

**C-7738**

**Sub. Code**

**84713**

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

**First Semester**

**Shipping and Logistics Management**

**MANAGEMENT PROCESS**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. Which of the following is NOT a characteristic of a successful business?
  - (a) Profit-making
  - (b) Social responsibility
  - (c) Financial mismanagement
  - (d) Customer satisfaction
  
2. Which form of business organization has unlimited liability?
  - (a) Joint Stock Company
  - (b) Sole Proprietorship
  - (c) Cooperative Organisation
  - (d) Public Enterprise

3. Scientific Management was introduced by
  - (a) Henry Fayol
  - (b) Peter Drucker
  - (c) F.W. Taylor
  - (d) Max Weber
  
4. Managerial functions include all of the following EXCEPT
  - (a) Planning
  - (b) Organising
  - (c) Sleeping
  - (d) Controlling
  
5. The first and most important function of management is
  - (a) Planning
  - (b) Controlling
  - (c) Staffing
  - (d) Directing
  
6. Decision-making is a part of which managerial function?
  - (a) Directing
  - (b) Planning
  - (c) Staffing
  - (d) Controlling

7. The process of dividing work into manageable units is called
- (a) Planning
  - (b) Controlling
  - (c) Organising
  - (d) Directing
8. Which of the following is NOT a source of recruitment?
- (a) Internal Promotion
  - (b) External Hiring
  - (c) Employee Referrals
  - (d) Random Selection
9. Which of the following is an example of a non-budgetary control technique?
- (a) Profit and Loss Statements
  - (b) Production Scheduling
  - (c) Budgeting
  - (d) Financial Auditing
10. The process of influencing people to achieve organizational goals is known as
- (a) Directing
  - (b) Organising
  - (c) Staffing
  - (d) Controlling

**Part B**

(5 × 5 = 25)

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

11. (a) Define business and explain the different forms of business organizations.

Or

- (b) Explain Joint Hindu Family firm.

12. (a) Explain the evolution of management theories and their relevance in today's business world.

Or

- (b) Is Management a science or an art? Elucidate.

13. (a) Explain the importance and purpose of planning.

Or

- (b) Briefly explain objectives and policies.

14. (a) Explain the significance of staffing in an organisation.

Or

- (b) Write a note on organizational structure.

15. (a) Differentiate between budgetary and non-budgetary controls.

Or

- (b) Explain the concept of coordination and its importance in management.

**Part C**

(5 × 8 = 40)

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

16. (a) Explain the requirements of a successful business.

Or

- (b) Discuss in detail about public utilities and public enterprises.

17. (a) Discuss the contributions of Scientific Management to modern business practices.

Or

- (b) Explain the Different managerial roles and functions.

18. (a) Explain the steps involved in planning process.

Or

- (b) Discuss the process of decision making in an organisation.

19. (a) Explain the different types of organisational structures. Discuss their advantages and disadvantages.

Or

- (b) Explain the different sources of recruitment and selection process.

20. (a) Discuss modern trends in the management process with case study examples.

Or

(b) Explain the importance of controls and the control process.

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**C-7739**

**Sub. Code**

**84714**

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

**First Semester**

**Shipping and Logistics Management**

**FINANCIAL ACCOUNTING**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. Which accounting principle states that revenue and expenses should be recognized in the period they occur, regardless of when cash is received or paid?
  - (a) Matching Concept
  - (b) Consistency Concept
  - (c) Accrual Concept
  - (d) Materiality Concept
  
2. In the double-entry system of bookkeeping, every transaction has
  - (a) Only one effect
  - (b) At least two effects
  - (c) No effect on accounts
  - (d) Only credit entries

3. A bank reconciliation statement is prepared to
- (a) Record cash transactions
  - (b) Match the cash book balance with the bank statement balance
  - (c) Rectify errors in the cash book
  - (d) Prepare the trial balance.
4. An error where a transaction is recorded in the wrong subsidiary book is known as
- (a) Error of Commission
  - (b) Error of Omission
  - (c) Error of Principle
  - (d) Compensating Error
5. The net result of the Trading Account is
- (a) Gross Profit or Gross Loss
  - (b) Net Profit or Net Loss
  - (c) Total Assets
  - (d) Total Liabilities
6. Which of the following is shown under “Current Liabilities” in the Balance Sheet?
- (a) Debtors
  - (b) Bank Overdraft
  - (c) Closing Stock
  - (d) Machinery

7. In the Income and Expenditure Account, subscriptions received in advance are treated as
- (a) Current Assets
  - (b) Current Liabilities
  - (c) Revenue Income
  - (d) Capital Fund
8. Under the Straight Line Method of depreciation
- (a) The depreciation amount decreases every year
  - (b) The depreciation amount increases every year
  - (c) The depreciation amount remains the same each year
  - (d) The depreciation is calculated based on the book value of the asset
9. What is the primary limitation of accounting from incomplete records?
- (a) It is time-consuming
  - (b) It requires extensive software
  - (c) It does not provide accurate financial information
  - (d) It is based on the double-entry system
10. In the Single Entry System, the missing information is usually determined by preparing which of the following?
- (a) Balance Sheet
  - (b) Statement of Affairs
  - (c) Trial Balance
  - (d) Manufacturing Account

**Part B**

(5 × 5 = 25)

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

11. (a) Differentiate between real, personal, and nominal accounts with appropriate examples for each.

Or

- (b) List and briefly explain the types of cash books used in accounting.

12. (a) Briefly explain the following types of errors: Error of Omission & Error of Commission.

Or

- (b) Mention two common reasons for the difference between the cash book and bank statement balances.

13. (a) What is a Manufacturing Account? Explain its purpose and the key components that are typically included in it.

Or

- (b) List and briefly explain the key components of a Profit & Loss Account.

14. (a) Explain the purpose of the Income & Expenditure Account in non-trading / institutions.

Or

- (b) Define depreciation. Why is it important for non-trading institutions to account for depreciation in their financial statements?

15. (a) Briefly describe the key steps involved in preparing financial statements from incomplete records.

Or

- (b) How can profits be estimated when preparing accounts from incomplete records? Mention one method used for this estimation.

**Part C**

(5 × 8 = 40)

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

16. (a) Explain the importance of subsidiary books in the accounting process in detail with suitable examples.

Or

- (b) Prepare a three-column cash book from the following transactions :

Jan 1 : Cash in hand Rs. 15,000; Bank balance Rs. 25,000.

Jan 3 : Received Rs. 10,000 in cash from a customer.

Jan 5 : Deposited Rs. 12,000 into the bank.

Jan 10 : Paid rent Rs. 5,000 via cheque.

Jan 12 : Purchased office supplies worth Rs. 8,000 in cash.

Jan 15 : Received a cheque of Rs. 20,000 from a debtor and deposited it in the bank.

Jan 20 : Withdrew Rs. 6,000 from the bank for office use.

17. (a) Journalize the rectification of the following errors :

A sales invoice of Rs. 8,000 was completely omitted from the books.

A payment of Rs. 2,000 for rent was debited to the Repairs Account.

A purchase of Rs. 6,000 was recorded as Rs. 600.

Goods worth Rs. 1,500 returned to a supplier were not recorded.

Rs. 500 paid to a creditor was debited to the Debtors Account.

Or

- (b) Prepare a Bank Reconciliation Statement as of 31<sup>st</sup> December 2025, using the following details :

Balance as per Cash Book : Rs. 18,000

Cheques issued but not presented : Rs. 4,000

Cheques deposited but not credited : Rs. 2,500

Bank charges debited in the passbook : Rs. 300

Interest on deposits credited in the passbook :  
Rs. 700

A cheque for Rs. 1,200 entered in the cash book was not sent to the bank.

18. (a) What is a Balance Sheet? Explain its importance in financial reporting and the accounting equation that it reflects.

Or

- (b) Prepare a Trading and Profit & Loss Account for the year ending December 31, 2025, considering the following adjustments :

Sales : Rs. 2,20,000

Purchases : Rs. 1,60,000

Opening Stock : Rs. 40,000

Closing Stock : Rs. 50,000

Carriage Inward : Rs. 6,000

Rent Paid: Rs. 12,000

(includes Rs. 2,000 outstanding rent)

Commission Received: Rs. 4,000 (unrecorded)

19. (a) A non-trading institution purchased a vehicle for Rs. 80,000 on January 1, 2023. The estimated useful life is 5 years, and the depreciation rate is 20% per annum. Calculate the depreciation for the first three years using the Written Down Value Method and show the value of the vehicle at the end of each year.

Or

- (b) Prepare a Receipts and Payments Account for the year ending December 31, 2025, from the following information :

Opening Balance : Cash Rs. 10,000 ;

Bank Rs. 15,000

Cash received from subscriptions : Rs. 40,000

Cash payments for various expenses : Rs. 25,000

Cash received from donations : Rs. 20,000

Cash payments for the purchase of equipment :  
Rs. 10,000

Closing balance : Cash Rs. 5,000 ; Bank Rs. 20,000

20. (a) A trader has incomplete records. The following information is available :

Cash Balance : Rs. 25,000

Debtors : Rs. 35,000

Creditors : Rs. 15,000

Sales : Rs. 2,00,000

Purchases : Rs. 1,00,000

Other Expenses : Rs. 10,000

Calculate the estimated profit for the year and prepare a simple profit and loss summary.

Or

- (b) A business had a cash balance of Rs. 10,000, debtors of Rs. 25,000, and creditors of Rs. 15,000 at the end of the year. If the business made sales of Rs. 1,50,000 and incurred expenses of Rs. 1,20,000 during the year, calculate the estimated capital at the end of the year.

C-7742

Sub. Code

84715

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

**First Semester**

**Shipping and Logistics Management**

**MATHEMATICS FOR MANAGEMENT – I**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

- Which of the following is a valid operation on sets?
  - Intersection
  - Union
  - Complement
  - All of the above
- To solve the system of equations  $2x + 3y = 6$ ,  $2x + 3y = 6$  and  $4x + 6y = 12$ , what is the nature of the solution?
  - Unique solution
  - No solution
  - Infinite solutions
  - Depends on the values of x and y

3. If the principal amount is Rs.10,000 and the rate of simple interest is 5% per annum, what will be the interest earned after 3 years?
- (a) Rs. 1,500                      (b) Rs. 1,000  
(c) Rs. 1,200                      (d) Rs. 1,600
4. What is the sum of the first 5 terms of the arithmetic progression where the first term is 4 and the common difference is 3?
- (a) 30                                      (b) 50  
(c) 45                                      (d) 20
5. What is a limitation of statistics?
- (a) It provides insights into population trends.  
(b) It can be misleading if misinterpreted.  
(c) It helps in decision-making.  
(d) It can summarize large data sets effectively.
6. In a frequency distribution, what does the term “frequency” refer to?
- (a) The total number of observations in a dataset  
(b) The number of times a particular value occurs  
(c) The average value of the dataset  
(d) The range of values in the dataset
7. What does the Lorenz curve represent in statistics?
- (a) The relationship between two variables  
(b) The correlation coefficient between two datasets  
(c) The distribution of income or wealth within a population  
(d) The probability of occurrence of an event

8. Which of the following methods is used to calculate the coefficient of correlation between two variables?
- (a) Karl Pearson's Coefficient of Correlation
  - (b) Simple Linear Regression
  - (c) Median Calculation
  - (d) Harmonic Mean Calculation
9. Which of the following methods is NOT typically used to measure the trend component in a time series?
- (a) Moving Average
  - (b) Least Squares Method
  - (c) Seasonal Decomposition
  - (d) Exponential Smoothing
10. What is the purpose of an index number in statistics?
- (a) To measure the average of a dataset
  - (b) To compare changes in a variable over time or between different groups
  - (c) To represent the correlation between two variables
  - (d) To summarize data in graphical form

**Part B**

(5 × 5 = 25)

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

11. (a) Calculate the determinant of the following matrix:

$$A = \begin{bmatrix} 4 & 2 \\ 3 & 1 \end{bmatrix}$$

Or

- (b) Explain the Cartesian coordinate system. Illustrate with an example by plotting the point(3,-2).

12. (a) If Rs. 10,000 is invested at an interest rate of 8% per annum compounded annually, what will be the total amount after 2 years? Show your calculations.

Or

- (b) Define an arithmetic progression (AP). If the first term of an AP is 5 and the common difference is 3, find the 5th term of the AP.
13. (a) Discuss the scope of statistics in the field of business decision-making.

Or

- (b) List and briefly describe the different types of statistical enquiries. Provide an example for each type.
14. (a) Given the following dataset: 12, 15, 20, 25, 30, 35, 40, calculate the median of the data. Explain your calculation process.

Or

- (b) What is the mode? Determine the mode of the following dataset: 3, 5, 7, 7, 8, 9, 9, 9, 10, 10.
15. (a) List and briefly describe the four main components of a time series.

Or

- (b) What are seasonal variations in a time series? Provide an example of a dataset where seasonal variations can be observed.

**Part C**

(5 × 8 = 40)

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

16. (a) A system of linear equations is given by:

$$x + 2y + 3z = 1$$

$$2x + 3y + z = 2$$

$$3x + y + 2z = 3$$

Represent this system in matrix form, solve it using matrix inversion, and interpret the results in the context of the given equations.

Or

- (b) Find the inverse of the matrix  $A = \begin{bmatrix} 3 & 2 \\ 1 & 4 \end{bmatrix}$  using the formula for the inverse of  $2 \times 2$  matrix. Show all calculations involved in the process.

17. (a) The first term of an arithmetic progression is 10, and the last term is 50, with a total of 10 terms. Find the common difference and the sum of the series.

Or

- (b) Calculate and compare the total amount and interest earned for a principal amount of Rs.20,000 at 5% interest per annum for 4 years, both for simple interest and compound interest (compounded annually). Present your findings in a tabular format.

18. (a) Discuss the process of conducting a statistical enquiry. Include the steps involved from problem identification to data collection and analysis.

Or

- (b) You have been given the following frequency distribution table representing the marks obtained by students in a class:

Marks (Interval)	Frequency
0-10	5
11-20	8
21-30	10
31-40	7
41-50	4

- (i) Calculate the mean marks obtained by the students.
- (ii) Identify the modal class.
- (iii) Discuss what this distribution reveals about the students' performance
19. (a) Explain the concepts of skewness and kurtosis. How do they help in understanding the shape of a distribution?

Or

- (b) Explain the concept of correlation and its significance in detail.
20. (a) Given the following sales data for a company over four quarters:

Q1: 200, Q2: 250, Q3: 300, Q4: 350

Calculate the seasonal indices for each quarter. Explain the steps taken to derive these indices and what they represent.

Or

- (b) Compare and contrast the Laspeyres index and the Paasche index. Discuss the advantages and disadvantages.

**C-7743**

**Sub. Code**

**84723**

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

**Second Semester**

**Shipping and Logistics Management**

**FINANCIAL MANAGEMENT**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. Which of the following is a long-term source of finance?
  - (a) Bank overdraft
  - (b) Debentures
  - (c) Trade credit
  - (d) Bills payable
  
2. Wealth maximization is preferred over profit maximization because it:
  - (a) Focuses on short-term gains
  - (b) Increases shareholders' wealth
  - (c) Ignores risk
  - (d) Does not consider cash flows

3. Cost of capital refers to:
  - (a) Cost of assets
  - (b) Cost of raising funds
  - (c) Cost of goods sold
  - (d) Cost of production
  
4. Operating leverage measures the impact of fixed costs on:
  - (a) Sales volume
  - (b) EBIT (Earnings Before Interest and Taxes)
  - (c) Net profit
  - (d) Capital structure
  
5. Which of the following affects the capital structure of a firm?
  - (a) Market conditions
  - (b) Working capital needs
  - (c) Dividend policy
  - (d) All of the above
  
6. Dividend policy determines:
  - (a) How profits are reinvested
  - (b) How profits are distributed to shareholders
  - (c) The capital structure mix
  - (d) The cost of capital
  
7. Working capital management primarily focuses on:
  - (a) Long-term investment decisions
  - (b) Managing current assets and liabilities
  - (c) Capital budgeting
  - (d) Dividend distribution

8. Cash management strategies include:
- (a) Increasing credit sales
  - (b) Accelerating receivables collection
  - (c) Postponing payment to suppliers
  - (d) Both (b) and (c)
9. Capital budgeting involves:
- (a) Managing day-to-day expenses
  - (b) Selecting long-term investment projects
  - (c) Deciding dividend payout ratios
  - (d) Cost control
10. The payback period method of capital budgeting measures:
- (a) Profitability of a project
  - (b) Time taken to recover initial investment
  - (c) Cash flow after tax
  - (d) Rate of return

**Part B**

(5 × 5 = 25)

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

11. (a) Explain the objectives of financial management.
- Or
- (b) Discuss various sources of short-term and long-term finance.
12. (a) Define cost of capital and explain how to calculate weighted average cost of capital (WACC).
- Or
- (b) Explain operating and financial leverage with examples.

13. (a) Discuss factors influencing capital structure decisions.

Or

- (b) Explain the different types of dividend policies.

14. (a) What are the determinants of working capital requirements?

Or

- (b) A firm has the following data: Current Assets: Rs.3,00,000, Current Liabilities: Rs.1,50,000, Inventory: Rs.60,000, Cash: Rs.30,000

Calculate:

- (i) Current Ratio  
(ii) Quick Ratio

15. (a) Explain the significance and process of capital budgeting.

Or

- (b) A project requires an investment of Rs.1,00,000 and generates cash inflows of Rs.25,000 per year for 5 years. Determine the Payback Period and state if the project is acceptable if the cutoff period is 4 years.

**Part C**

(5 × 8 = 40)

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

16. (a) Discuss the role of the financial manager in business and explain profit maximization vs wealth maximization.

Or

- (b) Explain the concept and importance of cost of capital in financial decision making.

17. (a) Describe the impact of operating and financial leverage on the profitability and risk of a firm.

Or

- (b) Analyze factors that influence a firm's capital structure decision.
18. (a) Explain dividend and dividend policy, including the types of dividends and determinants of dividend decisions.

Or

- (b) Discuss the importance of working capital management and factors influencing working capital needs.
19. (a) Elaborate on cash management objectives and strategies to optimize cash flow.

Or

- (b) A project costs Rs.2,00,000 and gives the following cash inflows:

Year	Cash Inflow (Rs.)
1	50,000
2	60,000
3	70,000
4	50,000
5	40,000

Calculate NPV at 10% discount rate (PV factors can be provided if needed).

20. (a) Discuss various capital budgeting techniques and their pros and cons.

Or

- (b) Explain the payback period and net present value methods with suitable examples.
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**C-7744**

**Sub. Code**

**84724**

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

**Second Semester**

**Shipping and Logistics Management**

**ECONOMICS FOR EXECUTIVES**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. What is the primary objective of business firms?
  - (a) Sales maximization
  - (b) Profit maximization
  - (c) Cost minimization
  - (d) Employee welfare
  
2. The law of demand states that, other things being equal, demand:
  - (a) Increases with price
  - (b) Remains constant with price
  - (c) Decreases with price
  - (d) Is not related to price
  
3. Which factor of production is not considered a traditional factor?
  - (a) Land
  - (b) Labour
  - (c) Capital
  - (d) Technology

4. The law of diminishing returns is applicable to:
  - (a) All inputs simultaneously
  - (b) Variable inputs keeping others constant
  - (c) Fixed inputs
  - (d) None of the above
  
5. Break-even analysis helps to find the point at which:
  - (a) Sales equal expenses
  - (b) Profit is maximum
  - (c) Costs are minimum
  - (d) Sales equal fixed cost
  
6. Under perfect competition, the price of a product is:
  - (a) Determined by the seller
  - (b) Determined by the buyer
  - (c) Determined by the market forces
  - (d) Fixed by the government
  
7. Marginal productivity theory is related to:
  - (a) Wages
  - (b) Interest
  - (c) Rent
  - (d) Profit
  
8. Keynes' liquidity preference theory relates to:
  - (a) Consumption
  - (b) Investment
  - (c) Demand for money
  - (d) Supply of money
  
9. MRTP Act is related to:
  - (a) Monopolistic Trade and Restrictive Practices
  - (b) Minimum Rate of Tax on Profits
  - (c) Monetary Regulation of Tax Policy
  - (d) None of these

10. Price policy in India aims to:
- (a) Maximize profits of firms
  - (b) Control inflation and protect consumers
  - (c) Reduce government revenue
  - (d) Promote exports only

**Part B**

(5 × 5 = 25)

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

11. (a) Explain the concept of profit maximization as an objective of business firms.

Or

- (b) Define elasticity of demand and explain its types.

12. (a) Discuss the law of variable proportions with an example.

Or

- (b) Explain the different types of cost curves in production.

13. (a) Write a note on pricing under monopoly.

Or

- (b) Describe price discrimination and its types.

14. (a) Explain the marginal productivity theory of wages.

Or

- (b) Discuss the dynamic theory of profit.

15. (a) Write about the role of government in controlling monopolies in India.

Or

- (b) Describe the key provisions of the MRTP Act.

**Part C**

(5 × 8 = 40)

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

16. (a) Discuss the objectives of business firms and the role of profit maximization in managerial decisions.

Or

- (b) Explain the law of demand with the help of a demand curve and factors affecting demand.

17. (a) Describe the laws of returns to scale and explain the economics of scale.

Or

- (b) Explain the concept of break-even analysis and its importance for business firms.

18. (a) Discuss market structures and explain the pricing strategies under perfect competition and monopolistic competition.

Or

- (b) Explain pricing under oligopoly and its impact on market behavior.

19. (a) Analyze the Keynes's theory of liquidity preference and its implications for interest rates.

Or

- (b) Discuss the different theories of profit including risk and uncertainty theories.

20. (a) Examine the performance of public enterprises in India and government policies regarding price control.

Or

- (b) Write a detailed note on the MRTP Act and its significance in regulating monopolies.

C-7745

Sub. Code

84725

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

**Second Semester**

**Shipping and Logistics Management**

**MATHEMATICS FOR MANAGEMENT – II**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. Linear programming involves which type of optimization?
  - (a) Non-linear
  - (b) Discrete
  - (c) Linear
  - (d) Circular
2. In graphical method of LPP, the feasible region is:
  - (a) A point
  - (b) A triangle
  - (c) A convex set
  - (d) A circle
3. The number of basic allocations in a balanced transportation problem is:
  - (a)  $m \times n$
  - (b)  $m + n$
  - (c)  $m + n - 1$
  - (d)  $m - n$

4. Assignment problem is a special case of:
- (a) Linear programming
  - (b) Transportation problem
  - (c) Game theory
  - (d) Simulation
5. A two-person zero-sum game is solved using:
- (a) PERT
  - (b) Pay-off matrix
  - (c) Graph theory
  - (d) LPP
6. In queuing theory, the arrival rate is usually denoted by:
- (a)  $\mu$
  - (b)  $\lambda$
  - (c)  $\alpha$
  - (d)  $\beta$
7. In CPM, the total float is defined as:
- (a) LST - EST
  - (b) LFT — EFT
  - (c) LFT — EST — duration
  - (d) LFT — duration
8. Which of the following uses probability distribution?
- (a) CPM
  - (b) Critical path
  - (c) PERT
  - (d) Assignment problem
9. In PERT, expected time ( $T_e$ ) is calculated using:
- (a)  $(a + b + c)/3$
  - (b)  $(a + 4m + b)/6$
  - (c)  $(a + m + b)/3$
  - (d)  $(a + 2m + b)/4$

10. Slack in a PERT chart indicates:
- (a) Critical path
  - (b) Idle time
  - (c) Resource optimization
  - (d) Manpower

**Part B**

(5 × 5 = 25)

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

11. (a) Formulate the Linear Programming Problem:

$$\text{Maximize } Z = 3x + 5y$$

$$x + 2y \leq 100$$

$$2x + y \leq 80$$

$$x, y \geq 0$$

Or

- (b) Solve the above LPP using graphical method.

12. (a) Solve the following Transportation Problem using North-West Corner Rule:

Source	D1	D2	D3	Supply
S1	4	8	8	70
S2	8	6	7	50
S3	6	7	6	30
	60	50	40	

Or

- (b) Explain in brief of transportation problem to maximize profit.

13. (a) At a petrol bank, customers arrive in a position process with an average time of 5 minutes between arrivals. The time intervals between services follow exponential distribution with a mean time of 2minutes. By how much should the flow of customers be increased to justify the openings of a second service point if the management is willing to open the same provided the customer has to wait for 5 minutes for the service.

Or

- (b) A machine costs Rs. 50,000 and its running cost is Rs.500 in year 1, increasing by Rs.500 each year. In which year should it be replaced?
14. (a) From the following data, construct a network diagram and calculate total float and critical path:

Activity Duration Immediate Predecessors

A	4	–
B	3	A
C	5	A
D	2	B
E	1	C
F	3	D, F

Or

- (b) Explain (i) ESR (ii) EFT (iii) LST (iv)LFT in brief
15. (a) In a PERT network, the three time estimates (in days) for an activity are:

Optimistic (a) = 3, Most Likely (m) = 6, Pessimistic (b) = 15

Calculate the expected time ( $T_e$ ) and standard deviation ( $\sigma$ )

Or

- (b) List the major differences between PERT and CPM.

**Part C**

(5 × 8 = 40)

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

16. (a) Solve the LPP using graphical method:

Maximize  $Z = 4x + 3y$

Subject to:

a.  $x + y \leq 4$

b.  $2x + y \leq 5$

c.  $x, y \geq 0$

Or

- (b) Define Operation Research. Explain its scope and limitations in business decision-making.

17. (a) Solve the following Transportation Problem using Least Cost Method and find total cost:

Source	D2	D3	Supply
SI	1	7	50
S2	4	6	60
S3	5	2	25
	40	65	

Or

- (b) Explain the assignment problem and its characteristics of and importance in managerial decision-making.

18. (a) Solve the following  $3 \times 3$  game by Dominance Method.

	Player B		
	3	-1	-3
Player A	-3	3	-1
	-4	-3	3

Or

- (b) Explain Games theory and its characteristics in brief. Explain saddle point and the steps of matrix oddment methods for  $n \times n$  games.
19. (a) Construct a network diagram and calculate EST, EFT, LST, LFT for each activity:

Activity	Duration	Predecessor
A	3	-
B	6	A
C	4	A
D	5	B, C

Or

- (b) Explain the concept of crash time in project scheduling and how it impacts cost.
20. (a) For the following activity, estimate the expected time and standard deviation:

$$a = 2, m = 5, b = 14 .$$

Also calculate probability of completion in 12 days.

Or

- (b) Describe the advantages and limitations of PERT in project management.

**C-7746**

**Sub. Code**

**84735**

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

**Third Semester**

**Shipping and Logistics Management**

**MARKETING MANAGEMENT**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. The marketing concept aims to fulfill customer needs while achieving \_\_\_\_\_ for the organization.
  - (a) Growth
  - (b) Profitability
  - (c) Efficiency
  - (d) Sustainability
  
2. The \_\_\_\_\_ environment includes the factors that affect marketing decisions such as social, economic, and legal conditions.
  - (a) Internal
  - (b) External
  - (c) Organizational
  - (d) Operational
  
3. The primary objective of a marketing strategy is to:
  - (a) Maximize production efficiency
  - (b) Improve organizational structures
  - (c) Satisfy customer needs and achieve business goals
  - (d) Develop new technology

4. Market segmentation refers to:
- (a) Dividing the market into different geographical regions
  - (b) Dividing the market into distinct groups with similar needs or characteristics
  - (c) Focusing on a single market segment
  - (d) Focusing on one target customer
5. Product mix refers to:
- (a) The total number of products a company offers for sale
  - (b) The total number of items in a product category
  - (c) The process of modifying products to suit customer needs
  - (d) The decision-making process for eliminating a product
6. The Product Life Cycle (PLC) includes which of the following stages?
- (a) Introduction, Growth, Maturity, decline
  - (b) Product Design, Testing, Marketing, and Sales
  - (c) Manufacturing, Packaging, Shipping, and Selling
  - (d) Distribution, Marketing, Feedback, and Modification
7. The practice of \_\_\_\_\_ distribution ensures the timely delivery of products in the right condition to customers.
- (a) Digital
  - (b) Physical
  - (c) Wholesale
  - (d) Direct

8. \_\_\_\_\_ pricing is a method where multiple products are bundled together and offered at a single price.
- (a) Discount                      (b) Value-based  
(c) Multiproduct                (d) Psychological
9. Brand equity refers to:
- (a) The amount of money spent on advertising  
(b) The financial value and strength of a brand in the market  
(c) The brand's product variety  
(d) The reputation of the brand's CEO
10. What does "brand loyalty" refer to?
- (a) The amount of money spent on brand promotion  
(b) The degree to which customers prefer a specific brand and repeatedly purchase it  
(c) The number of competitors in the market  
(d) The visual appeal of the brand's logo

**Part B**

(5 × 5 = 25)

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

11. (a) Describe the various functions of marketing within an organization.

Or

- (b) Explain the term "marketing environment." Identify and discuss the key external factors that influence marketing decisions.

12. (a) What is a marketing strategy, and how does it help businesses achieve their objectives.

Or

- (b) Define distribution channels. Discuss the different types of distribution channels.

13. (a) Discuss the importance of packaging in product marketing.

Or

- (b) What is product modification? Explain the various reasons for modifying a product.

14. (a) What is multiproduct pricing? Explain its significance and how businesses apply it when selling multiple products as a bundle.

Or

- (b) Explain the concept of physical distribution in marketing.

15. (a) Explain the concept of brand equity. What are its key components?

Or

- (b) Describe the process of brand positioning.

**Part C**

(5 × 8 = 40)

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

16. (a) Discuss the various functions of marketing, including product development, market research, advertising, sales, and customer service.

Or

- (b) Describe the marketing environment and explain the various external factors that affect marketing decisions.

17. (a) Discuss the significance of a marketing strategy in achieving organizational goals. What are the key components of a marketing strategy

Or

- (b) Define distribution channels and explain the different types of distribution channels. Discuss the factors that influence channel selection.

18. (a) Explain the differences between consumer goods and industrial goods. Discuss their characteristics, classification, and provide examples.

Or

- (b) Describe the stages of the Product Life Cycle (PLC) in detail. For each stage, explain the typical marketing strategies and decisions that companies must make to manage the product effectively.

19. (a) What is multiproduct pricing, and how is it applied in the market? Discuss the different strategies used by businesses to bundle products.

Or

- (b) Discuss the key elements involved in managing physical distribution.

20. (a) Discuss the importance of brand personality in branding decisions. How can brands develop a unique personality.

Or

- (b) What is brand positioning? Explain the steps involved in positioning a brand effectively in the market place.
-



4. Which type of income is taxed under 'Income from Other Sources'?
- (a) Dividend income    (b) Salary income  
(c) Rental income      (d) Capital gains
5. What is the maximum deduction limit under Section 80C?
- (a) Rs. 50,000            (b) Rs. 1,00,000  
(c) Rs. 1,50,000        (d) Rs. 2,00,000
6. Which of the following is NOT a deductible expense for tax purposes?
- (a) Depreciation on assets  
(b) Interest on home loan  
(c) Personal expenses  
(d) Contributions to provident fund
7. Which of the following is a benefit of GST?
- (a) Increases multiple taxes  
(b) Creates uniform taxation  
(c) Encourages tax evasion  
(d) Benefits only large businesses
8. Which document is required for GST registration?
- (a) Ration Card            (b) Aadhar Card  
(c) PAN Card              (d) Voter ID

9. Which duty is imposed on imported goods?
- (a) Excise Duty                      (b) Customs Duty  
(c) Service Tax                      (d) VAT
10. What is the difference between ad valorem duty and specific duty?
- (a) Ad valorem duty is based on quantity, specific duty on value  
(b) Ad valorem duty is based on value, specific duty on quantity  
(c) Both are based on value  
(d) Both are based on weight

**Part B**

(5 × 5 = 25)

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

11. (a) Describe the essential characteristics of a good tax system.

Or

- (b) Explain the objectives of taxation and how it contributes to economic development.

12. (a) Define 'Income from House Property' and explain how it is Computed under the Income Tax Act.

Or

- (b) What is the Scope of 'Income from Other Sources'? List any five types of income that fall under this category.

13. (a) Explain the term 'Business Income' and discuss the deductions allowed while computing taxable business income.

Or

- (b) Explain the major deductions available under Section 80D for medical insurance.

14. (a) What are the different types of GST rates in India? Provide examples for each category.

Or

- (b) Explain the process of GST registration and the documents required for it.

15. (a) Explain the key differences between Excise Duty and Customs Duty with examples.

Or

- (b) Describe the levy of import and export duties and their significance in international trade.

**Part C**

(5 × 8 = 40)

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

16. (a) Differentiate between direct and indirect taxes.

Or

- (b) Explain the avoidance, causes and remedies of tax evasion.

17. (a) Mr. Arjun, an Indian citizen, provides the following details of his income for the financial year 2023-24. Determine his Gross Total Income (GTI) by classifying the income under the appropriate heads:
- Salary received (after standard deductions): Rs. 8,40,000
- Rent received from a house property: Rs. 3,00,000 (Municipal taxes paid: Rs. 30,000, Interest on home loan: Rs. 1,20,000)
- Profit from business: Rs. 2,50,000
- Dividend from an Indian company: Rs. 20,000
- Interest on fixed deposits: Rs. 50,000
- Lottery winnings: Rs. 1,00,000 (Tax deducted at source: 30%)

Questions:

Classify each income under the appropriate head as per the Income Tax Act.

Compute his Gross Total Income (GTI) before applying any deductions.

Explain if any incomes are exempted or subject to special tax rates.

Or

- (b) Explain in detail the computation of "Income from House Property" under the Income Tax Act.
18. (a) Explain the meaning of "Profits and Gains from Business or Profession." How is taxable business income computed?

Or

- (b) Mr. Sharma aged 62 years and a resident in India, has a total income of Rs. 2,30,00,000, comprising long term capital gain taxable under section 112 of Rs. 52,00,000 short term capital gain taxable under section 111 A of Rs. 64,00,000 and other income of Rs. 1,14,00,000 compute his tax liability for A.Y. 2024-25. Assume that Mr. Sharma has not opted for the provisions of section 115BAC.

19. (a) Explain the taxes subsumed under Central Goods and services act 2017.

Or

(b) Explain the eligibility and conditions for taking input tax credit.

20. (a) Differentiate between Ad Valorem Duty and Specific Duty.

Or

(b) Discuss the role of excise duties in the total revenue.

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**C-7751**

**Sub. Code**

**84738A**

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

**Third Semester**

**Shipping and Logistics Management**

**SMALL BUSINESS MANAGEMENT**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. Small Scale Enterprises (SSEs) are particularly important in India because they
  - (a) Require high capital investment
  - (b) Compete directly with multinational corporations
  - (c) Focus only on urban development
  - (d) Generate large-scale employment with relatively low capital
  
2. One key advantage of small scale enterprises over large scale industries is
  - (a) Economies of scale in production
  - (b) Higher access to international finance
  - (c) Greater flexibility and quicker decision-making
  - (d) Standardized mass production

3. Support systems for entrepreneurs, such as professional networks, help in
  - (a) Keeping the venture competitive and providing expertise
  - (b) Reducing innovation
  - (c) Increasing taxes
  - (d) Limiting growth
  
4. A key barrier from environmental factors for small enterprise growth in many regions is
  - (a) Excessive free land
  - (b) Lack of suitable working premises and infrastructure
  - (c) Too many mentors
  - (d) Overabundance of funds
  
5. Ownership structure and organizational framework  
In a partnership structure for small enterprises
  - (a) Liability is shared among partners
  - (b) Ownership is public
  - (c) Minimum members are 50
  - (d) No profit sharing
  
6. Establishing the small scale enterprises  
Small scale enterprises are often promoted for:
  - (a) Job creation and regional development
  - (b) Only large exports
  - (c) High taxation
  - (d) Urban migration

7. Inventory management issues in SSE include
  - (a) Overstocking due to bulk discounts
  - (b) Automated tracking systems
  - (c) Inability to maintain optimal stock levels
  - (d) Just-in-time delivery always
  
8. Location and infrastructure challenges affect SSE operations by
  - (a) Providing easy access to markets
  - (b) Reducing labor costs
  - (c) Offering advanced logistics
  - (d) Causing high transportation costs and poor facilities
  
9. An example of a stabilization strategy for small enterprises during uncertainty is
  - (a) Aggressive acquisition
  - (b) Pause/proceed with caution
  - (c) New product launch
  - (d) Market exit
  
10. Succession and harvesting strategies help entrepreneurs
  - (a) Realize returns and ensure business continuity
  - (b) Avoid all risks
  - (c) Focus only on growth
  - (d) Ignore family involvement

**Part B**

(5 × 5 = 25)

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

11. (a) Provide an introduction and overview of Small Scale Enterprises, including their definition, scope, and importance.

Or

- (b) Elaborate on the various efforts and initiatives taken for the development of Small Scale Enterprises, with suitable examples.

12. (a) Explain the key features of the policy and institutional infrastructure supporting small enterprises in India.

Or

- (b) Describe the major development agencies established for promoting small enterprises and their primary objectives.

13. (a) Explain the concept of business ideas, various methods of generating ideas, and the process of opportunity recognition in entrepreneurship.

Or

- (b) Discuss in detail the process of choice of enterprise, including market assessment for small-scale enterprises (SSE).

14. (a) Discuss the key financial management issues faced by small-scale enterprises (SSEs).

Or

- (b) Explain the major operational management issues in operating small-scale enterprises.

15. (a) Differentiate between growth strategies and stabilization strategies for small businesses.

Or

- (b) What are the main features of control mechanisms in management performance?

**Part C**

(5 × 8 = 40)

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

16. (a) Explain the role of entrepreneurship in economic development.

Or

- (b) Discuss the major agencies involved in entrepreneurship management and promotion.

17. (a) Critically examine the policy framework and institutional infrastructure for the promotion and development of small enterprises, highlighting key government initiatives.

Or

- (b) Elaborate on the various development agencies for small enterprises and evaluate their contributions to entrepreneurial growth.

18. (a) Outline the methods of generating business ideas in entrepreneurship.

Or

- (b) Discuss the role of organisational framework in managing a small enterprise.

19. (a) Critically examine the financial, operational, and marketing management issues in small-scale enterprises and suggest measures to overcome them.

Or

- (b) Explain in detail the importance of new venture financing, including the types of ownership securities and the process of venture capital financing.
20. (a) Discuss the importance of professionalization in family enterprises and its impact on long-term sustainability.

Or

- (b) Elaborate on harvesting strategies and the role of bankruptcy as a last-resort exit option for failing ventures.
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**C-7752**

**Sub. Code**

**84743**

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

**Fourth Semester**

**Shipping and Logistics Management**

**HUMAN RESOURCE MANAGEMENT**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. A key function of the Personnel Manager is
  - (a) Product pricing
  - (b) Financial planning
  - (c) Recruitment and selection
  - (d) Advertising
  
2. The role of Personnel Manager in industrial disputes is to
  - (a) Support only workers
  - (b) Act as a mediator
  - (c) Promote strikes
  - (d) Stay neutral
  
3. The purpose of job analysis is to
  - (a) Reduce product cost
  - (b) Improve brand image
  - (c) Define duties, responsibilities, and qualifications
  - (d) Hire unqualified workers

4. Job specification is derived from
  - (a) Job evaluation
  - (b) Job description
  - (c) Job contract
  - (d) Job rotation
  
5. Transfer can be
  - (a) Vertical only
  - (b) Horizontal or lateral
  - (c) Only within the same unit
  - (d) Always temporary
  
6. One major disadvantage of demotion is
  - (a) Increased productivity
  - (b) Improved teamwork
  - (c) Employee dissatisfaction
  - (d) Promotion delay
  
7. Non-financial incentives Include
  - (a) Profit sharing
  - (b) Commission
  - (c) Job enrichment
  - (d) Overtime pays
  
8. Social Security is primarily aimed at
  - (a) Reducing wages
  - (b) Promoting industrial unrest
  - (c) Providing protection against economic distress
  - (d) Reducing workforce
  
9. Grievances usually arise due to
  - (a) Favouritism
  - (b) Poor working conditions
  - (c) Unfair treatment
  - (d) All of the above
  
10. The outcome of successful collective bargaining is
  - (a) Suspension
  - (b) Agreement
  - (c) Termination
  - (d) Strike

**Part B**

(5 × 5 = 25)

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

11. (a) How does personnel management differ from human resource management?

Or

- (b) Mention the key functions of personnel management.

12. (a) Explain the main components of man power planning.

Or

- (b) How is job description different from a job specification?

13. (a) What are the objectives of a performance appraisal system?

Or

- (b) Differentiate between promotion, transfer and demotion.

14. (a) What is an incentive system in human resource management?

Or

- (b) Differentiate between wages and salary.

15. (a) What is an industrial relation? Explain its meaning and scope.

Or

- (b) How participative management improve industrial relations?

**Part C**

(5 × 8 = 40)

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

16. (a) Define personnel policies. Explain their importance in ineffective human resource management.

Or

- (b) Explain how the personnel manager contributes to achieving organisation objectives.

17. (a) Explore the challenges of recruitment and selection in a global or multinational workforce.

Or

- (b) What are the key principles of effective employee training programs? Illustrate with examples.

18. (a) Describe the steps involved in the job evaluation process.

Or

- (b) Discuss the role of HR in fostering strong human relations in an organization.

19. (a) What are the challenges in implementing social security schemes for unorganized sector workers?

Or

- (b) Discuss the objectives and importance of retirement benefits schemes in HR management.

20. (a) Describe the structure and types of trade unions in India.

Or

- (b) Explain the step-by-step process of grievance handling in an organization.

**C-7753**

**Sub. Code**

**84747A**

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

**Fourth Semester**

**Shipping and logistics Management**

**RETAIL LOGISTICS**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. Retailing refers to:
  - (a) Selling goods in bulk to wholesalers
  - (b) Selling goods and services to end consumers
  - (c) Manufacturing of products
  - (d) Exporting goods to foreign countries
  
2. Which of the following is a special characteristic of a retailer?
  - (a) Large-scale production
  - (b) Direct contact with manufacturers
  - (c) Direct interface with final consumers
  - (d) Limited liability

3. Which of the following is a phase in the growth of retail markets?
  - (a) Decline
  - (b) Introduction
  - (c) Obsolescence
  - (d) Saturation
  
4. Which retail model focuses on creating a unique shopping experience for customers?
  - (a) Direct Selling Model
  - (b) Experience Retail Model
  - (c) Discount Model
  - (d) Franchise Model
  
5. Which of the following is the first step in strategic planning in retailing?
  - (a) Identifying consumer needs
  - (b) Situation analysis
  - (c) Feedback and control
  - (d) Implementing strategy
  
6. The main purpose of feedback and control in retail strategy is to
  - (a) Maximize short-term profits
  - (b) Track competitor performance
  - (c) Ensure alignment with strategic goals
  - (d) Reduce operational cost

7. Which of the following is a major driver of retail change in India?
- (a) Low urbanization
  - (b) Lack of internet access
  - (c) Increasing disposable income
  - (d) High taxation
8. The term FDI stands for
- (a) Foreign Department of Investment
  - (b) Foreign Direct Investment
  - (c) Federal Direct Investment
  - (d) Finance for Domestic Investment
9. Which of the following is the first step in the strategic planning process for global retailing?
- (a) Market entry decision
  - (b) Situational analysis
  - (c) Retail mix implementation
  - (d) Store layout planning
10. One of the major threats faced by global retailers is:
- (a) Over-standardization of logistics
  - (b) Reduced customer loyalty
  - (c) Cultural misalignment
  - (d) Low import duties

**Part B**

(5 × 5 = 25)

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

11. (a) What are the special characteristics of an retailer?

Or

- (b) Analyze the reasons why studying retailing has become important in today's economy.

12. (a) Compare and contrast the Direct Selling Model and the Franchise Model.

Or

- (b) Write any two theories of retail development.

13. (a) How the importance of conducting a situation analysis in the strategic planning process of a retail business?

Or

- (b) Differentiate between strategic control and operational control in the context of retail feedback mechanisms.

14. (a) How significance of lifestyle changes as drivers of retail change in India?

Or

- (b) What is meant by Retail change?

15. (a) What are the key stages involved in the strategic planning process for global retailing?

Or

- (b) What are the major threats retailer's faces in global retailing, and how can they mitigate these threats?

**Part C**

(5 × 8 = 40)

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

16. (a) Evaluate the impact of applying modern marketing concepts in the retailing sector. How do these concepts enhance customer experience?

Or

- (b) Explain the key functions performed by a retailer in the distribution process.
17. (a) Critically analyze the impact of socio-economic factors on choosing retail models in emerging markets.

Or

- (b) Explain how the Life Cycle of retail markets influences the strategies a retailer adopts at each phase.
18. (a) Apply the consumer decision-making process to the purchase of a fashion item in a retail store.

Or

- (b) Describe a strategic retail plan for a new grocery retail store.
19. (a) Explain the evolution of retail in India since liberalization.

Or

- (b) Identify and discuss three ways FDI has impacted the growth of organized retail formats in urban India.

20. (a) Discuss in detail the strategic planning process for global retailing.

Or

- (b) Critically examine the various factors that influence the success of a global retailing strategy.
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**C-7754**

**Sub. Code**

**84747B**

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

**Fourth Semester**

**Shipping and Logistics Management**

**INTERNATIONAL BUSINESS MANAGEMENT**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. Which is the key difference between domestic and international business?
  - (a) Use of digital technology
  - (b) Taxation policies
  - (c) Employment laws are the same
  - (d) Language and cultural uniformity
  
2. Which of the following is the least risky mode of entry into international markets?
  - (a) Joint Venture
  - (b) Licensing
  - (c) Wholly Owned Subsidiary
  - (d) Franchising

3. What is the primary objective of OPEC?
- (a) To increase competition among oil-producing countries
  - (b) To reduce the use of fossil fuels
  - (c) To coordinate and unify petroleum policies among member countries.
  - (d) To invest in alternative energy sources
4. Which of the following institutions is part of the World Bank Group?
- (a) IMF
  - (b) IBRD
  - (c) WTO
  - (d) OPEC
5. In which stage of the IPLC is the product typically first introduced and produced in the home country?
- (a) Growth
  - (b) Maturity
  - (c) Introduction
  - (d) Decline
6. Which of the following is a key assumption of the Factor Endowment Theory?
- (a) Factors of production are mobile internationally
  - (b) All countries have equal factor endowments
  - (c) Technologies are the same across countries
  - (d) Consumer preferences differ widely across nations

7. What does “devaluation of currency” mean?
- (a) A rise in the value of a currency in a floating exchange rate system
  - (b) A government-led decrease in the value of its currency in a fixed exchange rate system
  - (c) An increase in interest rates to control inflation
  - (d) A market-driven fall in currency value
8. One positive impact of globalization is
- (a) Loss of national identity
  - (b) Greater access to markets and foreign investment
  - (c) Increased protectionism
  - (d) Less cultural exchange
9. What does ‘SEZ’ stand for?
- (a) Special Export Zone
  - (b) Special Economic Zone
  - (c) Standard Economic Zone
  - (d) Strategic Export Zone
10. What is the primary function of an EXIM Bank?
- (a) Regulate domestic banks
  - (b) Provide financial assistance to exporters and importers
  - (c) Set monetary policy
  - (d) Control foreign exchange rates

**Part B**

(5 × 5 = 25)

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

11. (a) Define International Business and explain its key characteristics.

Or

- (b) Discuss the common problems faced by companies when moving into international business?

12. (a) What are the factors that led to the replacement of GATT by the WTO?

Or

- (b) Expand SAARC and discuss its key objectives.

13. (a) Compare absolute cost theory and opportunity cost theory.

Or

- (b) Why is understanding international business strategies important for multinational companies?

14. (a) Give short notes on nature and functions of foreign exchange market.

Or

- (b) Evaluate the impact of supply and demand in determining exchange rates.

15. (a) Summarize the impact of FII investments on the Indian economy.

Or

- (b) Outline the key features of Multinational Corporation (MNC).

**Part C**

(5 × 8 = 40)

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

16. (a) Describe the key components of the international business environment and analyze their impact on the operations of multinational companies.

Or

- (b) Discuss the necessity and significance of international business in today's global economy.

17. (a) Mention the key factors that influence exchange rate fluctuations in the global foreign exchange market.

Or

- (b) Investigate the role of UNCTAD and discuss its main objectives in promoting global trade and development.

18. (a) Compute the recent trends in globalization and explain their impact on the global economy and international business.

Or

- (b) Analyze the Mercantilism theory of international trade and discuss its significance and limitations.

19. (a) Contrast the Purchasing Power Parity theory and the Balance of Payments theory.

Or

- (b) Outline the recent trends in the globalization of Indian business with real time examples.

20. (a) Identify the key determinants of a country's exports and imports, and explain how these factors influence the trade balance.

Or

- (b) Elaborate the concepts of Export Oriented Units (EOU5) and Export Processing Zones (EPZs). Analyze their role in promoting exports and economic development in India.
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**C-7755**

**Sub. Code**

**84754**

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

**Fifth Semester**

**Shipping and Logistics Management**

**ORGANISATIONAL BEHAVIOUR**

**(2023 onwards)**

Duration : 3 Hours

Maximum : 75 Marks

**Part A**

(10 × 1 = 10)

Answer **all** questions.

1. The study of organisational behaviour is mainly concerned with \_\_\_\_\_
  - (a) Employee wages
  - (b) Understanding and predicting human behaviour in organisations
  - (c) External market competition
  - (d) Financial performance
  
2. Personality tests help in understanding an employee's \_\_\_\_\_
  - (a) Work schedule
  - (b) Intelligence and physical health
  - (c) Traits and behavioural patterns
  - (d) Annual performance rating

3. The process by which individuals organise and interpret their sensory impressions is called:
  - (a) Cognition
  - (b) Attitude
  - (c) Perception
  - (d) Learning
  
4. Brainstorming is primarily used to improve:
  - (a) Job Satisfaction
  - (b) Creative Problem Solving
  - (c) Financial Incentives
  - (d) Employee Discipline
  
5. A major factor that affects job satisfaction is:
  - (a) The number of working hours
  - (b) Employee's personality and work environment
  - (c) The employee's age
  - (d) The presence of strict rules
  
6. Employee motivation can be increased by
  - (a) Providing job enrichment opportunities
  - (b) Reducing their workload significantly
  - (c) Allowing employees to set their own salaries
  - (d) Ignoring employee feedback

7. 'Conflict in an organisation can be resolved through
- (a) Avoiding all discussions
  - (b) Encouraging open communication and problem-solving
  - (c) Promoting competition among employees
  - (d) Ignoring the issue
8. Group norms refer to
- (a) The financial contribution of team members
  - (b) The rules and expectations that regulate group members' behaviour
  - (c) The size of a group
  - (d) The hiring process for new employees
9. A leader with a high concern for people and a high concern for production follows which leadership style?
- (a) Autocratic Leadership
  - (b) Democratic Leadership
  - (c) Transformational Leadership
  - (d) Managerial Grid's Team Leadership
10. Counselling in organisations is important because
- (a) It helps in disciplining employees
  - (b) It is a substitute for formal training
  - (c) It improves employee well-being and productivity
  - (d) It reduces salaries

**Part B**

(5 × 5 = 25)

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

11. (a) What are personality tests? Explain their importance in employee selection.

Or

- (b) Discuss the role of individual differences in shaping workplace behaviour.

12. (a) Describe the importance and the process of brainstorming.

Or

- (b) Explain the factors affecting perception.

13. (a) What is employee morale? Explain its impact on organisational performance.

Or

- (b) Discuss the importance of job satisfaction for an employee.

14. (a) Discuss about supervision style.

Or

- (b) Explain group dynamics and the importance of group cohesiveness.

15. (a) Explain fielder's contingency theory of leadership.

Or

- (b) List the merits of counselling.

**Part C**

(5 × 8 = 40)

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

16. (a) Describe the different types of intelligence tests.

Or

- (b) Discuss in detail the importance and scope of organizational psychology.

17. (a) Describe the different techniques of motivation used in organisations.

Or

- (b) What is transactional analysis? How is it used to improve workplace communication?

18. (a) Describe the different theories related to job satisfaction.

Or

- (b) Compare and contrast job enrichment and job enlargement.

19. (a) Discuss the various types of conflicts that occur in organisations and how they can be resolved.

Or

- (b) What are group norms and how do they influence employee behaviour?

20. (a) Explain the role of organisational climate in improving effectiveness and productivity.

Or

- (b) Discuss in detail about types of counselling and guidance in an organization.
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