplore Node (d) Regression Node
- _____ algorithm is commonly used for decision tree splitting in SAS EM.
(a) Entropy (b) Information Gain
(c) Chi-square (d) All of the above

4. _____ shows the cumulative gain in classification accuracy over random guessing.
- (a) ROC Curve (b) Confusion Matrix
(c) Lift Chart (d) Scatterplot
5. _____ of a neural network transforms weighted inputs into output values.
- (a) Bias unit (b) Activation function
(c) Hidden layer (d) Error function
6. _____ is not a typical input selection technique in SAS EM.
- (a) Stepwise selection
(b) Forward selection
(c) Backward elimination
(d) Heatmap coloring
7. _____ statistic evaluates the area under the ROC curve.
- (a) AUC (b) Lift
(c) Accuracy (d) BIC
8. Market basket analysis is best used for _____ kind of pattern discovery.
- (a) Sequential time series
(b) Anomaly detection
(c) Association rules
(d) Clustering of regions

9. _____ is the main purpose of ensemble models.
- (a) Speed up processing
 - (b) Combine multiple models for better accuracy
 - (c) Reduce dataset size
 - (d) Normalize input features
10. _____ ensemble method builds models sequentially to reduce bias.
- (a) Bagging
 - (b) Random Forest
 - (c) Boosting
 - (d) PCA

Part B

(5 × 5 = 25)

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

11. (a) Explain the SAS Enterprise Miner in short.
Or
(b) Explain the exploration of a data source briefly.
12. (a) Elucidate the process of pruning in short.
Or
(b) Discuss about ROC Curves in short.
13. (a) Explain in short about Neural Network Nodes.
Or
(b) Explain about the Regression Model briefly.
14. (a) Illustrate briefly about Model Fit Statistics.
Or
(b) Elucidate about Score code units briefly.
15. (a) Explain in short about Bagging (Bootstrap Aggregation) Model.
Or
(b) Discuss briefly about Surrogate Models.

Part C

(5 × 8 = 40)

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

16. (a) Explain the process of accessing and assaying the prepared data in detail.

Or

- (b) Outline the creation of a SAS Enterprise Miner Project in detail.

17. (a) Describe the Cultivation of Decision Trees in detail.

Or

- (b) Explain the misclassification charts and lift charts in detail.

18. (a) Elucidate in detail about the various tools provided for input selection.

Or

- (b) Explain about Stopped Training in detail.

19. (a) Illustrate in detail about Profit Matrices.

Or

- (b) Explain in detail about Cluster Analysis.

20. (a) Explain in detail about stepwise selection method in variable selection.

Or

- (b) Outline the consolidation techniques in categorical input consolidation in detail.