

**C-8154**

**Sub. Code**

**80911**

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

**First Semester**

**Logistics and Supply Chain Management**

**MANAGEMENT CONCEPTS**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. Peter Drucker introduced the concept of:
  - (a) Management by Objectives (MBO)
  - (b) Task specialization in production
  - (c) Theory X and Theory Y
  - (d) Unity of direction and command
  
2. Hawthorne Studies emphasized:
  - (a) Productivity through social and group interactions
  - (b) Specialization of tasks and methods
  - (c) Decision-making based on quantitative tools
  - (d) Bureaucratic authority

3. The purpose of budgeting in planning is to:
  - (a) Create ambiguity within financial systems
  - (b) Allocate resources systematically across activities
  - (c) Reduce focus on future expenditures or costs
  - (d) Ignore internal organizational requirements
  
4. The primary purpose of planning is:
  - (a) Achieving organizational objectives effectively
  - (b) Ignoring external factors while planning
  - (c) Eliminating strategic flexibility within processes
  - (d) Avoiding the assessment of risks and uncertainties
  
5. The centralization-decentralization continuum refers to:
  - (a) The distribution of decision-making authority across various levels of management
  - (b) The amount of power given to each employee
  - (c) The degree of hierarchical differentiation in an organization
  - (d) The extent to which employees work in team

6. A committee structure is commonly used to:
- (a) Implement decisions
  - (b) Provide a platform for coordination and decision-making
  - (c) Control the operations of a department
  - (d) Reduce decision-making authority
7. The main purpose of leadership is to:
- (a) Focus on technical aspects of work
  - (b) Influence others to achieve shared goals
  - (c) Avoid conflict and maintain the status quo
  - (d) Maximize personal profit
8. Which of the following is not an element of staffing?
- (a) Recruitment
  - (b) Training
  - (c) Development
  - (d) Financial management

9. An important element of the feedback mechanism in control systems is:
- (a) Focusing only on negative performance outcomes
  - (b) Ignoring deviations from planned performance
  - (c) Offering immediate corrective actions based on feedback
  - (d) Ensuring all feedback is anonymous
10. A benefit of effective delegation in the control process is:
- (a) Increase in control complexity
  - (b) Decrease in managerial decision-making speed
  - (c) Greater accountability at all levels
  - (d) Centralization of authority

**Part B**

(5 × 5 = 25)

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

11. (a) Explain the role of communication in the process of management.

Or

- (b) Discuss the significance of Peter F. Drucker's ideas on (MBO).

12. (a) Discuss the objectives of planning.

Or

(b) Describe the limitations of planning in organization.

13. (a) Discuss the concept of delegation of authority and its significance.

Or

(b) Explain the types of committees.

14. (a) Describe the strategies for developing manpower in an organization.

Or

(b) Explain the different types of leadership styles used in organizations.

15. (a) Describe the limitations of control systems in organizations.

Or

(b) Describe the need for coordination in management.

**Part C**

(5 × 8 = 40)

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

16. (a) Explain the F.W. Taylor in the development of scientific management.

Or

(b) Discuss the Elton Mayo principles of management.

17. (a) Describe the Management by Objectives (MBO) process.

Or

(b) Explain the obstacles in planning and its importance.

18. (a) Explain the differences between formal and informal organizations.

Or

(b) Explain the steps involved in the delegation process.

19. (a) Explain the importance of communication in management.

Or

(b) Describe the elements and barriers in communication.

20. (a) Explain the approaches to achieve effective coordination.

Or

(b) Discuss the advantages and disadvantages of controlling.

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**C-8155**

**Sub. Code**

**80912**

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

**First Semester**

**Logistics and Supply Chain Management**

**CORPORATE COMMUNICATION**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. Which of the following conflict resolution styles focuses on finding a middle ground?
  - (a) Accommodation
  - (b) Competition
  - (c) Collaboration
  - (d) Avoidance
  
2. The form that is not typically a channel in a formal communication network \_\_\_\_\_
  - (a) Water cooler gossip
  - (b) Organizational charts
  - (c) In-person meetings
  - (d) Official reports

3. A principle of time management is
- (a) Ignoring deadlines
  - (b) Prioritization
  - (c) Procrastination
  - (d) Multitasking
4. A type of interview involves a panel of interviewers asking questions to the candidate is
- (a) Video interview
  - (b) Group interview
  - (c) Behavioral interview
  - (d) Panel interview
5. Minutes of resolutions is only resolutions \_\_\_\_\_
- (a) Development      (b) Recorded
  - (c) Authenticated      (d) Decision-making
6. The official record of the proceeding of a meeting is known as \_\_\_\_\_
- (a) Report      (b) Prospectus
  - (c) Minutes      (d) Agenda
7. \_\_\_\_\_ reports are related to a single occasion or situation.
- (a) Special reports      (b) Non-recurrent reports
  - (c) Formal reports      (d) Investigative reports
8. \_\_\_\_\_ is the list of words used in the reports.
- (a) Reference      (b) Index
  - (c) Glossary      (d) Conclusion

9. An example of a visual aid that commonly used in business presentations is
- (a) Graphs and charts
  - (b) Written script
  - (c) Personal anecdotes
  - (d) Foot notes
10. A resume summarizes the following
- (a) Personality
  - (b) Education and experience
  - (c) Strengths and weaknesses
  - (d) Hobbies

**Part B**

(5 × 5 = 25)

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

11. (a) State the various types of communication.
- Or
- (b) Write a short note about business etiquette.
12. (a) Explain about Employee communication.
- Or
- (b) Write short note about time management.
13. (a) Explain Various crisis in communication.
- Or
- (b) Explain about Minutes.
14. (a) Explain the characters of Report.
- Or
- (b) Explain about collection of data.
15. (a) How to deliver Business visual aids?
- Or
- (b) Explain about Job application.

**Part C**

(5 × 8 = 40)

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

16. (a) Explain the Formal communication network.

Or

- (b) Discuss the Cross-cultural communication.

17. (a) Explain the various types of interviews.

Or

- (b) Explain the importance of Media relation.

18. (a) Discuss the correspondence of company secretary with shareholders.

Or

- (b) Briefly explain about circular preparation.

19. (a) Briefly explain about principles for report writing.

Or

- (b) Discuss the various types of reports.

20. (a) Explain about Electronic presentation methods.

Or

- (b) Explain about Employment Interview.
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**C-8156**

**Sub. Code**

**80913**

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

**First Semester**

**Logistics and Supply Chain Management**

**ACCOUNTING FOR MANAGEMENT**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. Which of the following is the first step in the accounting process?
  - (a) Preparing financial statements
  - (b) Recording transactions in the journal
  - (c) Posting to ledger
  - (d) Adjusting entries
  
2. The accounting equation is:
  - (a)  $\text{Assets} + \text{Liabilities} = \text{Equity}$
  - (b)  $\text{Assets} = \text{Liabilities} + \text{Equity}$
  - (c)  $\text{Equity} = \text{Liabilities} - \text{Assets}$
  - (d)  $\text{Assets} - \text{Liabilities} = \text{Equity}$

3. In a trading account, what does "gross profit" represent?
  - (a) Total Sales - Total Purchases
  - (b) Total Revenue - Total Expenses
  - (c) Net Sales - Cost of Goods Sold
  - (d) Net Sales - Operating Expenses
4. Which depreciation method allocates an equal amount annually?
  - (a) Straight-Line Method
  - (b) Reducing Balance Method
  - (c) Units of Production Method
  - (d) Declining Balance Method
5. Which ratio measures profitability?
  - (a) Return on assets (ROA)
  - (b) Quick ratio
  - (c) Debt-to-equity ratio
  - (d) Interest coverage ratio
6. The formula for the current ratio is:
  - (a) Current Assets / Non-Current Liabilities
  - (b) Current Assets / Current Liabilities
  - (c) Total Assets / Total Liabilities
  - (d) Current Liabilities / Current Assets
7. What does budgetary control refer to?
  - (a) Preparation of financial statements
  - (b) Controlling revenue and expenditure through budgets
  - (c) Preparing a trial balance
  - (d) Managing employee performance

8. Which type of budget is prepared first in the budgeting process?
- (a) Production budget
  - (b) Sales budget
  - (c) Cash budget
  - (d) Master budget
9. Which of the following is an example of a fixed cost?
- (a) Raw material cost
  - (b) Electricity cost (based on production)
  - (c) Depreciation of machinery
  - (d) Direct labor cost
10. The formula for contribution in break-even analysis is:
- (a) Sales - Fixed costs
  - (b) Sales - Variable costs
  - (c) Fixed costs / Contribution margin
  - (d) Variable costs + Fixed costs

**Part B**

(5 × 5 = 25)

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

11. (a) Explain the golden rules of accounting with examples.

Or

- (b) What are the objectives of accounting?
12. (a) 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.

Or

- (b) What is the difference between a trial balance and a balance sheet?

13. (a) From the following balance sheet of kannLan Ltd., prepare a comparative balance sheet and comment on the financial position of the concern.

Balance sheet of Kannan Ltd.					
Liabilities	2020	2021	Assets	2020	2021
Equity shares	2,20,000	2,50,000	Buildings	1,40,000	1,70,000
Debentures	1,00,000	1,20,000	Machinery	1,20,000	1,50,000
Reserves and surplus	60,000	80,000	Furniture	60,000	40,000
Sundry creditors	40,000	25,000	Sundry debtors	40,000	60,000
Bills payable	35,000	40,000	Marketing securities	55,000	30,000
Outstanding Misc. exp	20,000	–	Stock	40,000	55,000
			Cash balance	20,000	10,000
	4,75,000	5,15,000		4,75,000	5,15,000

Or

- (b) What are the objectives of financial statement analysis?
14. (a) From The expenses budgeted for production of 1,000 units in a factory is furnished below:

Particulars	Per Unit Rs.
Material cost	700
Labour cost	250
Variable overheads	200
Selling expenses (20% fixed)	130
Administrative expenses (Rs. 2,00,000)	200
Total cost	1,480

Prepare a budget for production of 600 units and 800 units assuming administrative expenses are rigid for all level of production.

Or

(b) Explain the merits and limitations of budgetary control?

15. (a) The following 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) Explain about the components of total cost.

**Part C**

(5 × 8 = 40)

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

16. (a) Describe the principles of accounting. Explain the advantages and limitations of accounting.

Or

(b) Role of accountant in today's environment and how they help management?

17. (a) The following balances are extracted from the books of vigneshwaran. You are required to prepare the Trial Balance as on 31.03.2022

Particulars	Rs.
Purchases	20,000
Purchase returns	800
Sales	30,000
Sales returns	1,000
Capital	30,000
Interest (Dr)	400
Wages	7,000

Particulars	Rs.
Rent	800
Telephone charges	1,000
Miscellaneous income	400
Bills payable	7,000
Bills receivables	11,000
Cash in hand	1,800
Sundry creditors	4,000
Discount earned	800
Sundry debtors	15,000
Commission	1,000
Plant and Machinery	8,000
Cash at bank	6,000

Or

- (b) Distinguish between provision for doubtful debts and provision for discount on debtors.
18. (a) Discuss the various techniques of financial statement analysis.

Or

- (b) The following are the ratios relating to the trading activities of Neela traders Ltd:

Receivables turnover = 90 days (360 days year),

Inventory = 3 times, payables turnover = 3 months,

Gross profit ratio = 25%, Gross profit for the year amounted to Rs.18,000, Closing inventory of the

year is Rs.2,000 above the opening inventory, Bills receivable amount to Rs. 2,500 and bills payable to Rs. 1,000. Ascertain:

- (i) Sales,
- (ii) Debtors
- (iii) Closing inventory, and
- (iv) Sundry creditors.

19. (a) S. K. Brothers wish to approach the bankers for temporary overdraft facility for the period from October 2020 to December 2020. During the period of this period of these three months, the firm will be manufacturing mostly for stock. You are required to prepare a cash budget for the above period.

Month	Sales (Rs.)	Purchase (Rs.)	Wages (Rs.)
August	3,60,000	2,49,000	24,000
September	3,84,000	2,88,000	28,000
October	2,16,000	4,86,000	22,000
November	3,48,000	4,92,000	20,000
December	2,52,000	5,36,000	30,000

Or

- (b) Discuss the essentials of a good budgetary control system.

20. (a) Compare and distinguish marginal costing with Absorption costing. Discuss.

Or

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

Stock of raw materials on 1<sup>st</sup> January 25,000

Stock of raw materials on 31<sup>st</sup> January 26,200

Purchase of raw materials 21,900

Carriage on purchases 1,100

Sale of finished goods 72,300

Direct wages 17,200

Non- productive wages 800

Direct expenses 1,200

Factory overheads 8,300

Administrative overheads 3,200

Selling overheads 4,200.

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**C-8157**

**Sub. Code**

**80914**

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

**First Semester**

**Logistics and Supply Chain Management**

**INDUSTRIAL ECONOMICS**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. MSMEs in India are classified based on
  - (a) Profit margins
  - (b) Foreign ownership
  - (c) Annual turnover
  - (d) Number of employees
  
2. The factor that influences the structure and organization of a firm is
  - (a) Market conditions
  - (b) Government policies
  - (c) Ownership structure
  - (d) All of the above

3. The theory of industrial location developed by Alfred Weber is known as
  - (a) Central Place Theory
  - (b) Least Cost Theory
  - (c) Agglomeration Theory
  - (d) Profit Maximization Theory
4. Which of the following factors is NOT considered in the “least-cost location” theory proposed by Weber?
  - (a) Market size
  - (b) Transportation costs
  - (c) Availability of raw materials
  - (d) Labor costs
5. The term for a legally set minimum wage in a labour market is
  - (a) Efficiency wage
  - (b) Minimum wage
  - (c) Marginal wage
  - (d) Equilibrium wage
6. Law in India governs industrial disputes is
  - (a) The Factories Act
  - (b) The Payment of Wages Act
  - (c) The Trade Unions Act
  - (d) The Industrial Disputes Act
7. Industrial labor in India is predominantly employed in the sector
  - (a) Manufacturing
  - (b) Agriculture
  - (c) Information Technology
  - (d) Services

8. A major cause of industrial disputes in India is
- (a) High profits
  - (b) Overproduction
  - (c) Excessive government regulation
  - (d) Poor working conditions
9. The term for foreign capital invested in startups and technology-based businesses is
- (a) Venture capital
  - (b) External commercial borrowing
  - (c) Greenfield investment
  - (d) Sovereign wealth investment
10. Which of the following is NOT considered a form of foreign capital?
- (a) Foreign portfolio investment (FPI)
  - (b) Foreign loans
  - (c) Foreign direct investment (FDI)
  - (d) Local tax revenue

**Part B**

(5 × 5 = 25)

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

11. (a) Discuss the importance of industry.

Or

- (b) Explain the need for industrialization.

12. (a) Enumerate the concept of Weber's and Saragant's theories.

Or

- (b) Describe the concept of localization of industries.

13. (a) Discuss the features of industrial Labour.  
Or

(b) State the settlement of industrial disputes.

14. (a) Elucidate the latest industrial policy.  
Or

(b) Enumerate the concepts of LPG.

15. (a) Discuss the types of foreign capital.  
Or

(b) Describe the need for foreign collaborations.

**Part C** (5 × 8 = 40)

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

16. (a) Explain the evolutions of industries in India.  
Or

(b) Discuss the importance and difficulties in marketing planning.

17. (a) Enumerate the types of marketing decisions.  
Or

(b) Distinguish Market information Vs Marketing information system.

18. (a) Discuss the stages of Product life cycle.  
Or

(b) State the stages of product planning and development.

19. (a) Elucidate the concept of industrial and individual buyer behaviour.  
Or

(b) Enumerate the challenges of customer relationship management.

20. (a) Discuss the applications of marketing research.  
Or

(b) Describe the marketing research in the internet era.

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**C-8158**

**Sub. Code**

**80915**

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

**First Semester**

**Logistics and Supply Chain Management**

**ORGANISATIONAL BEHAVIOUR**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. The Hawthorne Effect refers to
  - (a) Increased productivity due to financial incentives
  - (b) Changes in behavior when individuals know they are being observed
  - (c) The impact of lighting on worker efficiency
  - (d) The role of formal authority in organizations
  
2. Mayo's findings shifted managerial focus toward:
  - (a) Centralized decision-making
  - (b) Technological innovation
  - (c) Strict adherence to protocols
  - (d) Employee autonomy and social satisfaction

3. The most influential factor shaping personality development in early childhood is:
  - (a) Genetic predisposition
  - (b) Educational attainment
  - (c) Environmental exposure
  - (d) Economic background
4. The strongest predictor of consistent personality traits over time is:
  - (a) Social interactions
  - (b) Genetic inheritance
  - (c) Workplace experiences
  - (d) Cultural exposure
5. The cognitive component of attitude primarily refers to:
  - (a) Beliefs and knowledge about an object
  - (b) Emotional reactions toward an object
  - (c) Behavioral intentions toward an object
  - (d) Past experiences influencing perception
6. The motivational theory explaining how perceived fairness influences work effort is:
  - (a) Equity theory
  - (b) Reinforcement theory
  - (c) Expectancy theory
  - (d) Goal-setting theory
7. The characteristic distinguishing a formal group from an informal group is:
  - (a) Voluntary participation
  - (b) Strong emotional bonds
  - (c) Official structure and designated roles
  - (d) Absence of hierarchy

8. The leadership style characterized by minimal supervision and high employee autonomy is:
- (a) Autocratic
  - (b) Laissez-faire
  - (c) Democratic
  - (d) Transformational
9. The approach emphasizing that individuals accept change when they understand its logical benefits is
- (a) Rational-empirical approach
  - (b) Power-coercive approach
  - (c) Psychological contract approach
  - (d) Participative approach
10. The primary cause of resistance when employees fear the unknown consequences of change is
- (a) Institutionalized norms
  - (b) Role overload
  - (c) Organizational inertia
  - (d) Uncertainty avoidance

**Part B**

(5 × 5 = 25)

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

11. (a) Explain challenges of Organisational behaviour.
- Or
- (b) Write a note on the contribution of social psychology to the Organisational behaviour.
12. (a) Describe the perceptual Process.
- Or
- (b) Give short note on reinforcement and punishment.
13. (a) Brief the components of attitude.
- Or
- (b) Explain the development of values.

14. (a) Explain the reasons for group formation.

Or

(b) Briefly explain various types of leadership styles.

15. (a) Discuss the types of change.

Or

(b) Give short notes on organisational Development.

**Part C**

(5 × 8 = 40)

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

16. (a) Critically examine experiments of Hawthorne Studies.

Or

(b) Discuss the contributions of psychology and anthropology to the organisational behaviour.

17. (a) Explain the determinants of personality.

Or

(b) Write a note on selective perception and social perception.

18. (a) Describe the process theories of motivation.

Or

(b) Explain the types and process of formation of values.

19. (a) Elaborately explain the dynamics of group formation.

Or

(b) Discuss the Causes of stress. Explain how to overcome Stressors.

20. (a) Describe the steps involved in the process of change.

Or

(b) Write a note on OD Interventions and organisational culture.

**C-8159**

**Sub. Code**

**80916**

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

**First Semester**

**Logistics and Supply Chain Management**

**MARKETING MANAGEMENT**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. The function of marketing that involves determining promotional strategies to increase product awareness and generate sales is
  - (a) Distribution
  - (b) Promotion
  - (c) Selling
  - (d) Market research
  
2. Which element of market planning is concerned with determining the goals and objectives of the marketing efforts?
  - (a) Marketing strategy
  - (b) Marketing Goal
  - (c) Marketing Objective
  - (d) Marketing Tool

3. The type of marketing decision involves deciding how much product to stock in retail outlets is
  - (a) Pricing decision
  - (b) Product decision
  - (c) Distribution decision
  - (d) Promotional decision
4. In designing a marketing system, the step of analyzing competitors and market trends is known as
  - (a) SWOT analysis
  - (b) Market segmentation
  - (c) Market analysis
  - (d) Competitive intelligence
5. The strategy that involves introducing lower-priced products to an existing product line is
  - (a) Diversification
  - (b) Downward stretching
  - (c) Vertical integration
  - (d) Market segmentation
6. The type of product modification involves changes in the durability or reliability of a product are
  - (a) Design modification
  - (b) Aesthetic modification
  - (c) Functional modification
  - (d) Quality modification
7. A primary factor influencing industrial buyer behavior is
  - (a) Organizational objectives
  - (b) Seasonal discounts
  - (c) Emotional appeal
  - (d) Brand loyalty

8. A primary factor influencing online buying behavior is  
(a) Store location      (b) In-store promotions  
(c) Product price      (d) Product packaging
9. The final step in the marketing research process is  
(a) Report presentation  
(b) Data analysis  
(c) Data collection  
(d) Problem definition
10. A common tool used for online marketing research is  
(a) Television ads      (b) Online surveys  
(c) Focus groups      (d) Direct mail

**Part B**

(5 × 5 = 25)

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

11. (a) Discuss the objectives of modern marketing.  
Or  
(b) Explain the process of market planning.
12. (a) Enumerate the elements of marketing mix.  
Or  
(b) Describe the components of marketing information system.
13. (a) Discuss the bases of segmentation.  
Or  
(b) State the concept of test marketing.
14. (a) Elucidate the influencing factors of buyer behaviour.  
Or  
(b) Enumerate the scope of Customer Relationship management.

15. (a) Discuss the process of marketing research.

Or

(b) Describe the ethics in marketing.

**Part C**

(5 × 8 = 40)

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

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

Or

(b) Discuss the importance and difficulties in marketing planning.

17. (a) Enumerate the types of marketing decisions.

Or

(b) Distinguish Market information Vs Marketing information system.

18. (a) Discuss the stages of Product life cycle.

Or

(b) State the stages of product planning and development.

19. (a) Elucidate the concept of industrial and individual buyer behaviour.

Or

(b) Enumerate the challenges of customer relationship management.

20. (a) Discuss the applications of marketing research.

Or

(b) Describe the marketing research in the internet era.

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**C-8160**

**Sub. Code**

**80917**

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

**First Semester**

**Logistics and Supply Chain Management**

**BUSINESS ENVIRONMENT**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. The business environment encompasses all factors except:
  - (a) Political stability
  - (b) Natural resource availability
  - (c) Legal regulations
  - (d) Employee training
  
2. A major aspect of the social environment impacting businesses is:
  - (a) Technological advancements
  - (b) Economic theories
  - (c) Social values and beliefs
  - (d) Labor laws

3. The elements of culture that affect business operations include:
  - (a) Religion
  - (b) Technology
  - (c) Climate
  - (d) Government regulations
  
4. The impact of foreign culture on local businesses is mostly observed in:
  - (a) Consumer behavior and buying patterns
  - (b) Government taxation policies
  - (c) Global commodity prices
  - (d) National industrial policies
  
5. Economic planning by the government aims to:
  - (a) Stifle market innovation
  - (b) Allocate resources and guide long-term national development
  - (c) Promote state-owned monopolies over private enterprises
  - (d) Limit international trade and cross-border investments
  
6. The control function of government in business involves:
  - (a) Unrestricted free-market practices with minimal oversight
  - (b) Regulatory intervention to correct market failures
  - (c) Providing subsidies for businesses without evaluation
  - (d) Enforcing monopoly practices in critical industries

7. The social structure of a society influences business opportunities by:
- (a) Increasing cultural barriers to market entry
  - (b) Restricting entrepreneurial activity through social norms
  - (c) Creating a monopoly by limiting social mobility
  - (d) Shaping consumer preferences and market demands
8. Financial institutions support businesses by:
- (a) Restricting the flow of capital to new enterprises
  - (b) Imposing high levels of taxation on emerging businesses
  - (c) Offering venture capital, insurance, and investment services
  - (d) Monitoring businesses for compliance with government regulations
9. The New Economic Policy of 1991 was introduced in India primarily to:
- (a) Promote economic liberalization and reduce fiscal deficits
  - (b) Strengthen the public sector dominance in the economy
  - (c) Control inflation by imposing price controls
  - (d) Increase government subsidies for state-owned enterprises

10. Globalization in India after 1991 has primarily led to:
- (a) A reduction in foreign trade and investment
  - (b) Increased market isolation and protectionism
  - (c) Growth in foreign trade, foreign investment, and technology transfer
  - (d) A complete shutdown of Indian industries in the global market.

**Part B**

(5 × 5 = 25)

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

11. (a) Explain political environment affecting business.

Or

- (b) Explain about international environment element affecting business.

12. (a) Write short note about culture.

Or

- (b) Write short note about change and resistance to change.

13. (a) Explain the importance of government in business operations.

Or

- (b) Explain the role of government in entrepreneurial business.

14. (a) Explain entrepreneurial society implications for business opportunities.

Or

- (b) Explain the role of central bank.

15. (a) Write short note about EXIM policy change for liberalization.

Or

- (b) Explain the various reforms in capital market.

**Part C**

(5 × 8 = 40)

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

16. (a) Explain demographic elements affecting business.

Or

- (b) Discuss about threats and opportunities of industries related environment.

17. (a) Discuss about traditional values and its impact in business.

Or

- (b) Discuss linguistic and religious groups culture.

18. (a) What are the measures taken by government for economic planning?

Or

- (b) Explain political system of country impact for business growth.

19. (a) Discuss FDI and foreign collaboration by tapping business.

Or

(b) Discuss about monetary system and business capital.

20. (a) Discuss about new economic policy.

Or

(b) Discuss about various policy changes for liberalization.

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**C-8161**

**Sub. Code**

**80921**

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

**Second Semester**

**Logistics and Supply Chain Management**

**PRODUCTION AND MATERIALS HANDLING IN  
LOGISTICS**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. The flow of materials in a manufacturing unit should be:
  - (a) Erratic and random
  - (b) Smooth and continuous
  - (c) Unplanned to allow flexibility
  - (d) Slow and infrequent
  
2. Which factor is the most important in workplace safety?
  - (a) Proper ventilation
  - (b) Employee uniforms
  - (c) High employee turnover
  - (d) Overtime work

3. A good plant layout should focus on:
  - (a) Reducing material handling
  - (b) Increasing production bottlenecks
  - (c) Placing machines randomly
  - (d) Avoiding standardization
  
4. A plant layout where machines are arranged based on the sequence of operations is called:
  - (a) Process layout
  - (b) Product layout
  - (c) Fixed-position layout
  - (d) Hybrid layout
  
5. Which of the following allowances is NOT included in standard time calculation?
  - (a) Personal allowances
  - (b) Delay allowances
  - (c) Financial allowances
  - (d) Fatigue allowances
  
6. Which factor is NOT considered when computing standard time?
  - (a) Worker fatigue
  - (b) Machine breakdowns
  - (c) Economic inflation
  - (d) Personal needs of workers

7. Which cost is NOT typically included in material handling cost analysis?
- (a) Storage costs
  - (b) Energy costs
  - (c) Employee wages
  - (d) Marketing expenses
8. Which of the following contributes to the operating cost of material handling equipment?
- (a) Fuel consumption
  - (b) Equipment color
  - (c) The name of the manufacturer
  - (d) The temperature of the office
9. Cross-holding equipment is commonly used in:
- (a) Automated manufacturing systems
  - (b) Personal transportation
  - (c) Food processing units
  - (d) Small-scale home businesses
10. Narrow gauge equipment is commonly used in:
- (a) Underground mines and tunnels
  - (b) Large open fields
  - (c) High-speed railways
  - (d) Office transportation

**Part B**

(5 × 5 = 25)

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

11. (a) Compare and contrast mass production with customized production systems.

Or

- (b) Explain the various material flow patterns used in manufacturing.

12. (a) Discuss the role of hybrid layouts in modern manufacturing industries.

Or

- (b) Explain the role of automation and robotics in shaping plant layout decisions.

13. (a) Explain the role of training and worker participation in successful work study implementation.

Or

- (b) Discuss the impact of method study on quality improvement in production processes.

14. (a) Discuss the factors affecting the depreciation cost of material handling equipment.

Or

- (b) Explain the working principle of different types of hoisting machines.

15. (a) Define narrow gauge equipment and explain its role in material handling.

Or

- (b) Explain the advantages and limitations of different conveying equipment.

**Part C**

(5 × 8 = 40)

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

16. (a) Describe the step-by-step procedure of production planning.

Or

- (b) Discuss the relationship between production management and other business functions such as marketing, finance, and human resources.

17. (a) Compare the benefits and drawbacks of designing a flexible plant layout versus a fixed plant layout.

Or

- (b) Explain the five factors that influence the design of a plant layout.

18. (a) Compare and contrast time study, work sampling, and predetermined motion time systems.

Or

- (b) Discuss the relationship between work measurement and productivity improvement.

19. (a) Explain the major differences between bridge cranes and mobile cranes.

Or

- (b) Discuss the advantages and limitations of revolving cranes in industrial applications.

20. (a) Compare and contrast gravity conveyors and pneumatic conveyors in terms of functionality and efficiency.

Or

- (b) Explain different transportation methods used for ODC material handling.
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**C-8162**

**Sub. Code**

**80922**

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

**Second Semester**

**Logistics and Supply Chain Management**

**HUMAN RESOURCE MANAGEMENT**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. First Factory Act formalized labor practices to address:
  - (a) Employee rights
  - (b) Welfare concerns
  - (c) Industrial disputes
  - (d) Working conditions
  
2. Maslow's highest need focuses on personal growth and:
  - (a) Stability
  - (b) Fulfillment
  - (c) Recognition
  - (d) Security
  
3. 360-degree feedback system collects input from:
  - (a) Peers, subordinates, and supervisors
  - (b) Customers, vendors, and employees
  - (c) External and internal stakeholders
  - (d) Managers, colleagues, and teams

4. Failure to set measurable performance standards leads to:
  - (a) Vague feedback
  - (b) Appraisal conflicts
  - (c) Misaligned evaluations
  - (d) Performance discrepancies
  
5. Industrial relations focus primarily on the relationship between:
  - (a) Employees and employers
  - (b) Unions and management
  - (c) Management and stakeholders
  - (d) Workforce and government
  
6. The primary role of trade unions involves:
  - (a) Protecting employee interests
  - (b) Ensuring workplace safety
  - (c) Representing workforce grievances
  - (d) Advocating labor rights
  
7. Rational-emotive theory targets:
  - (a) Eliminating irrational beliefs
  - (b) Developing coping mechanisms
  - (c) Changing cognitive distortions
  - (d) Fostering emotional growth
  
8. HRIS supports decision-making by:
  - (a) Providing real-time data
  - (b) Streamlining HR functions
  - (c) Managing employee records
  - (d) Enhancing data-driven insights

9. International HRM ensures consistency across global operations by focusing on:
- (a) Talent mobility
  - (b) Cross-cultural adaptability
  - (c) Standardized policies
  - (d) Unified organizational practices
10. Hofstede's model analyzes:
- (a) Leadership styles in cross-cultural teams
  - (b) Societal norms shaping employee attitudes
  - (c) Cultural dimensions affecting workplace behavior
  - (d) Communication barriers within global organizations

**Part B**

(5 × 5 = 25)

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

11. (a) Explain the scope of HRM.
- Or
- (b) Describe the computer application in HRM.
12. (a) Discuss the importance of on-the-job training methods.
- Or
- (b) Discuss the advantages of the 360-degree appraisal method.
13. (a) Define industrial relations and explain its importance.
- Or
- (b) Explain the importance of Collective bargaining.
14. (a) Discuss the role of HR accounting.
- Or
- (b) Explain the centered theory.

15. (a) Describe the main functions of IHRM.

Or

(b) Explain the IHRM strategies.

**Part C**

(5 × 8 = 40)

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

16. (a) Describe the history and evolution of human resource management.

Or

(b) Explain the steps involved in conducting job analysis.

17. (a) Explain the characteristics of an effective appraisal system.

Or

(b) Explain the performance appraisal process and the methods.

18. (a) Explain the employee grievance and discipline.

Or

(b) Explain the key features of industrial relations.

19. (a) Explain the aims and fields of counseling.

Or

(b) Explain the significance of human resource accounting.

20. (a) Discuss the pressures of globalization on international HRM.

Or

(b) Explain the components of international compensation.

**C-8163**

**Sub. Code**

**80923**

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

**Second Semester**

**Logistics and Supply Chain Management**

**FINANCIAL MANAGEMENT**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. What is the primary objective of financial management?
  - (a) Maximizing profits
  - (b) Ensuring liquidity
  - (c) Wealth maximization
  - (d) Reducing risks
  
2. Which of the following is a key decision area in financial management?
  - (a) Investment decisions
  - (b) Marketing strategies
  - (c) Production techniques
  - (d) Recruitment policies

3. Factoring primarily deals with:
  - (a) Asset financing
  - (b) Managing accounts receivable
  - (c) Debt restructuring
  - (d) Long-term investments
  
4. Which of the following debentures can be converted into equity shares?
  - (a) Non-convertible debentures
  - (b) Secured debentures
  - (c) Redeemable debentures
  - (d) Convertible debentures
  
5. What is the primary objective of a financing decision?
  - (a) Maximizing revenue
  - (b) Reducing operational costs
  - (c) Minimizing the cost of capital
  - (d) Increasing debt levels
  
6. The cost of capital is defined as:
  - (a) The cost of production
  - (b) The cost of obtaining funds
  - (c) The cost of selling goods
  - (d) The cost of marketing
  
7. What is working capital?
  - (a) The difference between current assets and current liabilities
  - (b) Long-term financing for a company
  - (c) The fixed assets of a company
  - (d) The total assets of a company

8. Accounts receivables management primarily focuses on:
- (a) Managing long-term debts
  - (b) Collecting payments from customers
  - (c) Issuing commercial paper
  - (d) Financing fixed assets
9. Which of the following is a technique used in capital budgeting?
- (a) Cost of equity
  - (b) Depreciation analysis
  - (c) Payback period
  - (d) Liquidity ratio
10. The net present value (NPV) method considers:
- (a) Only profits
  - (b) Time value of money and cash flows
  - (c) Depreciation costs
  - (d) Historical investment data

**Part B**

(5 × 5 = 25)

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

11. (a) Explain the primary objectives of financial management.
- Or
- (b) What are the main responsibilities of a finance manager?
12. (a) Explain the differences between equity shares and preference shares.
- Or
- (b) Explain the key features of debentures as a source of finance.

13. (a) Describe the assumptions of the Net Income (NI) approach.

Or

- (b) Kumar Ltd expects an annual EBIT of Rs. 2,00,000. The company has Rs. 5,00,000 in 10% debentures. The equity capitalization rate is 12.5% the company prospects to issue additional equity shares of Rs. 1,50,000 and use the proceeds for redemption of debentures of Rs. 1,50,000. Calculate the value of the firm and the overall cost of capital.

14. (a) Explain the importance of managing accounts receivables effectively.

Or

- (b) Explain about the working capital and explain its significance for a business.

15. (a) Explain the key factors affecting investment decisions in a business.

Or

- (b) A project costs Rs. 50,000 and is expected to generate cash flows of Rs. 15,000 per year for the next 5 years. Calculate the IRR of the project.

**Part C**

(5 × 8 = 40)

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

16. (a) Describe the nature and scope of financial management in detail.

Or

- (b) Discuss the key financial decisions made by a finance manager.

17. (a) Explain the concept of hire purchase and its advantages for businesses.

Or

- (b) Evaluate the importance of project financing for infrastructure development.

18. (a) The following information relate to two companies:

Company	Sales	Variable cost	Fixed cost	Interest
	Rs.	Rs.	Rs.	Rs.
P Ltd.	5,00,000	2,00,000	1,50,000	50,000
Q Ltd	10,00,000	3,00,000	4,00,000	1,00,000

Or

- (b) Evaluate the factors influencing capital structure decisions in a business.

19. (a) Evaluate the different sources of working capital finance, including trade credit and bank finance.

Or

- (b) Discuss the advantages and limitations of commercial paper as a short-term financing option.

20. (a) Discuss the nature, scope, and importance of capital budgeting decisions for strategic planning.

Or

- (b) From the following information suggest which of the two projects should be accepted on the basis of net present value method.

	Project A	Project B
	Rs.	Rs.
Initial outlay	10,000	20,000
Cash inflows after taxes and before depreciation		
Year 1	8,000	8,000
2	7,000	9,000
3	Nil	7,000
4	Nil	6,000
Service life	2 years	4 years
Required rate of return	10%	10%

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**C-8164**

**Sub. Code**

**80924**

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

**Second Semester**

**Logistics and Supply Chain Management**

**RESEARCH METHODS FOR BUSINESS**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. What is the primary characteristic of a well-defined research problem?
  - (a) It is ambiguous
  - (b) It is specific and clear
  - (c) It has no connection to existing literature
  - (d) It lacks feasibility
  
2. Good research should be:
  - (a) Objective, systematic, and ethical
  - (b) Biased and unstructured
  - (c) Limited to one specific method
  - (d) Aimed at satisfying personal opinions
  
3. Which of the following is an example of a nominal scale?
  - (a) Age in years
  - (b) Customer satisfaction rating
  - (c) Gender (male/female/other)
  - (d) Temperature in Celsius

4. Sample design refers to:
  - (a) method used to select a subset of the population
  - (b) Analyzing the entire population
  - (c) Collecting secondary data
  - (d) Reducing errors in statistical tests
5. Primary data refers to:
  - (a) Data that has already been collected for another purpose
  - (b) First-hand information collected directly by the researcher
  - (c) Data published in government reports
  - (d) Data collected by a third party
6. A schedule is:
  - (a) A self-administered questionnaire
  - (b) Administered by the researcher or enumerator
  - (c) A method to analyze statistical data
  - (d) A verbal method to collect opinions
7. The median is:
  - (a) The sum of all values divided by the number of values
  - (b) The most frequent value in the dataset
  - (c) The value that lies in the middle of an ordered dataset
  - (d) The highest value minus the lowest value
8. The range of the Pearson correlation coefficient ( $r$ ) is:
  - (a) 0 to 1
  - (b)  $-1$  to  $1$
  - (c)  $-\infty$  to  $+\infty$
  - (d) 0 to  $\infty$
9. A research report should primarily aim for:
  - (a) Simplicity and clarity
  - (b) Excessive detail
  - (c) Highly artistic language
  - (d) Personal opinions

10. In which section of the report are references and citations listed?
- (a) Abstract                      (b) Bibliography  
(c) Data Analysis                (d) Findings

**Part B**

(5 × 5 = 25)

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

11. (a) What is descriptive research? Name two types of exploratory research methods.  
Or  
(b) What is research ethics? Define plagiarism in research ethics.
12. (a) Explain the sampling process in detail, including its key components.  
Or  
(b) What is a pilot study, and how does it help in determining sample size?
13. (a) Define primary data. Give two examples each of primary and secondary data sources.  
Or  
(b) Write the importance of tabulation with examples.
14. (a) What is the purpose of the chi-square test in statistics? Mention one assumption of the chisquare test.  
Or  
(b) Define Pearson's correlation coefficient. What is the difference between correlation and regression?
15. (a) What is the standard format of a research report? What is the role of appendices in a research report?  
Or  
(b) What are the main components of a research report? What is the purpose of an abstract in a report?

**Part C**

(5 × 8 = 40)

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

16. (a) Explain the different classifications of research based on purpose and method.

Or

- (b) Describe the research process in detail, explaining each step with examples.

17. (a) Explain the four types of measurement scales with examples and their significance in research.

Or

- (b) Describe the various types of probability and non-probability sampling methods with examples.

18. (a) Discuss the importance of secondary data in research and its limitations.

Or

- (b) Discuss the various methods of collecting primary data and their applications in research.

19. (a) Compare and contrast mean, median, and mode with examples.

Or

- (b) What is correlation? Discuss the difference between positive, negative, and zero correlations with examples.

20. (a) Explain the role of visual aids (tables, graphs, charts) in making a report more effective.

Or

- (b) Explain the principles of good report writing with examples.

**C-8165**

**Sub. Code**

**80925**

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

**Second Semester**

**LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. \_\_\_\_\_ is not a key objective of business logistics.
  - (a) Cost reduction
  - (b) Enhancing customer service
  - (c) Increasing production speed
  - (d) Improving asset utilization
  
2. Outsourcing in supply chain management refers to \_\_\_\_\_.
  - (a) Selling excess inventory
  - (b) Procuring goods from local suppliers
  - (c) Delegating logistics functions to third parties
  - (d) Reducing inventory levels
  
3. Decision-making under uncertainty is best supported by \_\_\_\_\_.
  - (a) Monte Carlo simulation
  - (b) Linear programming
  - (c) Kanban system
  - (d) Just-in-time

4. \_\_\_\_\_ is the primary purpose of distribution network design in supply chain management.
- (a) Reducing raw material costs
  - (b) Minimizing lead times and costs while meeting customer demands
  - (c) Increasing production output
  - (d) Reducing marketing expenses
5. \_\_\_\_\_ phenomenon in supply chains refers to the increasing variability in orders as one moves up the supply chain.
- (a) Bullwhip effect
  - (b) Bottleneck effect
  - (c) Pareto principle
  - (d) Supply chain smoothing
6. \_\_\_\_\_ accounts for probabilistic demand and lead time.
- (a) EOQ model
  - (b) Newsvendor model
  - (c) ABC analysis
  - (d) JIT inventory model
7. \_\_\_\_\_ is not a key factor in transportation mode selection.
- (a) Cost
  - (b) Speed
  - (c) Branding
  - (d) Reliability
8. \_\_\_\_\_ involves the combination of multiple transportation modes to improve efficiency.
- (a) Single-mode shipping
  - (b) Intermodal transportation
  - (c) Just-in-time logistics
  - (d) Dedicated freight

9. \_\_\_\_\_ is a major driver of globalization in logistics.
- (a) Decreasing technological advancements
  - (b) Increase in regional trade blocs and free trade agreements
  - (c) Limiting global supply chains
  - (d) Decreasing transportation efficiency
10. \_\_\_\_\_ is used for reducing risk in global supply chain planning.
- (a) Centralized inventory management
  - (b) Risk diversification across multiple suppliers and locations
  - (c) Sole sourcing strategy
  - (d) Increasing dependency on local vendors

**Part B**

(5 × 5 = 25)

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

11. (a) Explain in short about the drivers of Business Logistics and Supply Chain.

Or

- (b) Write a short note on Outsourcing.

12. (a) Make a brief note on Planning Networks.

Or

- (b) Discuss about Value Addition in Supply Chain Networks in short.

13. (a) Explain in short about the Bullwhip Effect.

Or

- (b) Discuss about Virtual Warehouse in short.

14. (a) Illustrate briefly about the modes of Transportation.  
Or  
(b) Elucidate about Packaging briefly.
15. (a) Explain in short about Global Logistics.  
Or  
(b) Discuss briefly about Strategic Logistics Planning.

**Part C**

(5 × 8 = 40)

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

16. (a) Explain about the Strategy Planning in detail.  
Or  
(b) Illustrate in detail about Sourcing Strategy.
17. (a) Discuss about the decision-making under risk in detail.  
Or  
(b) Explain in detail about the framework of IT adoption in the Logistics Information System.
18. (a) Elucidate in detail about Probabilistic Inventory Models.  
Or  
(b) Explain about the different types of Warehousing in detail.
19. (a) Compare and Contrast between 3PL and 4PL in detail.  
Or  
(b) Outline in detail about the design considerations taken while packaging.
20. (a) Explain in detail about the Global Supply Chain.  
Or  
(b) Discuss about the requirements for an effective logistic strategy in detail.

**C-8166**

**Sub. Code**

**80926**

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

**Second Semester**

**Logistics and Supply Chain Management**

**APPLIED OPERATION RESEARCH**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. Operations Research approach is \_\_\_\_\_.
  - (a) Multi-disciplinary
  - (b) Scientific
  - (c) Intuitive
  - (d) Collect essential data
2. Operation research approach is typically based on the use of \_\_\_\_\_
  - (a) Physical model
  - (b) Mathematical model
  - (c) Iconic model
  - (d) Descriptive model
3. If there is no non-negative replacement ratio in solving a Linear Programming Problem then the solution is
  - (a) Feasible
  - (b) Bounded
  - (c) Unbounded
  - (d) Infinite

4. A set of feasible solution to a Linear Programming Problem is
- (a) Convex
  - (b) Polygon
  - (c) Triangle
  - (d) bold
5. The non-basic variables are called \_\_\_\_\_
- (a) Shadow cost
  - (b) Opportunity cost
  - (c) Slack variable
  - (d) Surplus variable
6. Key element is also known as \_\_\_\_\_
- (a) Slack
  - (b) Surplus
  - (c) Artificial
  - (d) Pivot
7. A mixed strategy game can be solved by \_\_\_\_\_
- (a) Simplex method
  - (b) Hungarian method
  - (c) Graphical method
  - (d) Degeneracy
8. When the sum of gains of one player is equal to the sum of losses to another player in a game, this situation is known as
- (a) Two-person game
  - (b) Two-person zero-sum game
  - (c) Zero-sum game
  - (d) Non-zero-sum game
9. Service mechanism in a queuing system is characterized by \_\_\_\_\_
- (a) Customers behaviour
  - (b) Servers behaviour
  - (c) Customers in the system
  - (d) Server in the system

10. The operations Research technique, specially used to determine the optimum strategy is
- (a) Decision Theory
  - (b) Simulation
  - (c) Game Theory
  - (d) None of the above

**Part B**

(5 × 5 = 25)

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

11. (a) Write the applications of Operations Research.

Or

- (b) Explain the origin and development of Operations Research.

12. (a) List and explain the assumptions of linear programming.

Or

- (b) Explain the following:
- (i) artificial variable.
  - (ii) surplus variable
  - (iii) unbounded solution in LPP.

13. (a) What is degeneracy in Transportation problem? Explain with suitable examples.

Or

- (b) What are the key assumptions of the Hungarian algorithm for solving assignment problems and how can it be adapted for unbalanced cases?

14. (a) Explain Two person zero sum game in detail.

Or

- (b) What are the prerequisites for a problem to be solved by dynamic programming?

15. (a) Distinguish between single channel and multi-channel queuing model.

Or

- (b) Explain the concept of queuing theory and its significance in operation research.

**Part C**

(5 × 8 = 40)

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

16. (a) Describe the opportunities and shortcomings of operation research.

Or

- (b) State the different types of models used in Operations Research. Explain them briefly.

17. (a) Write an algorithm for solving linear programming problem using simplex Method.

Or

- (b) Solve the following LPP graphically

$$\text{Max } Z = 4x + 5y$$

$$\text{Subject to } x + y \leq 20 ;$$

$$3x + 4y \leq 72 ;$$

$$x, y \geq 0 .$$

18. (a) Describe the transportation problem and its applications.

Or

- (b) Solve the transportation problem by:  
 (i) North West Corner Rule  
 (ii) Least Cost Method  
 (iii) Vogel's Approximation Method

Source	Works				
Factories	W1	W2	W3	W4	Supply
F1	6	4	1	5	14
F2	8	9	2	7	16
F3	4	3	6	2	15
Demand	6	10	15	4	35

19. (a) What is saddle point with reference to a game? Illustrate the existence of the saddle point with a suitable example.

Or

- (b) Solve the game whose payoff matrix is given below:

		Player B		
		I	II	III
Player A	I	-2	15	-2
	II	-5	-6	-4
	III	-5	20	-8

20. (a) Explain the process of selection and use of random numbers to aid in management decisions using Monte Carlo simulation.

Or

- (b) People arrive at a cinema ticket booth in a poisson distributed arrival rate of 25 per hour. Service rate is exponentially distributed with an average time of 2 per min. Calculate the mean number in the waiting line, the mean waiting time, the mean number in the system, the mean time in the system and the utilization factor?
-

**C-8167**

**Sub. Code**

**80927**

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

**Second Semester**

**Logistics and Supply Chain Management**

**SHIPPING AND PORT MANAGEMENT**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. What is the primary reason countries engage in international trade?
  - (a) To reduce employment
  - (b) To exploit natural resources
  - (c) To benefit from comparative advantage
  - (d) To increase tariffs
  
2. Which Incoterm places the maximum responsibility on the seller?
  - (a) FOB (Free on Board)
  - (b) CTF (Cost, Insurance, and Freight)
  - (c) EXW (Ex-Works)
  - (d) DDP (Delivered Duty Paid)

3. Which of the following is a major global trade route for international seaborne trade?
  - (a) Suez Canal Route
  - (b) Trans-Siberian Railway
  - (c) Amazon River Route
  - (d) Pacific Coastal Route
  
4. What is the largest category of goods transported in international seaborne trade?
  - (a) Manufactured goods
  - (b) Bulk commodities (e.g., coal, iron ore)
  - (c) Perishable goods
  - (d) Hazardous materials
  
5. Which equipment is commonly used to handle containers at ports?
  - (a) Reach stackers
  - (b) Forklifts
  - (c) Gantry Cranes
  - (d) Bulldozers
  
6. What type of crane is typically used for bulk cargo handling?
  - (a) Grab cranes
  - (b) Quay Cranes
  - (c) Tower cranes
  - (d) Rubber-tired gantry cranes

7. What is the hinterland of a port?
- (a) The area surrounding the port used for tourism
  - (b) The geographic region served by the port for cargo movement
  - (c) A storage area within the port
  - (d) A coastal region connecting two ports
8. Which of the following is a common requirement of port customers?
- (a) Slow customs clearance
  - (b) Reliable and efficient cargo handling
  - (c) Increased bureaucratic processes
  - (d) Minimal hinterland connectivity
9. What is a mandatory requirement under the ISPS Code?
- (a) Security assessments and plans for ports and ships
  - (b) Reduction in port tariffs for international vessels
  - (c) Limiting containerized cargo at terminals
  - (d) Use of eco-friendly materials in port construction
10. Automation in terminal operations primarily aims to:
- (a) Increase workforce
  - (b) Reduce operational costs and enhance efficiency
  - (c) Limit cargo throughput
  - (d) Improve tourism opportunities

**Part B**

(5 × 5 = 25)

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

11. (a) What are the key markets in maritime transport? How do market conditions in shipping affect the global economy?

Or

- (b) What type of ship is typically used for containerized cargo? How do tankers differ from container ships?

12. (a) Discuss the key drivers of international seaborne trade.

Or

- (b) What are the primary types of cargo transported through trade routes?

13. (a) What is intermodal transportation? What is the role of technology in managing intermodal transportation?

Or

- (b) What is the significance of first-mile and last-mile connectivity?

14. (a) What are the primary needs of port users? Name two tools used to assess customer satisfaction at ports.

Or

- (b) What are the key components of marketing port services? Why is it important for ports to differentiate their services?

15. (a) What are the primary environmental concerns associated with ports?

Or

- (b) Discuss the health and safety challenges in ports and the strategies to mitigate them.

**Part C**

(5 × 8 = 40)

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

16. (a) Explain the concept of free trade and its advantages and disadvantages.

Or

- (b) Discuss the essential functions of shipping in facilitating international trade.

17. (a) Explain the importance of trade routes in international seaborne trade.

Or

- (b) Explain the challenges faced by the international shipping industry in seaborne trade.

18. (a) Discuss the importance of rail and road infrastructure in enhancing port efficiency.

Or

- (b) Analyze the impact of intermodal transportation on reducing logistics costs.

19. (a) Discuss the concept of the hinterland and its role in determining the competitiveness of a port.

Or

- (b) Discuss the process of identifying and addressing customer needs in port operations.

20. (a) Discuss the role of the ISPS Code in strengthening global port and maritime security.

Or

- (b) Discuss the environmental challenges faced by ports and terminals and the measures taken to address them.
-

**C-8168**

**Sub. Code**

**80931**

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

**Third Semester**

**Logistics and Supply Chain Management**

**LOGISTICS MANAGEMENT INFORMATION SYSTEMS**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. In which era did MIS become more focused on decision support systems (DSS)?
  - (a) 1950s
  - (b) 1960s
  - (c) 1970s
  - (d) 1990s
  
2. Which of the following is an approach to developing an MIS?
  - (a) Incremental Approach
  - (b) Direct Conversion Approach
  - (c) System Development Life Cycle (SDLC)
  - (d) Prototyping
  
3. Which of these is NOT a branch of AI?
  - (a) Expert Systems
  - (b) Neural Networks
  - (c) Relational Databases
  - (d) Natural Language Processing (NLP)

4. \_\_\_\_\_ is the role of MIS in information resource management.
- (a) To provide a manual system for managing data
  - (b) To control physical assets in an organization
  - (c) To organize, manage and utilize information effectively
  - (d) To replace traditional management roles
5. \_\_\_\_\_ is the primary function of online information services.
- (a) To provide direct physical delivery of documents
  - (b) To offer access to databases and information over the internet
  - (c) To replace all traditional forms of communication
  - (d) To store data locally without internet access
6. A \_\_\_\_\_ channel transmits information such as the goals, policies and procedures of an organization.
- (a) Formal Communication
  - (b) Informal Communication
  - (c) Unofficial Communication
  - (d) None of the above
7. Which of the Following is a key function of financial MIS?
- (a) Generating tax reports and financial forecasts
  - (b) Tracking inventory levels
  - (c) Analyzing logistics routes
  - (d) Developing product prototypes
8. \_\_\_\_\_ is a major benefit of using MIS for inventory management.
- (a) Reduced cost of employee training
  - (b) Accurate stock tracking and real-time updates
  - (c) Enhanced financial report generation
  - (d) Streamlined customer complaint resolution

9. In which scenario are communication servers most useful?
- (a) For local file storage within a single computer
  - (b) For managing and routing data across a network
  - (c) For designing user interfaces
  - (d) For creating standalone databases
10. How does social media enhance business marketing?
- (a) By enabling targeted advertising and real-time communication with customers
  - (b) By replacing all traditional marketing methods
  - (c) By providing analytics and insights
  - (d) By limiting outreach to a single platform

**Part B**

(5 × 5 = 25)

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

11. (a) What are the file components of information system?
- Or
- (b) Draw the pyramid diagram of organizational levels and information requirements.
12. (a) What are the key features of an executive information system?
- Or
- (b) What are the types of data processing?
13. (a) Compare the Local Area Network with Wide Area Network.
- Or
- (b) What is an Email used for?
14. (a) How Information system is useful for production Decision?
- Or
- (b) What is ERP and list its role for business development?

15. (a) What are the disadvantages of using digital network?

Or

(b) Write the types of communication servers?

**Part C**

(5 × 8 = 40)

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

16. (a) Describe about system concepts.

Or

(b) Explain about the basic requirements of MIS?

17. (a) Describe the Decision Support system Models in detail.

Or

(b) Give an overview of Artificial Intelligence.

18. (a) Describe the purpose of Electronic Bulletin Board system.

Or

(b) Explain the working process of a communication channel.

19. (a) Identify the activities and categories for a newly developed salary Information System.

Or

(b) Explain the modules of HR information system.

20. (a) Describe the ways to optimize the business using mobile commerce.

Or

(b) Explain the layers of EDI applications.

**C-8169**

**Sub. Code**

**80932**

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

**Third Semester**

**Logistics and Supply Chain Management**

**LINER TRADE AND INTERNATIONAL  
TRANSPORTATION**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. “Economy of scale” in liner vessel operations refer to \_\_\_\_\_.
  - (a) Reduced costs per unit with increased ship size
  - (b) Increased ship speed over long distances
  - (c) Higher fuel consumption for larger vessels
  - (d) Operating multiple ships at once
  
2. Which of the following is NOT a type of liner ship?
  - (a) Container ships
  - (b) Ro-Ro ships
  - (c) Tankers
  - (d) Fishing trawlers

3. \_\_\_\_\_ is an example of port handling equipment.
- (a) Conveyor belts
  - (b) Gantry cranes
  - (c) Forklifts
  - (d) All of the above
4. Insurance covers cargo during transport is known as \_\_\_\_\_
- (a) Marine cargo insurance
  - (b) Health insurance
  - (c) Liability insurance
  - (d) Property insurance
5. Which of the following is another form of Bill of Lading?
- (a) Waybill
  - (b) Purchase Order
  - (c) Customs Declaration
  - (d) Freight Manifest
6. UK Carriage of Goods by Sea Act 1924 regulate \_\_\_\_\_.
- (a) The rights of passengers on cargo ships
  - (b) The payment structure for freight charges
  - (c) The liability and responsibilities of carriers in the carriage of goods
  - (d) The type of cargo that can be transported by sea

7. What is one of the key challenges in tracking container fleets?
- (a) Lack of standardization in container dimensions
  - (b) The high cost of fuel
  - (c) The complexity of multi-modal logistics
  - (d) Insufficient data on cargo weight
8. Leasing a container allow a company to do?
- (a) Own the container for long-term use
  - (b) Pay for container usage without owning it
  - (c) Avoid insurance costs
  - (d) Manage container fleets
9. Role of Inland Container Depot (ICD) play in intermodal transport is \_\_\_\_\_.
- (a) It handles the loading of containers onto vessels.
  - (b) It acts as a transition point between road and rail transport for containers.
  - (c) It processes documentation for air cargo shipments.
  - (d) It facilitates the storage of hazardous goods.
10. \_\_\_\_\_ kind of cargo operations are typically performed at Container Freight Stations (CFS).
- (a) Transport of raw materials
  - (b) Storing bulk commodities
  - (c) Soiling, loading, and unloading of containers for import and export
  - (d) Packing of cargo into containers for long-distance transport

**Part B**

(5 × 5 = 25)

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

11. (a) Define “economy of scale” in the context of liner shipping.

Or

- (b) List the different types of shipboard handling equipment used in liner trades.

12. (a) What are the core elements of liner shipping operations management?

Or

- (b) Write a short note about the key documents used in liner shipping operations?

13. (a) How does the Bill of Lading act as evidence of the contract between the shipper and the carrier?

Or

- (b) What are the liabilities of the carrier under the Bill of Lading for the goods in transit?

14. (a) Give a short note on the challenges involved in tracking container fleets in real time.

Or

- (b) What are the primary legal implications and regulations surrounding the container trade?

15. (a) Compare Container Freight Station (CFS) with Inland Container Depot (ICD).

Or

- (b) How are the operations at CFSs and ICDs evolving with advancements in technology?

**Part C**

(5 × 8 = 40)

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

16. (a) Explain the process of loading and discharging in liner operations.

Or

- (b) Describe the significance of port organization?

17. (a) Elaborate the various cargo-handling equipment used onboard ships and at port terminals.

Or

- (b) Discuss the types of risks covered under marine cargo insurance policies.

18. (a) Explain the practical applications of the Bill of Lading in liner shipping operations.

Or

- (b) Enumerate the importance of Bill of Lading in International Trade.

19. (a) Discuss how different transportation modes (rail, truck, and sea) complement each other in intermodal transport.

Or

- (b) What are the special types of containers. such as refrigerated containers, and how are they used?

20. (a) Discuss the role of insurance in containerized cargo when passing through CFSs and ICDs.

Or

- (b) Explain the Functions of Container Freight Station (CFS) and Inland Container Depot (ICD).
-

**C-8170**

**Sub. Code**

**80933**

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

**Third Semester**

**Logistics and Supply Chain Management**

**WAREHOUSE MANAGEMENT**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. What is the primary goal of warehouse management?
  - (a) Minimizing warehouse space
  - (b) Reducing labor costs
  - (c) Ensuring timely order fulfillment
  - (d) Minimizing inventory levels
  
2. Why is accurate inventory management important in warehouse management?
  - (a) To optimize warehouse space
  - (b) To reduce labor costs
  - (c) To prevent stockouts and overstock situations
  - (d) To improve order picking efficiency

3. A written request to a supplier for specified goods at an agreed-on price is called a:
- (a) Purchase order
  - (b) Receiving report
  - (c) Purchase requisition
  - (d) Materials requisition form
4. Which of the following keeps a record of receipts, issues and running balance of certain items of stock, especially of filling items:
- (a) Stock items            (b) Bin card
  - (c) Quantity account   (d) Value account
5. What is the main objective of an Inventory Control System?
- (a) To minimize the cost of production
  - (b) To maintain optimal inventory levels to meet customer demand while minimizing holding costs
  - (c) To increase the number of suppliers
  - (d) To enhance marketing strategies
6. \_\_\_\_\_ procedure involves the receipt, inspection, storage and issue of materials.
- (a) Stores
  - (b) Inspection
  - (c) Sales
  - (d) Quality control

7. What is the primary use of computers in warehouses?
- (a) Entertainment for employees
  - (b) Inventory management and tracking
  - (c) Employee scheduling only
  - (d) Printing labels only
8. Which of the following is NOT a benefit of using computers in warehouses?
- (a) Improved accuracy in order processing
  - (b) Real-time inventory updates
  - (c) Slower operations due to system dependence
  - (d) Reduced paperwork
9. Which ISO standard specifically addresses quality management systems, including warehouse management practices?
- (a) ISO 45001
  - (b) ISO 9001
  - (c) ISO 14001
  - (d) ISO 31000
10. A warehouse location that is closer to the final customer helps in:
- (a) Reducing lead time
  - (b) Increasing tax benefits
  - (c) Enhancing warehouse size
  - (d) Improving employee morale

**Part B**

(5 × 5 = 25)

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

11. (a) State the key points explaining the need for material requisitioning.

Or

- (b) Explain the role of organisational structure and requisitioning in the store division.

12. (a) What are the different types of documents used for recording accepted materials?

Or

- (b) Discuss the process of material receipt and inspection, including documentation and handling of discrepancies.

13. (a) Explain the common types of scrap materials found in warehouses?

Or

- (b) Explain the methods used for control and storage of tools and spare materials like V-belts, tires, and bearings.

14. (a) Enumerate the key benefits of automating warehouse operations through computerization?

Or

- (b) Describe the benefits of computerizing warehouse activities and list key tasks that can be automated.

15. (a) What are ISO standards, and why are they important for warehouse and inventory management?

Or

- (b) Explain the need for ISO standards in warehouse operations.

**Part C**

(5 × 8 = 40)

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

16. (a) Describe the common challenges faced in managing the organization structure of a stores division?

Or

- (b) Discuss the role of warehousing in materials management. Explain the position and organizational structure of the stores division.

17. (a) How do you handle discrepancies between the materials delivered and the purchase order during documentation?

Or

- (b) Explain the process of receiving and inspecting materials in a warehouse. Discuss the importance of control samples, documentation of accepted materials.

18. (a) How can performance evaluations help in reducing waste, improving flow, and enhancing warehouse operations?

Or

- (b) Describe the methods used for control and storage of tools, surplus, and scrap materials in a warehouse.

19. (a) Describe the factors to be considered when choosing appropriate software for storekeeping and inventory control.

Or

- (b) What is the significance of ISO 9001 standards in warehouse management? Explain how quality assurance, warehouse layout, safety, and maintenance are aligned with ISO requirements.

20. (a) Explore the critical role that regular maintenance plays in enhancing warehouse safety and productivity.

Or

- (b) Explain the role of computerization in warehouse management. What are the key tasks that can be computerized in warehouse activities, and what benefits does this offer?
-

C-8171

Sub. Code

80934

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

**Third Semester**

**Logistics and Supply Chain Management**

**MARITIME AND TRANSPORT LAWS**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. Which of the following is true about a “Straight Bill of Lading”?
  - (a) It is transferable
  - (b) It is issued to the bearer
  - (c) It is issued to a specific consignee and is non-transferable
  - (d) It represents ownership or the cargo
  
2. Who is typically the “holder” of a Bill of Lading?
  - (a) The shipper
  - (b) The consignee
  - (c) The carrier
  - (d) The buyer

3. Who is responsible for issuing tickets for train travel under the Indian Railway Act, 1989?
  - (a) The Railway Minister
  - (b) The Railway Station Master
  - (c) The Railway Police
  - (d) The Travel Agents
  
4. The Carriage by Road Act, 2007 mandates the creation of a “Consignment Note” for:
  - (a) The seller of the goods
  - (b) The owner of the vehicle
  - (c) The consignee or the goods
  - (d) The transport of goods under the contract or carriage
  
5. Under the Multimodal Transportation of Goods Act, 1993, the MTO is required to:
  - (a) Provide a transport document to the consignor
  - (b) Ensure the goods are insured against all risks during transit
  - (c) Ensure that goods are delivered only by rail
  - (d) Be responsible for the customs clearance
  
6. A competent authority is defined as:
  - (a) A person or body responsible for enforcing laws only
  - (b) A person, organization, or body authorized by law to make decisions or take actions within a specific jurisdiction
  - (c) A body that solely issues licenses and permits
  - (d) A body responsible for only legislative functions

7. A customs warehouse is:
- (a) A warehouse used exclusively for storing perishable goods
  - (b) A warehouse where goods are held under customs control for import or export
  - (c) A warehouse that manufactures products
  - (d) A warehouse that only stores books and magazines
8. Under the Customs Act, 1962, which of the following is considered illegal goods?
- (a) Goods that are legally imported but are not declared to the customs authorities
  - (b) Goods that are smuggled into India without payment of customs duties
  - (c) Goods that are sold in the domestic market after proper customs clearance
  - (d) Goods that are transported within India for local distribution
9. The Settlement Commission can settle cases related to:
- (a) Incorrect valuation of goods for customs purposes
  - (b) Disputed classification of goods
  - (c) Non-payment of customs duties or taxes
  - (d) All of the above
10. The confiscation of goods occurs when:
- (a) Goods are legally imported but not cleared by the importer
  - (b) Goods are imported or exported in violation of customs laws or regulations
  - (c) Goods are delayed in customs for too long
  - (d) Goods are properly declared and assessed

**Part B**

(5 × 5 = 25)

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

11. (a) Write notes on the carriage of Goods in International trade.

Or

- (b) Bring out the salient features of the Non contractual actions.

12. (a) How consumers are protected in India according to Indian consumer act.

Or

- (b) Draw a flowchart and explain the mechanism in which consumer complaints are redressed.

13. (a) Give multi modal transportation of goods act 1993.

Or

- (b) What are the circumstances in which multi modal transportation is preferred?

14. (a) Write the types of goods mentioned in the customs act.

Or

- (b) Give short notes of customs valuation rule.

15. (a) What are the provisions related to conveyance carrying goods?

Or

- (b) Give the salient features of goods in-transit mentioned in customs act.

**Part C**

(5 × 8 = 40)

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

16. (a) Discuss the functions of Bill of lading contracts.

Or

- (b) Comment on the modifications to the traditional carriage contract model.

17. (a) Discuss about the various provisions related to railway act 1989.

Or

- (b) Discuss the various provisions related to carriage transported by air.

18. (a) Elaborate on the various documents involved in multi modal transportation.

Or

- (b) Explain the various powers and functions of the competent authority.

19. (a) How can we prevent and detect illegal exports of goods?

Or

(b) Discuss the various penalties under customs act.

20. (a) Explain the procedure for paying custom duties via online.

Or

(b) List any eight goods and mention its nature and their custom duties.

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**C-8172**

**Sub. Code**

**80935**

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

**Third Semester**

**Logistics and Supply Chain Management**

**INTERNATIONAL BUSINESS MANAGEMENT**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. What is the primary objective of international business?
  - (a) To increase international trade
  - (b) To maximise global benefits
  - (c) To reduce risks
  - (d) To expand the reach of domestic business into foreign markets
  
2. Which of the following is a major challenge faced by business in international markets?
  - (a) Political instability and corruption
  - (b) Over regulations in domestic market
  - (c) Lack of competition
  - (d) Limited technological advancements

3. What was the main purpose of GATT?
  - (a) To promote international standards
  - (b) To regulate international trade and tariffs
  - (c) To oversee monetary exchange rates
  - (d) To manage international aids
  
4. Where is the head quarter of WTO locates?
  - (a) New York                      (b) Belgium
  - (c) Geneva                        (d) Paris
  
5. The final step in export procedure is
  - (a) Shipping the goods
  - (b) Receiving payment
  - (c) Submitting documents to customs
  - (d) Obtaining an export license
  
6. The customs EDI system aims to reduce
  - (a) Physical documentation and reduce time
  - (b) Tariff rates
  - (c) Tax compliance
  - (d) Trade volume
  
7. Which authority issue the certificate of origin?
  - (a) Customs department
  - (b) Exports chamber of commerce
  - (c) Importer's bank
  - (d) Trade facilitation organization.

8. Which document is required to certify that the imported goods meet the country's health and safety regulations?
- (a) Bill of lading
  - (b) Certificate Of Origin
  - (c) Certificate Of inspection
  - (d) Letter of credit
9. What is the objective of cost-plus pricing?
- (a) To match competitive pricing
  - (b) To ensure all production are covered with a profit margin
  - (c) To gain a larger market share
  - (d) To maximize customer satisfaction
10. What is the main purpose of brand logo?
- (a) To visually identify the represent the brand identity
  - (b) To ensure compliance with legal standards
  - (c) To highlight the pricing strategies
  - (d) To explain the product features

**Part B**

(5 × 5 = 25)

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

11. (a) What is Regio centric approach in international business?

Or

- (b) Bring out the definition of globalization in the contest of world economy.

12. (a) How does licensing differ from franking?

Or

- (b) State the objectives of WTO.

13. (a) What is global strategic management, and why is it important for MNCs?

Or

- (b) How do economic factors influence the investment environment?

14. (a) What are the benefits of foreign direct investment for the host country?

Or

- (b) Explain the role central banks in foreign exchange market.

15. (a) What impact does the international product life cycle have on global pricing strategies?

Or

- (b) Bring out the advantage of e-commerce.

**Part C**

(5 × 8 = 40)

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

16. (a) What are the primary factors that made international business more complex than domestic business, and how can companies adapt to these challenges.

Or

- (b) Describe the main international trade theories, and how they evolved over time?

17. (a) Discuss the major advantages and risks associated with turn key projects.

Or

- (b) What is dumping in international trade, and how do anti-dumping measures work to prevent unfair competition.

18. (a) Describe the key stages in the global strategic management process.

Or

- (b) How does conducting an international SWOT Analysis help firms to identify the strategic opportunities and threads in foreign market?

19. (a) Discuss the role of foreign market in facilitating global trade and investment.

Or

- (b) Describe the differences between horizontal and vertical foreign investment.

20. (a) Examine the challenges faced by companies in setting international prices.

Or

(b) Discuss the concept of reengineering the international business process.

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**C-8173**

**Sub. Code**

**80936**

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

**Third Semester**

**Logistics and Supply Chain Management**

**RETAIL SUPPLY CHAIN MANAGEMENT**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. What is the primary goal of retail businesses?
  - (a) To produce goods
  - (b) To provide customer service
  - (c) To create new products
  - (d) To sell goods or services directly to consumers
  
2. Which of the following is an example of a Direct-to-Consumer (DTC) business model?
  - (a) A manufacturer selling goods through a third-party retailer
  - (b) A retail store selling products from various brands
  - (c) A company selling its own products directly to customers through its website
  - (d) A wholesaler selling bulk products to businesses

3. Which of the following is a major factor driving globalization?
  - (a) Decreased international trade
  - (b) Advancements in technology, particularly communication and transportation
  - (c) Increased protectionism and trade restrictions
  - (d) A reduction in cultural exchanges
4. Which of the following is an example of a logistical risk in a retail supply chain?
  - (a) Natural disasters disrupting transportation routes
  - (b) Currency fluctuations
  - (c) Ethical concerns regarding labor practices
  - (d) Political instability in a supplier country
5. What is the characteristic of the “growth” stage of the Product Life Cycle?
  - (a) Sales begin to decline
  - (b) Product awareness is low
  - (c) There is rapid market acceptance and increasing sales
  - (d) The product has been withdrawn from the market
6. Which of the following is NOT typically a key factor in achieving supply chain management excellence?
  - (a) Efficient inventory management
  - (b) Strong supplier relationships
  - (c) Cost-cutting at the expense of customer satisfaction
  - (d) Use of advanced technology and data analytics

7. Which of the following is a key role in Six Sigma methodology that leads the improvement project?
- (a) Green Belt                      (b) Yellow Belt
- (c) White Belt                      (d) Black Belt
8. Which of the following is a primary use of RFID technology?
- (a) To track and identify objects using radio waves
- (b) To create digital content for websites
- (c) To enhance the quality of sound in audio systems
- (d) To manage customer data in a database
9. What is the primary objective of managing supply chain costs?
- (a) To minimize product quality
- (b) To ensure the lowest price for customers
- (c) To optimize the overall efficiency of the supply chain
- (d) To focus only on reducing transportation costs
10. What is 'reverse logistics' in the context of retail returns?
- (a) A process for delivering goods to customers
- (b) The process of managing returned goods from customers back to the retailer
- (c) A way to transport goods from one warehouse to another
- (d) The process of selling returned products

**Part B**

(5 × 5 = 25)

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

11. (a) Give the meaning of comparative advantage of SCM.

Or

- (b) Comment on the concept Retail Supply chain in Indian Scenario.

12. (a) 'Globalization has increase opportunities for Supply chain'- Comment.

Or

- (b) What do you mean by retail supply chain risk?

13. (a) What are the skills required by a retail marketer?

Or

- (b) List and give notes on the retail market segments.

14. (a) Draw PDCA cycle and give short notes on the same.

Or

- (b) Write notes on the five stages of Six Sigma.

15. (a) Give the impact of finance in retail.

Or

- (b) How to handle with retail rebound?

**Part C**

(5 × 8 = 40)

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

16. (a) Elaborate on the types of retail chain Business.

Or

- (b) Considering any retail business of your choice show how CSR adds advantages to their business.

17. (a) With a neat sketch explain the four phases of QFD in Supply chain.

Or

- (b) With examples explain the retail supply chain environment.

18. (a) Differentiate between innovative and functional products.

Or

- (b) With a neat sketch explain the life cycle of a product.

19. (a) How CPFR practice increases efficiency in supply chain?

Or

- (b) Elaborate the various tools and techniques used in product tracking.

20. (a) Discuss the types of supply chain costs.

Or

(b) What are the various opportunities in returns in retail.

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**Sub. Code**

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

**Third Semester**

**Logistics and Supply Chain Management**

**EXIM PROCEDURE AND DOCUMENTATION**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. What is the main benefit of exporting for business?
  - (a) Increased competition in the domestic market
  - (b) Access into markets for higher sales
  - (c) Decrease in foreign exchange earnings
  - (d) Reduction in production cost
  
2. Which of the following is an example of capital exports
  - (a) Export of raw materials to other countries
  - (b) Investment in foreign business or assets
  - (c) Export of consumer goods
  - (d) Export of agricultural product

3. Who is generally responsible for submitting
  - (a) The importer
  - (b) The exporter
  - (c) Shipping agent
  - (d) Customs authorities
  
4. How do BIS1400 certification received or renewed?
  - (a) Every 6 months
  - (b) Annually
  - (c) Certificate does not requirement
  - (d) Every 2-3 years depending upon product category
  
5. Excise duty is typically levied on
  - (a) Imported goods only
  - (b) Exported goods only
  - (c) Goods manufactured within the country
  - (d) All goods sold in the market
  
6. The customs EDI system is primarily used to
  - (a) Reduce human interaction in customs clearance
  - (b) Increase the time required for customs approval
  - (c) Reduce export regulation
  - (d) Reduce import regulation

7. Which of the following is not a part or customs formalities
- (a) Payment of customs duties
  - (b) Filling the bill of entry
  - (c) Negotiating INCO terms
  - (d) Inspection of goods by customs officials
8. Which document is required to move goods into a bonded warehouse?
- (a) Delivery order
  - (b) Bill of entry for warehousing
  - (c) Letter of credit
  - (d) Packing list
9. The foreign trade policy focus on promoting exports from which sector?
- (a) Agriculture
  - (b) Manufacturing
  - (c) Services
  - (d) All the above
10. Which type of organization is ITPO?
- (a) Public sector undertaking
  - (b) Autonomous day
  - (c) Government department
  - (d) Non-Governmental organisation.

**Part B**

(5 × 5 = 25)

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

11. (a) How can exporters mitigate risks as part of their marketing strategy?

Or

- (b) What factors to be considered while identifying potential export markets?

12. (a) List and explain the components of a commercial invoice.

Or

- (b) How does a certificate of origin help in resolving trade disputes?

13. (a) What are the main sources of export finance available to exporters?

Or

- (b) Enumerate the challenges faced by clearing agents in the customs clearance process.

14. (a) State the consequence for an exporter if the export proceed are not realized within the stipulated time frame?

Or

- (b) Explain the role of the IEC in the import procedure.

15. (a) How does the duty drawback scheme benefit to exporters?

Or

- (b) What are the challengers faced by business involved in deemed exports?

**Part C**

(5 × 8 = 40)

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

16. (a) What are the various permits, licenses and registrations required for an exporter to begin operations?

Or

- (b) Describe the factors that influence the selection of an export product.

17. (a) Discuss the benefits of implementing an aligned documentation system in global trade.

Or

- (b) Describe the various types of bills of lading used in international trade.

18. (a) Discuss the role and significance of pre-shipment inspection in facilitating international trade.

Or

- (b) Explain the key steps involved in the shipping process and the associated customs formalities.

19. (a) Discuss the role and importance of warehousing for imported goods in international trade.

Or

- (b) Examine the impact of exchange control provisions of small medium enterprises engaged in import trade.

20. (a) Describe the role of EXIM Bank in enhancing India's competitiveness in global trade.

Or

- (b) Explain the key features of India's current foreign trade policy.
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